

# AMERICA'S CUP PEOPLE PLAN

For the 2012 and 2013 Regattas  
on San Francisco Bay

City and County of  
San Francisco

March 2011





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# SECTION 1

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## Executive Summary

On December 31, 2010 the City and County of San Francisco (the "City") was selected as the host city for the 34th America's Cup and associated sailing regattas. The prospect of staging these races for the first time in close proximity to urban waterfront areas and scenic parklands presents a set of exciting but challenging planning efforts.

One of the most significant efforts will be to identify a package of transportation options to reliably transport racing teams, event personnel, event sponsors, members of the media and thousands of America's Cup spectators to and from their desired destinations on any given race day, while at the same time satisfying the daily transportation needs of residents, businesses and visitors not associated with the races. This "People Plan" proposal represents the first step in that process.

The transportation modes described in this People Plan proposal have been structured according to four guiding principles: resource efficiency, environmental sustainability, strategic adaptability and positive legacy. These principles favor bicycling and transit over the private automobile while emphasizing the need for effective communication and information tools that allow large numbers of users to make individual decisions that support the success of the system as a whole. In addition, the legacy concept stimulates interest not only in potential capital projects that can be brought forward in association with America's Cup preparations but also operational strategies and other pilot concepts that can provide benefits to the City and the Bay Area long after the 34th America's Cup Final is complete.

The People Plan reviews likely destinations of race viewers and others associated with the America's Cup events, in order to better identify the increase in transportation demands to these areas. The Plan then reviews key modes of transportation and the ways in which they can be employed to address the anticipated transportation demands. A general point made in relation to all modes of transport is the need to anticipate and resolve conflicts with the large numbers of pedestrians that are expected to be present at the same locations that travelers are attempting to access.

The City's submission of this People Plan transportation strategy proposal to the America's Cup Event Authority is called for as a key initial planning step under the Host and Venue Agreement relating to staging the America's Cup events. At the same time, this submission presents an opportunity for the City to also provide an early description of its approach to structuring and enhancing its transportation assets to meet this challenge for review and comment by its America's Cup partners and the public at large. The issuance of this Plan at such an early stage also provides City residents, businesses and other stakeholders with the means to assist the City in shaping how this key aspect

of the America's Cup effort will be further developed. The City looks forward to receiving this feedback as this People Plan is further developed and refined over the course of the planning and environmental review processes associated with the America's Cup events.





## **SECTION 2**

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### **Overview**

#### **2.1 The America's Cup Host and Venue Agreement and the People Plan**

On December 31, 2010 the Golden Gate Yacht Club selected San Francisco as the host city for a series of regattas leading up to and including the 34<sup>th</sup> America's Cup Final (the "America's Cup"), all as further described in the 34<sup>th</sup> America's Cup Host and Venue Agreement (the "Agreement") among the City and County of San Francisco (the "City"), the America's Cup Event Authority ("ACEA") and the America's Cup Organizing Committee (the "ACOC"), a copy of which can be found on the website of the City's Office of Economic and Workforce Development at <http://www.oewd.org>.

The Agreement creates an implementation structure that involves the City and three partners each responsible for coordinating specific aspects of the Events. ACEA and ACOC are contractual partners with the City: ACEA is the private corporation responsible for managing the on-shore aspects of the events described in the Agreement; while the ACOC is a nonprofit public benefit corporation charged with fundraising and other initiatives in support of the events. Another private agency, America's Cup Race Management ("ACRM"), is responsible for managing the on-water portion of the events.

The sailing races proposed for San Francisco Bay under the Agreement include (i) one or two America's Cup World Series regattas in July-September 2012, each lasting approximately nine days (the "2012 Events") and (ii) the Louis Vuitton Cup Challenger Series, America's Cup Defender Series (if held) and America's Cup Final in July-September 2013 (the "2013 Events" and, together with the 2012 Events, the "Events"). Specific dates for the 2012 Events will be announced later in 2011.

As part of the City's preparation for the Events, Section 8.1 of the Agreement calls for the City to submit to ACEA for its review and approval a "People Plan," a plan describing a safe, reliable and efficient traffic and transportation scheme to facilitate the movement of thousands of visitors on any one day to and from the America's Cup Events. (The Agreement estimates up to 200,000 spectators on a high-volume weekend race day, and City and ACEA staff are working on refining those projections for the full set of Events.) This People Plan represents a key planning process by which the parties to the Agreement can develop, communicate, and implement their shared vision of an effective transportation system meeting the needs of residents, competitors, event staff and spectators.

The Agreement calls for the People Plan to be reviewed and accepted by ACEA by September 30, 2011, and after such acceptance the City would consider the Plan for adoption as part of the Event project approvals once environmental review is complete. It is important to note that there may be certain aspects of the People Plan upon which the City and other responsible public agencies would not be able to take binding action until the completion of environmental review as required under the California Environmental Quality Act (“CEQA”) and, in some cases, the National Environmental Policy Act. Accordingly, the People Plan will be submitted as part of the Event project description for review under CEQA. The CEQA review process may result in additional recommendations, including mitigation measures, about how to manage transportation, traffic and spectators. Those measures may be imposed as mitigation measures as part of the approval of the project or may be incorporated into the People Plan. The People Plan is likely to be revised as a result of the CEQA analysis and process, and will be revised as project details are refined and broad community input is received, as described below.

With those factors in mind the City’s intention is to engage the community, City policymakers, transportation agency stakeholders and ACEA to further refine the strategies outlined in this document over the course of the next several months. The ultimate goal would be to arrive at a document that can be accepted by ACEA and approved by the City as the overall People Plan strategy upon the completion of required environmental review. Certain elements of the September 30 document may be subject to further revision in connection with the environmental review described above, along with any additional adjustments in the Event plans themselves. Such revisions to the People Plan would be subject to the approval of the City and ACEA at the appropriate time as described in the Agreement.

## **2.2 Context: The Event Planning Process**

In understanding the context for this initial People Plan proposal it is helpful to have a sense of where this document falls in terms of the overall preparations for the Events.

The relatively limited interval between the signing of the Agreement and the hosting of the Events will require the City, ACOC, ACEA and ACRM to coordinate and engage in a comprehensive planning and implementation effort in a very compressed time window. The People Plan represents just one facet of this complex multipronged process taking place over the next several months, and is a good yardstick of the parties’ progress. In the three months since the Agreement was signed, the parties’ vision for the Events has already come into greater focus as compared to the very general description provided in the Agreement.

One of the Agreement’s key deadlines relates to the completion of the environmental review process under the CEQA within a year of the date ACEA provides sufficient information to provide a project description to initiate the CEQA review process. City and ACEA staff worked diligently to prepare a description of Event activities for inclusion in the Notice of Preparation of an Environmental Impact Report (an “EIR”) issued by the City Planning Department on February 9, 2011 (the “NOP”). (For a copy of the NOP, please visit the City Planning website at <http://tinyurl.com/meacases>.) City Planning then facilitated a public comment period regarding

the NOP, including meetings with the public and interested regulatory agencies. The feedback from that process will be utilized to further refine project plans and to target the scope of needed technical studies in support of the preparation of an EIR for the Events, all as further described in the NOP.

At the same time as the CEQA process continues to move forward, the Agreement calls for a number of more detailed Plans to be provided on various aspects of the Events. Those Plans will inform the CEQA review, as CEQA review will inform the development and refinement of the Plans. The People Plan is one of these, and its submission on March 31 as required by the Agreement allows the City to provide an initial summary of its strategic thinking about Event transportation as the parties enter a key stage of this front-loaded planning and engagement process.

In addition to review by ACEA as called for under the Agreement, the City invites comments from members of the public on the strategies described in this People Plan. Comments can be provided on the website of the City's Office of Economic and Workforce Development (<http://www.oewd.org>) or via email at [americacup@sfgov.org](mailto:americacup@sfgov.org). The City asks that any comments be provided on or before May 31, 2011. These comments will be used to further refine the People Plan in advance of the September 30, 2011 date noted above as well as to inform further Event plans and EIR impact and possible mitigation measure analyses. The City currently anticipates that the Planning Department will issue the Draft EIR for the Events for public review and comment in July 2011.

## **2.3 The People**

The America's Cup Events represent the premiere level of competitive sailing. The hosting of these sailing regattas on San Francisco Bay is expected to create an experience that will attract spectators from throughout the Bay Area, across the United States, and around the world. These spectators and Event staff will place demands on transportation infrastructure that already serves a wide range of residents and visitors. Therefore, this People Plan has been developed with different groups of travelers in mind, with the goal of accommodating circulation and providing strategies that support the needs of each individual group while minimizing the conflicts between or among different groups:

### **2.3.1 America's Cup Participants (Teams, Event Staff, Accredited Media)**

Special transportation needs for this "Participant" group include but are not limited to staff access to race-related areas and other constricted waterfront areas as part of their Event-related duties, attending Event-related functions, staging and maintenance of property, and so forth. These activities may require unique and frequent vehicle access to various sites. Further development of circulation strategies will require close coordination with Participant needs to set the stage for the successful implementation of the Event program itself.

### **2.3.2 Visitors and Spectators to the Events**

These "Race Viewers" represent the major portion of the expected Event-related increase in transportation demands. Race Viewers may have limited or extended stays, with local, regional

or more far-reaching points of origin. This group includes major VIP donors and sponsors of the Events, and as such the final People Plan will include tailored transportation arrangements to attend their designated viewing locations. Race Viewer trips to event sites are generally not characterized by the same immediate, urgent nature of trips of the Participant group.

### **2.3.3 Businesses and Neighbors in the Vicinity of the Events**

Although the anticipated Participant and Race Viewer transportation demands are the primary impetus for the development of a People Plan of this kind, the refinement of the Plan must be informed by the needs of all of the people who utilize these transportation systems on a day-to-day basis. This also extends to businesses who rely on these same transportation facilities for their ongoing operations.

### **2.3.4 Other Travelers Using the Transportation Facilities Impacted by Event Demands**

This category includes people who rely upon or frequent the transportation services and infrastructure that will be influenced by the Events, or altered by the event accommodation, including commuters and truck traffic. With no inherent need for a destination or origin in the vicinity of the Events, opportunities to serve the needs of this group are less restricted than the other groups traveling to the immediate vicinity of the Event sites.

## **2.4 Guiding Principles**

The ultimate objective of any transportation strategy is to provide and communicate a set of transportation options that address anticipated demands through reliable and predictable operations. This People Plan represents an initial effort at identifying how this effectiveness and reliability can be achieved.

The City Municipal Transportation Agency has coordinated a multiagency vetting process that has allowed for the refinement and articulation of a number of strategies to reach this objective. The strategies set forth in this People Plan have been developed according to four organizing principles: resource efficiency, environmental sustainability, strategic adaptability, and positive legacy.

### **2.4.1 Resource Efficiency**

Efficiency for purposes of the People Plan relates to the use of a finite amount of transportation resources in the most effective manner. This principle fosters the development of a number of mutually supportive strategies, including but not limited to the following:

- a. Provision of a number of different options to arrive at key destinations, including multiple modes, routes and price points.
- b. Information tools that not only educate potential users about the available options but also provide realtime information to foster individual decisions that spread demand more efficiently.
- c. Encouragement of higher volume methods of transport to constricted areas instead of the private automobile.

## 2.4.2 Environmental Sustainability

As described in the Agreement, the City, ACEA and the ACOC are committed to making the Events a model of environmental stewardship. A key consideration in this effort is the potential negative environmental impacts of transporting the large number of spectators attending the events, layered on top of the more targeted transportation demands of other travelers. Therefore the People Plan prioritizes lower-impact forms of transport such as walking, bicycling, and transit. Automobile use in the immediate vicinity of the key spectator areas will be controlled, not only to encourage the use of alternate modes of transportation but also to limit the negative environmental effects of automobile congestion in close proximity to sensitive areas along the Bay waterfront.

## 2.4.3 Strategic Adaptability

Part of the appeal that brought the Events to San Francisco Bay was the opportunity to create a new kind of viewing experience for the highest level of competitive sailing, with races held in close proximity to urban areas and accessible shoreline instead of open seas. The novelty of this concept creates excitement but it also creates uncertainty, in that there are few instructive examples of how spectators will choose to attend an America's Cup Final-level sailing event in the middle of a weekend day, or how a large event on San Francisco Bay during a weekday will affect the ability of Bay Area residents to commute to work or their other daytime destinations.

Accordingly, the City has sought and will seek to seed the strategies set forth in the People Plan with a measure of adaptability to allow for the strategic deployment of a finite amount of transportation resources across the spectrum of transportation demands associated with the Events in accordance with the expected demands of each day. As a planning matter this effort includes the use of the 2012 Events as a pilot or testing ground for the strategies that will be employed more widely for the 2013 Events, which would be of longer duration and would generate greater spectator interest than the 2012 Events. On an ongoing basis this effort will include the monitoring and analysis of transportation demands and potential opportunities, so that informed decisions can be made on a day-to-day or hour-to-hour basis to foster the provision of the most effective transportation options to the widest range of users.

For initial planning purposes, all of the days during which the AC would take place would be allocated into five or six prototypical plan implementation days so that the transportation resources can be more adequately planned for and deployed. Initial attendance estimates, modal shares, arrival/departure profiles, and so forth will be developed in the coming months for these prototypical days, which will serve as initial planning guidelines. The expected attendance characteristics of these days will be further refined as the race schedule is better defined, and additional prototypical days could also be added to this initial list. In addition, the planning efforts and lessons learned from the 2012 events will serve to further define the types and characteristics of such days.

## 2.4.4 Positive Legacy

The People Plan recognizes that the Events represent a unique moment in the history of the City and San Francisco Bay that has intrinsic value in providing enjoyment and other benefits to residents and visitors alike. At the same time, however, the level of attention that the Events will

attract along with the amount of resources that will be devoted to them creates an equally unique opportunity to create legacy benefits for the City and the Bay Area that will last for a long time after the Events are complete. Therefore the development of the strategies laid out in this Plan has been and will be informed not only by the specific Events in question but also by considerations of how these efforts can create a positive legacy for transportation in the Bay Area going forward.

Positive legacy considerations include the following:

- a. Information tools and processes that can be applied on a wider basis, including internet technology, signage, “transit concierges” and similar initiatives;
- b. Operational planning and implementation allowing large numbers of people to travel to the waterfront destinations that themselves are being improved into legacy benefits (such as the Event-related projects being developed at lands under Port of San Francisco jurisdiction as described further below);
- c. Environmental justice and social equity benefits in terms of developing models for reliable and affordable transportation connections to and from underserved communities;
- d. Partnerships among transportation agencies allowing access to additional resources without incurring excessive costs; and
- e. Capital improvements to transportation infrastructure.

## **2.5 Planning Constraints**

The structure of the Agreement creates some boundaries for the planning process.

Primary among these is the Event schedule itself. The strategies in this document will only be successful if they can be implemented by the commencement of the Louis Vuitton Cup Challenger Series in July of 2013. It would be optimal if the selected strategies could also be implemented and/or piloted as part of the 2012 Events. These dates narrow the focus of this process to those projects that are deliverable within the timeframe provided.

Similarly, the Agreement identifies the ACOC’s philanthropic contribution program as a potential funding source that is intended to pay for a number of the City’s Event-related costs, including increased transit service. The limits of this funding source combined with the difficult budgetary situations faced by the City and many other public agencies will provide incentives toward the identification of grants, partnerships and other pilot program leveraging opportunities. Such opportunities would not only allow for the implementation of the strategy in question but would also potentially free up other funds for those strategies without similarly beneficial implementation models.

## 2.6 People Plan Structure

The remainder of this document is structured in three parts:

- Section 3 itemizes the likely destinations of spectators on any particular day during the America's Cup Events.
- Section 4 describes the transportation strategies that will serve these key locations.
- Section 5 describes certain additional considerations and strategies that will be evaluated over the coming months in conjunction with the further development of Event-related transportation arrangements.





## SECTION 3

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### Event Locations

The first step in developing a transportation plan for the America’s Cup Events is to analyze the likely destinations of the increased Participant and Race Viewer populations. That understanding will then be used to develop strategies for handling the increase in transportation demand resulting from the Race Viewers while ensuring accessibility for Race Staff as well as residents, commuters and other travelers not affiliated with the Events.

#### 3.1 Analytical approach

As described above, ACEA and ACRM are developing an innovative event concept that seeks to create never-before-seen public access and race viewing opportunities in the so-called “natural amphitheater” of San Francisco Bay. Unlike more traditional sporting events and amphitheaters, there is no single facility or venue that can be expected to attract the majority of visitors. Rather, the program of events and Event Authority facilities creates an array of locations based primarily in San Francisco that include major spectator venues and programs to attract, manage and support public enjoyment of the races. In addition, other locations in San Francisco and in the North Bay can be expected to attract varying levels of spectators and associated transportation demands that will need to be addressed in the final People Plan. The two primary drivers for the 2013 Events’ transportation demands are the (i) the construction of America’s Cup Event-related facilities on Port of San Francisco lands along the City’s northeast and central waterfront and (ii) waterfront locations with views of the race area identified by ACRM, as depicted in **Figure 1** (the “Race Area”). Planning for the 2012 Events will focus on some measure of these same demands, with the potential to pilot 2013 Event strategies as described below.

#### 3.2 Race Facilities on Port of San Francisco Lands

The Port of San Francisco locations listed below have been targeted for Event-related infrastructure and/or programming in the NOP. (See **Figure 2** for the NOP diagram depicting such potential activities.) The specific programming at these locations is subject to change under the ongoing planning and environmental review processes, but the projected transportation needs associated with staff of and visitors to these attractions have been factored into the transportation strategies set forth in Section IV below.

1. Pier 80 – racing team industrial bases, other back office uses; no public access
2. Brannan Street Wharf – public access



SOURCE: Google Maps; ESA

The 34th America's Cup People Plan  
**Figure 1**  
 AC34 Sailing Race Area



SOURCE: AECOM

The 34th America's Cup People Plan  
**Figure 2**  
 2013 Event Locations and Uses

3. Pier 30-32 – racing team bases, maintenance and storage of racing vessels; controlled public access
4. Seawall Lot 330 – parking; potentially available to public
5. Pier 26 and Pier 28 – event staff and related uses; no public access
6. Pier 19, Pier 19½ and Pier 23 – event and media staff and related uses; no public access
7. Pier 27 and Pier 29 – America's Cup Village; public access to most areas, controlled public access in others

## **3.3 Race Area Viewing Locations**

### **3.3.1 The Race Area**

The Race Area extends from Treasure Island in the east to approximately one mile west of the Golden Gate Bridge on the west, and from Marin County and Angel Island on the north to the northern waterfront of San Francisco on the south. The Race Area includes the potential for races to start and/or finish in close proximity to the America's Cup Village proposed for construction at Piers 27 and 29.

### **3.3.2 Waterfront Locations in Closest Proximity to the Race Area**

The location of the Race Area prompts a focus on transporting Race Viewers to and from waterfront lands in its vicinity with uninterrupted lines of sight. The City and ACEA are therefore focusing their efforts to optimize public viewing and enjoyment of these sites while balancing the protection of sensitive habitat and cultural resources that make these areas so valuable in their own right. To that end the strategies identified under this People Plan for further analysis and/or implementation emphasize the provision of transportation options along these waterfront corridors.

The City is working with ACEA and the relevant trustee agencies to evaluate potential Event-related programming at park lands listed below. In particular, City staff is meeting with staff from the National Park Service to discuss environmental and transportation impact and mitigation strategies relating to increased visitor demand from the Events, and places like Cavallo Point and the Marin headlands that present attractive viewing opportunities but are constrained by limited transportation access.

The following sites are immediately adjacent to the Race Area and readily accessible to the public, and therefore can be expected to attract varying levels of spectator traffic:

- a. The America's Cup Village at Piers 27 and 29 (Port of San Francisco)
- b. Piers and other accessible areas between Pier 29 and Pier 39 with views of the Race Area (Port of San Francisco)
- c. The Fisherman's Wharf/Pier 39 Area (Port of San Francisco)
- d. Aquatic Park (National Park Service/SFNMHD)
- e. Fort Mason (National Park Service/GGNRA)

- f. Marina Green (SF Recreation and Park Department)
- g. Crissy Field (National Park Service/GGNRA)
- h. The Presidio (Presidio Trust)
- i. Cavallo Point (National Park Service/GGNRA)
- j. Angel Island State Park (California Department of Parks and Recreation)
- k. Treasure Island and Yerba Buena Island (Treasure Island Development Authority)
- l. Alcatraz Island (National Park Service/GGNRA)

### 3.3.3 Other Potential Viewing Locations – Further Collaboration

There are also additional locations that could provide some opportunity to view the Race Area. These are generally farther from the Race Area than those described above, including the Marin Headlands and the cities along the Marin County waterfront (including Sausalito, Tiburon and Belvedere). More distant waterfront locations along the eastern shore of San Francisco Bay and in the East Bay hills may also provide some distant views of the Race Area, but are not expected to attract increased Race Viewer transportation demands.

This initial People Plan proposal focuses on transportation from around the region to the urban waterfront areas of San Francisco where the majority of Event-related activities will be located. The transportation service planning and management strategies set forth below have been developed in consultation with the City’s Municipal Transportation Agency (“MTA”) and preliminary contacts with regional transportation agencies. They have also been preliminarily vetted with a number of stakeholders, but further communication and collaborative planning work will be required to develop this People Plan for all potential Race Viewer destinations, again in keeping with the principles that have guided the development of this Plan.

To that end, City and ACEA staff will be convening interagency meetings with the park trustees, local jurisdictions and regional transportation agencies affected by such increased demands, in order to foster the development of a coordinated strategy that takes into account the varied transportation systems and assets serving these additional areas, as well as environmental, resident and business considerations.



## SECTION 4

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# Transportation Strategies

### 4.1 Transit Operations

The guiding principles listed above combined with the limited parking and travel capacity along the roadways in the vicinity of the waterfront Race Viewer destinations provide strong arguments favoring emphasis on transportation options other than the private automobile. The provision of robust transit options can create environmental sustainability and resource efficiency benefits while laying the groundwork for a positive legacy of improved transit operations in these areas often frequented by residents and visitors alike.

#### 4.1.1 Overall Strategy

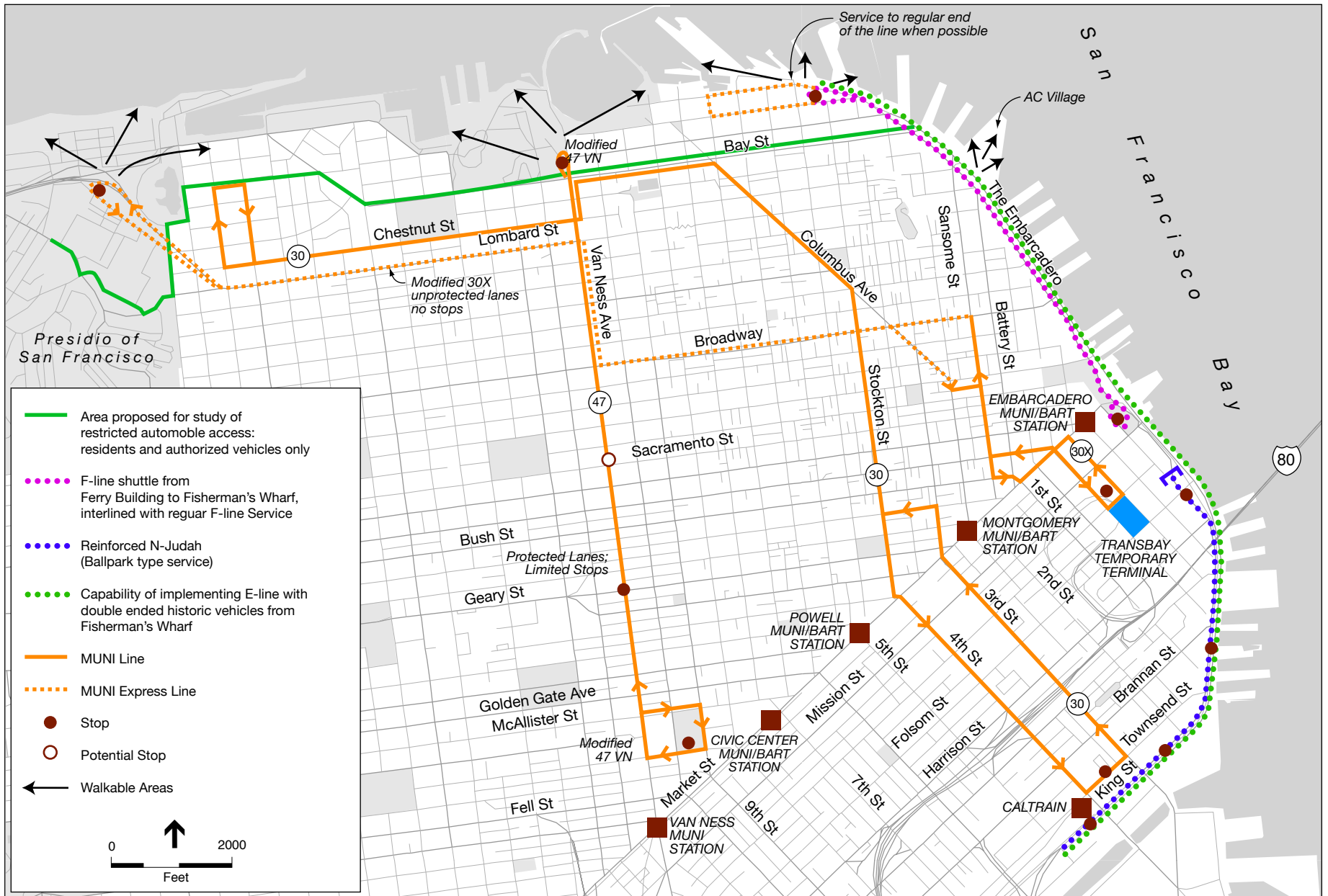
The initial development and further refinement of the transit strategies has been and will be based on the increase of frequency of service along existing routes, with certain modifications to better serve planned Event activity and viewing locations.

The use of existing routes will serve to reduce confusion for those familiar with the City's transit system. The route modifications and limited stop service are intended to increase efficiency of travel from regional transportation hubs to waterfront corridor locations, while still retaining the ability to connect to other lines around the City.

The novelty of the Event format combined with the challenge of providing visitor projections at this early planning stage require the development of criteria for increasing service above the baseline as conditions and demands warrant. Decisions under those criteria will be resource-driven, and adaptability among strategies will facilitate the selection of the most effective option as we learn more about Race Viewer transportation and attendance patterns.

As noted throughout this People Plan, a key factor in the success of these Events will be providing ample information, maps and signage to those making travel decisions and those assisting others in making such decisions. Accordingly this People Plan includes the formulation of an effective communications plan to enable residents, workers, visitors and race management entities to incorporate transit options and the other Event transportation strategies in the early stages of planning their activities and transportation arrangements.

**Figure 3** depicts some of the potential transit routes that would serve the Events, as further described below.



SOURCE: San Francisco Planning Department

The 34th America's Cup People Plan

**Figure 3**  
Proposed Augmented Service Routes



## 4.1.2 Bus Service Strategies

### Increase Frequency on Key Existing Routes

The majority of the City's regional transportation hubs for both transit and automobiles lie along and to the south of the Market Street corridor. Therefore a centerpiece of the People Plan strategies is to provide additional capacity for Race Viewers to travel from these transportation hubs to the waterfront viewing areas.

Rail service is the primary strategy for doing so along the Embarcadero, but additional bus capacity is needed to travel to destinations along the City's northern waterfront to the west of the Fisherman's Wharf terminus of the E/F lines.

The **30 Stockton** bus line provides a number of key connections, including (i) in the vicinity of the 4<sup>th</sup> and King Caltrain terminal and BART stations in the south, (ii) a transfer point near the E/F line terminus at Fisherman's Wharf and (iii) access to the northern waterfront viewing areas. The **30X Marina** line provides express service to the northern waterfront viewing areas from downtown transit hubs, including BART stations and the Transbay bus terminal. Further study of these routes will include an evaluation of the costs and benefits of decreased headways along these lines and potential route modifications to allow for a faster rate of travel, such as the utilization of Lombard Street.

The **47 Van Ness** bus line provides a key north-south connection from the Civic Center BART station that would allow travelers to avoid any potential congestion along the Embarcadero or closer to downtown. Further study of this route will include limited stop service and the potential for a route modification that would use Civic Center Plaza as a terminus. Civic Center Plaza has also been identified as a potential "Event live site" in the initial project description in the NOP, a concept that includes some combination of showing Event television programming on a large screen, Event-related retail and/or food and beverage services. By bringing a direct link to waterfront viewing areas the activation of this site is likely to be more successful in drawing positive energy and interest from Race Viewers.

### Identify Other Possible Key Routes

While the routes above are the primary focus on efficient travel, there are other connections to likely destinations that are worthy of attention during the planning process. Like the 30 and 30X lines, the **45 Union-Stockton** line connects the Powell BART station (and another potential "event live site" at Union Square) to the edge of the Presidio. Similarly, the **108 Treasure Island** provides service from downtown regional hubs to Treasure Island, the western shore of which enjoys views of much of the Race Area. Automobile access to Treasure Island is constricted at its Bay Bridge approaches, and therefore the utilization of higher-volume methods of transportation will be encouraged. The 108 Treasure Island line could be one way to provide that volume, while other models could include the shuttle bus approach implemented for the annual Treasure Island Music Festival or some type of ferry service. As further Event plans are developed the relative merits of these strategies (and combinations thereof) will be further analyzed.

## Explore Partnerships

The guiding principles noted above will require the planning team to look beyond existing assets and programs for the most effective leveraging opportunities as the People Plan is further developed.

For example, bus lines operated by other transportation agencies utilize the key Van Ness Avenue and northern waterfront corridors, or provide connections between regional hubs and the westernmost viewing areas. While there are limitations on the general use of these lines for passengers traveling within San Francisco, there may be arrangements that can be negotiated with those agencies and other interested parties to allow these lines to add Race Viewer transportation capacity during the limited duration of the Events.

In addition, the Treasure Island Development Authority (“TIDA”) is in the process of negotiating a proposal to develop the majority of Treasure Island and Yerba Buena Island as a new mixed-use neighborhood that would include a congestion pricing approach to manage the use of automobiles. City staff will explore with TIDA and relevant agencies the possibility of piloting or otherwise incorporating the congestion pricing concepts for Race Viewers in order to encourage the use of the 108 Treasure Island line or similar transit options for this automobile-constricted location.

### 4.1.3 Rail Service Strategies

#### Increase Frequency of Existing Embarcadero Corridor Lines

The dedicated Embarcadero rail right of way is critical to the effective transport of Race Viewers along this key corridor to bypass congestion while maintaining and augmenting capacity for residents and commuters who need to access these same areas for reasons unrelated to the Events. The existing rail lines will provide service from different points in the City to the northeast waterfront and will provide key connections between regional transportation hubs and the Event (and other) attractions on Port of San Francisco lands along the Embarcadero. North of Howard Street the Embarcadero rail right of way is limited to historic streetcars due to overhead wire limitations. South of Howard the overhead wire and station platforms can accommodate either historic streetcars or the larger Breda Light Rail Vehicles

The Breda vehicles utilized by the **N-Judah** line provide high volume service from the western part of the City through the Market Street subway, connecting with BART, and then south along the Embarcadero to the Caltrain terminal at 4<sup>th</sup> and King.

The **F-Market and Wharves** line currently provides historic streetcar service along Market Street and then north to Fisherman’s Wharf. The F-line streetcars have become a popular success with tourists and residents, though they are smaller than the Breda vehicles and generally at full capacity even without the added attraction of the Events. One approach to augmenting transportation capacity for large waterfront events like the 4<sup>th</sup> of July and Fleet Week is to run historic streetcars in a shuttle service from the Ferry Building northward. This strategy may prove to be valuable for high-volume Event days as well. In addition, historic streetcars have also been proposed for use as the **E-Embarcadero** line running the length of the Embarcadero from 4<sup>th</sup> and King in the south to Fisherman’s Wharf in the north. The Events present an excellent opportunity to test the conditions under which that service can provide the most benefit to the Embarcadero corridor.

MTA also can provide added Breda car capacity along the southern Embarcadero through the use of a **Shuttle** line in appropriate circumstances, as is done for baseball games at AT&T Park. Breda car Shuttles could follow the N-Judah route into the Market Street tunnel. However, only historic streetcars can run along the segment north of the Ferry Building. In past situations MTA has run bus shuttles along the rail right-of-way to bolster transit capacity in this location.



### **Address Operational Challenges to Augmenting Service**

The lack of a rail loop turnaround in the 4<sup>th</sup> and King Street area requires that any service along the southern end of the Embarcadero be provided through double-ended cars that can switchback without a rail loop. This factor limits the number of historic streetcars that can be used in this location. Certain historic streetcars under refurbishment have the needed double-ended capacity. As part of the further development of this People Plan the status of such refurbishment along with other ways to provide an effective E-Embarcadero line rail service using other rolling stock will be evaluated.

An additional operational challenge is posed at other locations along the Embarcadero corridor. The competing modes of transport at key intersections along with potential rail congestion at the Ferry Building junction of the Market Street underground and aboveground rail service and the Embarcadero corridor requires careful operational planning and procedures to allow for the safe and efficient movement of rail cars along this corridor.

Lastly, during large waterfront events the northern terminus of the Embarcadero rail line is impacted by spectator and automobile traffic, and at times the congestion forces rail service to turn around at the Pier 39 loop to the east. As the Jones Street location provides passengers with better access to Fisherman's Wharf and Aquatic Park, along with a connection in close proximity to the 30 Stockton bus line link to the western viewing locations, further analysis will target the development of people and automobile movement strategies that allow for the continued use of the full Jones Street loop.

## 4.1.4 Cable Car Service Strategy

San Francisco's iconic cable car system provides a number of connections at locations with strategic significance to the Events. These include linking the Ferry Building area with the Van Ness Avenue bus corridor, as well as linking the Market Street corridor with the northern waterfront. The cable car speeds and capacity are limited, but they continue to be an attraction for visitors seeking a uniquely San Franciscan transit experience. Recent and planned upgrades to the cable car lines will be complete in advance of the Events, and will assist in MTA's efforts to anticipate and accommodate heavier use by spectators and tourists.

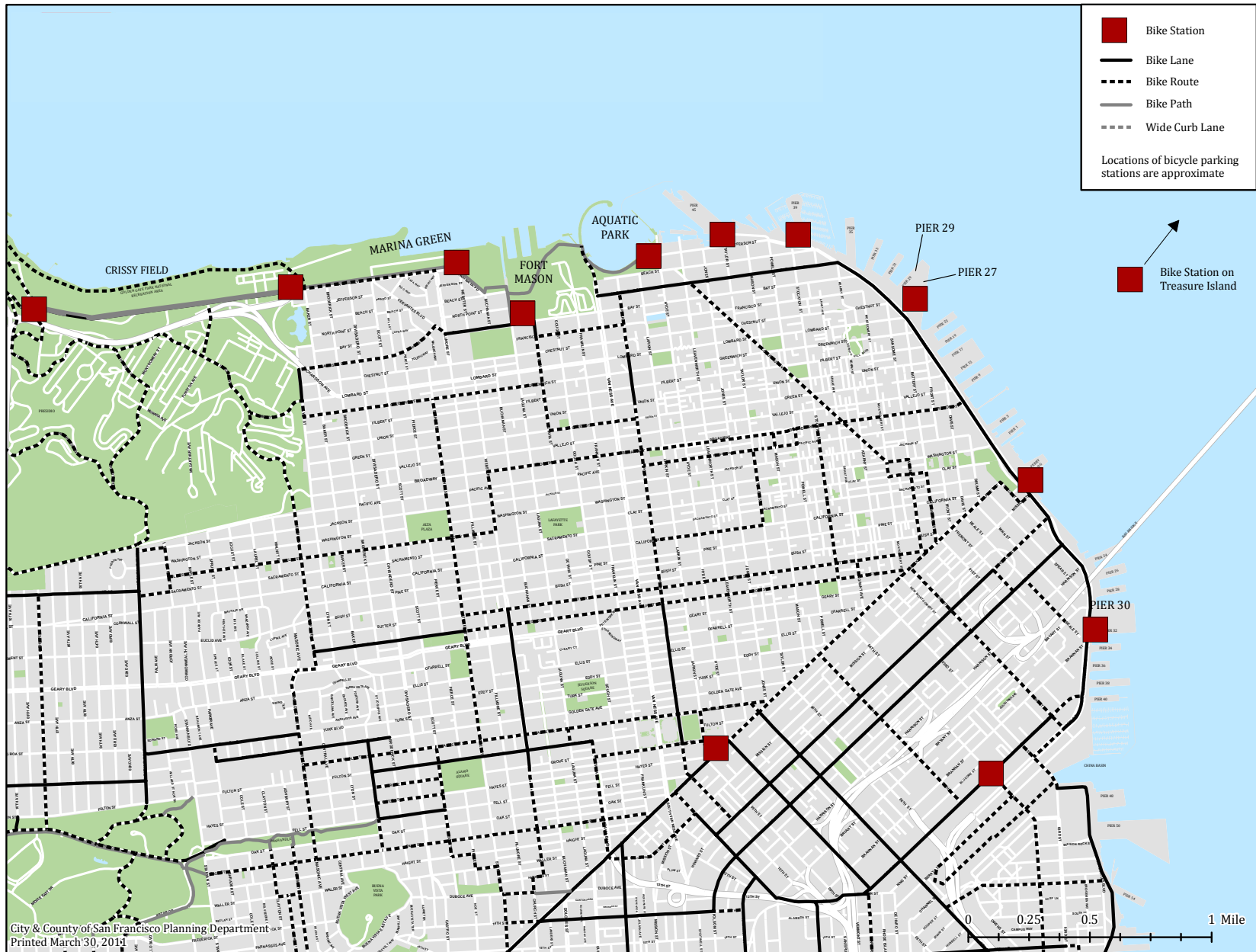
## 4.2 Bicycles

Each of the guiding principles set forth above (efficiency, sustainability, adaptability and legacy) would be advanced by the establishment of cycling as a viable option for the widest possible range of Race Viewers. The relative lack of hills along the San Francisco waterfront corridor combined with its existing bicycle pathway assets together create an exciting opportunity to achieve this objective. Therefore the further development of the People Plan will evaluate ways to leverage these existing assets to create a cycling-friendly set of Events.

### 4.2.1 Secured Bicycle Parking

An initial step in encouraging cycling is to ensure that there will be secure and convenient locations to store bicycles once the rider arrives at his or her destination. Further event planning will include the identification of space and feasible operational models for temporary bicycle valet stations along the San Francisco waterfront from Piers 30-32 to Crissy Field. It will be important to locate these stations in close proximity to key points of interest and to assess their size, location and hours of operation as a function of the type of Event day. These could include some or all of the following: Piers 30-32, the Ferry Building/ Embarcadero Station area, Piers 27 and 29, the Pier 39/Fisherman's Wharf area, the Marina Green/Fort Mason area, and the Crissy Field/Palace of Fine Arts area. **Figure 4** depicts the existing bicycle network and some potential bicycle parking station locations to be evaluated as described above.





SOURCE: City & County of San Francisco Planning Department

The 34th America's Cup People Plan  
**Figure 4**  
Conceptual Locations for Bike Station Facilities

## 4.2.2 Establish Bicycle Rental and Bicycle Sharing Facilities at Strategic Locations

The final People Plan will also identify ways in which Race Viewers without their own bicycles can obtain one for a short trip or a longer duration, in each case reducing demand for other, more energy- and space-intensive transportation modes.

### Bicycle Rentals

The City is home to a number of thriving bicycle rental businesses. Certain of them already capitalize on the attractions in the Fisherman's Wharf and Embarcadero areas to bolster their business. The City plans to engage in dialogue with these operations to understand the limits of their existing capacity. If after evaluating these existing rental options in relation to the potential Event-related demands it is determined that additional bike rental space or more strategic locations would be beneficial to the Events, the City could pursue a solicitation for bicycle rental concession space along the waterfront corridor or at other strategic locations like satellite parking facilities. The Recreation and Park Commission recently solicited proposals to offer bicycle rental concessions at certain park lands within the City, which provides one helpful model of how such an effort could proceed.

### Bicycle Sharing

Similar to car sharing, bicycle sharing is a term used to describe a membership-based system of short-term bicycle rental. Members can check a bicycle out from a network of automated bicycle stations, ride to their destination, and return the bicycle to a different station. Bicycle sharing is enjoying a global explosion in growth with the development of purpose-built bicycles and stations that employ high tech features like smartcards, solar power, and wireless internet and GPS technologies.

The Bay Area Regional Bicycle Sharing Pilot Program will pilot and test bicycle sharing in downtown urban centers of varying sizes and population densities along the San Francisco Peninsula transportation corridor. Participating jurisdictions include the City and the cities of San Jose, Mountain View, Palo Alto and Redwood City. This project will demonstrate the potential to effectively reduce vehicle miles traveled by deploying 1,000 shared-use bicycles at up to 100 kiosks.

The launch of this pilot is currently targeted for Spring 2012. That schedule could potentially present opportunities to incorporate these types of kiosks at key locations along the waterfront corridor or at satellite parking facilities to further bolster the supply of bicycling options.

## 4.2.3 Maps and Signage

Any effort to encourage visitors and casual cyclists to use bicycles as a primary mode of transport must be accompanied by the means to get them to their desired destinations. At a basic level this includes the ability to find the best routes to get to the Event waterfront attractions. Therefore it will be important to find ways to get that information to the people who need it, including cycling maps at valet, rental, and bikeshare stations. It will also be important to identify key locations

and routes for signage to assist cyclists in unfamiliar surroundings. Such an effort could also provide an additional legacy benefit by being a catalyst for a citywide signage system.

#### 4.2.4 Potential Bike Improvements Facilitating Travel along the Waterfront Corridor

Lastly, while the waterfront corridor itself does present a potentially attractive area to bring cyclists, there are locations that could benefit from temporary or permanent improvements to bicycle circulation. These include the following:

- a. Evaluating special signaling or other bike improvements to improve flow along the northbound Embarcadero;
- b. Pursuing the proposed Jefferson Street public realm project (described further in Section V below);
- c. Working with the Golden Gate National Recreation Area and the San Francisco Maritime National Historic District to analyze approaches to provide accessible and safe bike links through Aquatic Park/Fort Mason/Marina waterfront areas; and
- d. Implementing improvements from the San Francisco Bike Plan (described further in Section V below).



## 4.3 Private Automobiles

Despite the advantages of bicycles and transit in transporting Race Viewers to these constricted waterfront areas, there will still be a large segment of Race Viewers who will choose to drive to the events in their own car. Although the guiding principles listed above are all supported more directly by transit and bicycles rather than automobiles, automobile access can still be managed in ways that foster efficiency, sustainability, adaptability and legacy. These strategies will be evaluated as part of the environmental review process as well as through further work in refining this People Plan.

### 4.3.1 Information

As noted throughout this People Plan, a key factor in the success of these Events will be providing ample information to those making travel decisions. This is especially true for those who drive their cars, as the wrong choice can result in negative impacts not only to the driver but to others in the vicinity as well.

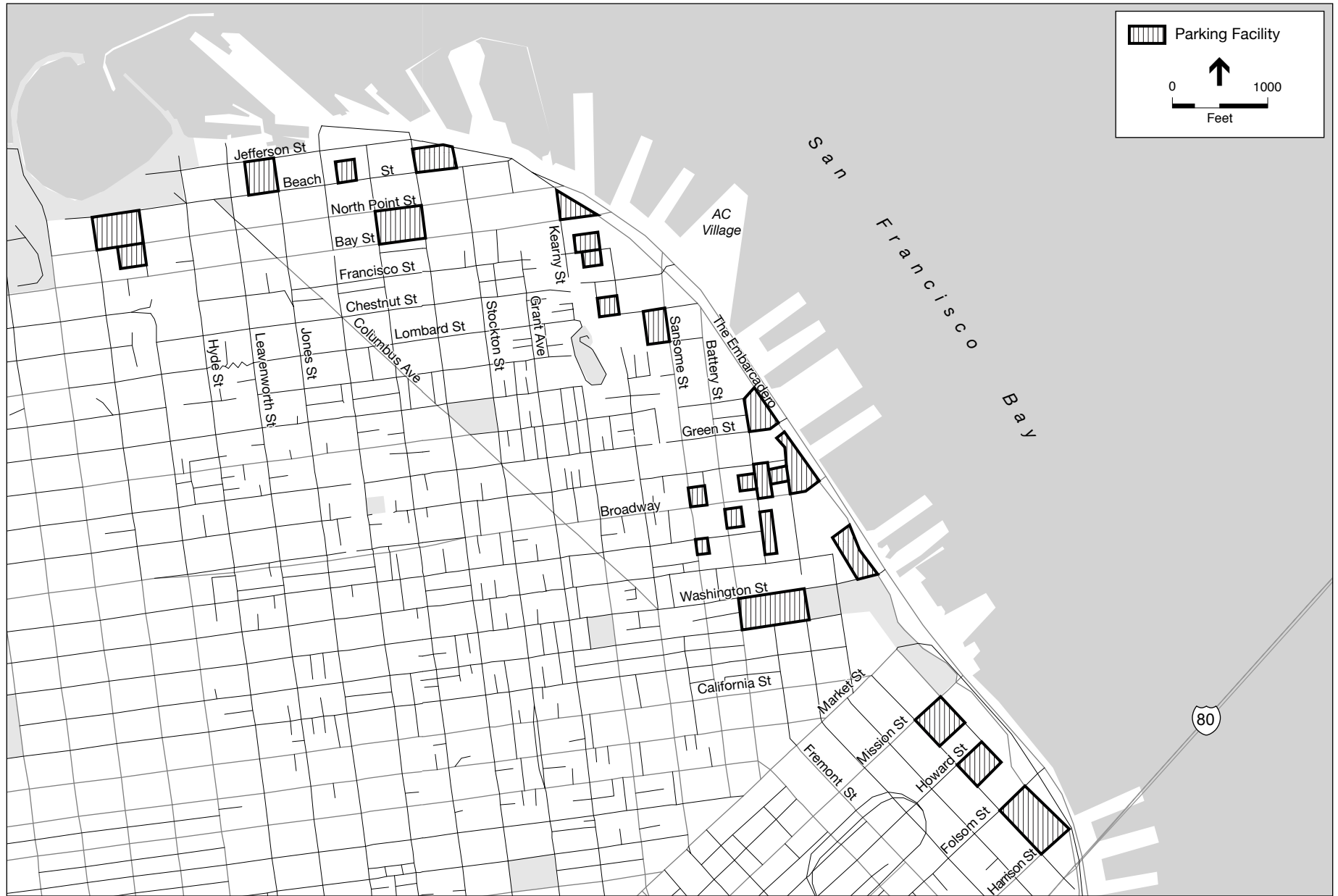
As noted in Section V below, the formulation of an effective communications plan will be critical to enabling beneficial decisions by Race Viewers and others. This will include strategic outreach via the internet and with appropriate travel planning partners so that detailed information is in potential visitors' hands before they make decisions about their travel plans (i.e. renting a car, choosing a hotel). In addition, day-of-event signage will be key in providing driver's with information as they arrive at their ultimate destination. For Fleet Week the City provides a number of temporary signs along the waterfront to inform drivers of expected congestion as well as to direct them to less obvious parking locations. The City would anticipate pursuing a similar approach to signage for the Events, with the specific messages being used to bolster strategies noted below regarding restricted automobile access and satellite parking alternatives.

This communications plan will need to be fed by accurate information from a variety of sources, which will place a premium on coordination with relevant agencies and large scale roadway construction projects in and around San Francisco, including but not limited to the new East Span of the Bay Bridge and the Doyle Drive rebuild project. In addition, the dissemination of information regarding the car-related initiatives proposed below will be critical in ensuring a positive experience for the full range of spectators, no matter what mode of transport they ultimately choose.

### 4.3.2 Parking

As shown in **Figure 5**, parking options in close proximity to the waterfront areas are limited, and could potentially be further limited in connection with times of automobile access restrictions as described below. Therefore it will be important to manage the spaces that are accessible in the most efficient manner possible. Two key strategies in this effort include the MTA's SFpark initiative as well as the establishment of higher-volume satellite parking facilities in other locations that have reliable and effective connections to the waterfront areas described above.





SOURCE: San Francisco Planning Department

The 34th America's Cup People Plan  
**Figure 5**  
 Proposed Waterfront Parking

## SFpark

The MTA is piloting a new program called SFpark that has the potential to provide significant benefits in the effort to provide information about parking options to drivers on a real-time basis. SFpark will provide a web and smartphone interface that will provide drivers with up-to-the-minute parking availability.

To help achieve the right level of parking availability, SFpark will periodically adjust meter pricing up and down to match demand. Demand-responsive pricing encourages drivers to park in underused areas and garages, reducing demand in overused areas. With SFpark, real-time data and demand-responsive pricing work together to readjust parking patterns in the City so that parking is easier to find.

In 2011 SFpark will be testing its new parking management system at 6,000 of San Francisco's 25,000 metered spaces and 12,250 spaces in 15 of 20 City-owned parking garages. The pilot phase of SFpark will be rolled out over the course of the next several months.

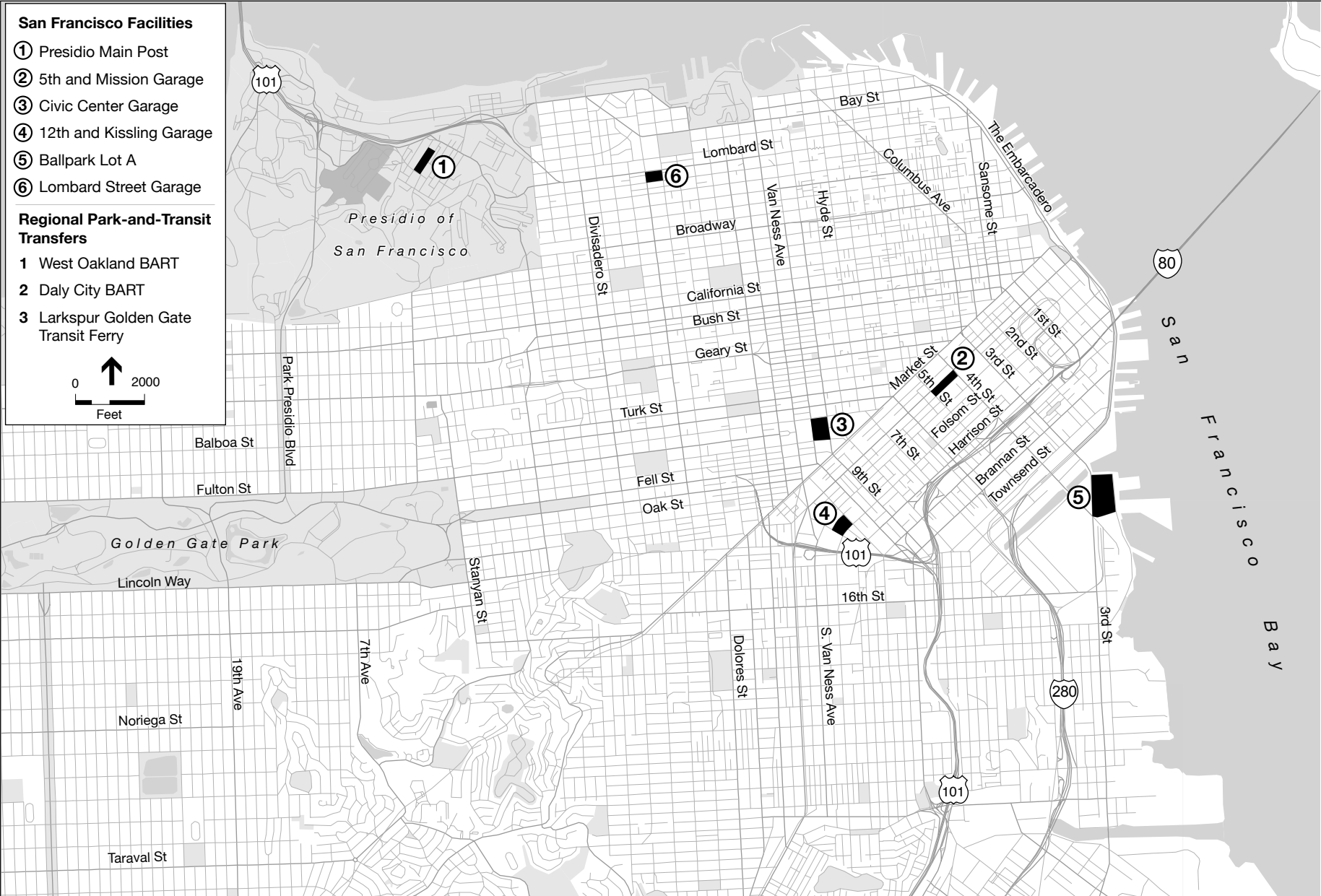
The Event planning team will monitor the progress of the SFpark pilot closely, as it presents an exciting opportunity to reinforce the foundations of the various strategies in this People Plan. In addition to the parking benefits, the City team will be looking at potential opportunities to tie in additional realtime data on traffic, spectator venue capacity, and similar issues that can prove helpful as Race Viewers and others make their travel decisions.

## Satellite Parking

The anticipated Race Viewer demand for parking in close proximity to the waterfront is expected to exceed the available supply, especially on weekends and other high-interest days. Therefore the Event planning team will be evaluating options to provide higher-volume satellite parking options at locations away from the waterfront but with good transit links or other shuttle options to provide connections to the final waterfront destinations.

This evaluation will include sites and garages within the City as well as locations outside the City at strategic interception points. Certain of these potential options are set forth below and depicted in **Figure 6**. Most if not all of these options would require further coordination with the owners and/or jurisdictional agencies controlling these sites, and therefore this listing remains subject to their further feedback as planning moves forward.

1. Lot A south of AT&T Park
2. Civic Center Garage
3. 2055 Lombard Street Garage
4. 12<sup>th</sup> and Kissling Garage
5. Main Post and nearby paved locations in the Presidio
6. Key regional transit transfer hub garages and lots (garages and lots associated with BART's Daly City and West Oakland stations, Larkspur Ferry, Alameda/Harbor Bay Ferry, Vallejo Ferry)



SOURCE: San Francisco Planning Department

The 34th America's Cup People Plan  
**Figure 6**  
 Proposed Satellite Parking

The evaluation will also include larger City-owned garages in proximity to key transit lines. These locations have limited capacity, but the SFpark information tools described above will provide an opportunity to utilize this space as efficiently as possible.

### **4.3.3 Restricted Access Areas**

One attraction of automobiles is convenience, in terms of being able to expend little personal energy in traveling quickly to one's destination. However, if too many people choose to drive their single occupancy vehicles onto waterfront roadways with limited capacity, then no one will be able to arrive at their destination quickly. Therefore in certain locations and circumstances it will be strategically appropriate to develop policies to restrict automobile access during high-volume points of the day.

#### **Types of Restrictions**

Depending on the location the restriction may limit vehicular access to public vehicles (police, fire, transit) and other authorized vehicles (including some combination of Event and team staff, media and sponsors). In other areas where residents would be heavily impacted restricted auto access could also include "residents only" areas. Similarly, in areas where businesses would be heavily impacted and where no other access options exist, auto restrictions could include exceptions to allow for such access. Each of these restricted access configurations requires outreach and further discussions with affected communities. Any such restrictions must be managed as an overall plan and on a day-to-day basis to reduce impact on residents and businesses.

#### **Potential Locations for Restricted Access**

The following are some potential locations for such restricted automobile access.

##### ***The Northbound Lanes of the Embarcadero***

On high volume weekend race days the closure of the Embarcadero to private vehicles for a portion of the day presents an opportunity to create a pedestrian-, transit- and bicycle-friendly environment that will serve to enhance the popularity of the Events. At the same time, however, the Event attractions, ferry terminals and other non-race-event businesses along the waterfront require some level of access across those same lanes, not to mention residents and commuters in the area who depend on the Embarcadero as a major travel facility. Therefore such a closure should be studied carefully, and the 2012 Events should be utilized in combination with the experience of the recent Sunday Streets closures of the Embarcadero to design a thoughtful approach to such closures at appropriate times during the longer-duration 2013 Events.

##### ***Northern Waterfront Area (Generally North of Bay St.)***

Similarly, there will be benefits to restricting automobile access at different locations along the City's northern waterfront, generally to the north of Bay Street. In addition to the considerations listed above, these locations also include residential areas. Again it is evident that effective communications and the utilization of the 2012 Events as a testing ground will be critical to developing a strategy that works for all concerned.

## **Jefferson Street**

The Jefferson Street area bordering Fishermans Wharf and Pier 39 is a potentially congested location that requires careful coordination to balance competing transportation demands. Restrictions on private automobiles in this area could bolster pedestrian and bicyclist safety while freeing up the area for continued light rail operations at the Jones Street turnaround.

## **Signage**

As noted above, the City would anticipate pursuing the Fleet Week approach to supplement the fixed and variable message signs plan with additional temporary variable message signage for the Events, with the specific messages being used to bolster strategies regarding restricted automobile access and satellite parking alternatives. The variable message signs will vary and adapt to the changing traffic conditions as the event day unfolds.

## **Vehicle/Pedestrian Crossings**

As noted in the Agreement, the proposed programming at Piers 30-32 and Seawall Lot 330 will require the deployment of an effective strategy for moving pedestrians across this key location. Similar considerations will apply at other Embarcadero locations, including the crossing in front of the Ferry Building as well as at Piers 27 and 29. In each instance, MTA staff will evaluate signal timing, travel conditions and projected event crowds to determine the appropriate deployment of Traffic Control Officers to assist in the orderly management of competing pedestrian, transit and automobile demands. These strategies will be crafted to be adaptable and effective in delivering safe passage to those seeking to attend these waterfront locations.

Similarly, the public dialogue and further analysis of automobile restrictions on the northern waterfront area west of the Embarcadero should include the identification of potential pedestrian crossing challenges and the strategic resources required to address them.

## **4.4 Water Transport**

### **4.4.1 Ferries**

Ferries represent a potential high-volume mode of transport that would provide direct connections to the waterfront corridor while removing some amount of land-side congestion. However, due to the location of the Events ferry service could be impacted by a variety of factors. The Ferry routes and schedules themselves will need to be coordinated to avoid conflicts with the on-water Event activities, while still delivering needed service to Race Viewers, Participants and other groups not associated with the Events.

In addition, any waterfront roadway restrictions would have to be structured with access to ferry terminals in mind. While a number of San Francisco-bound ferries dock at the Ferry Building, there are also locations at Piers 3, 31, 41, 43 and 45 that would need to be evaluated in this manner. Each of these locations will be analyzed in order to ensure that such restrictions do not present obstacles to effective ferry service. Similarly, the availability of parking for ferry patrons at the points of origin (e.g., Larkspur) will have to be evaluated, particularly during weekdays. Subject to further

discussions with the applicable operators, potential temporary strategies such as the provision of attendant parking could also be studied.



#### **4.4.2 Spectator Vessels**

There will be a number of Race Viewers and Participants who will choose to access the Events from vessels on the Bay. This traffic will also be coordinated as part of the on-water permitting process and the management of the Race Area. The primary Event-related berthing locations are still under discussion in connection with the Event planning and environmental review processes. Further coordination of land-side access to these berthing locations will be a key to ensuring the efficient management of this aspect of the Race Viewer and Participant experiences

#### **4.4.3 Water Taxis**

The Port of San Francisco has entered into an agreement with SF Water Taxi LLC to provide water taxi service beginning June 2011 along the Port's northern waterfront with landings at Pier 1 ½ and Hyde Street Harbor in Fisherman's Wharf. Further coordination, and possible expansion, of the water taxi service will be evaluated as Event planning moves forward.

#### **4.4.4 Other Water Transport Opportunities**

As part of the discussion among the affected ferries and waterside regulatory and security agencies there may be occasion to discuss other opportunities to incorporate water based transportation options to further alleviate congestion on land. Such discussions could include further partnerships with existing ferry operators for additional service to new locations (i.e. Treasure Island) or potentially other initiatives. City staff has not yet engaged in any evaluation of the feasibility of these opportunities, and therefore they require further review and discussion before specific proposals can be advanced.

## 4.5 Pedestrians

The general cluster of Event attractions along the City waterfront will allow for a wide range of Participants and Race Viewers to travel to their destinations on foot. The People Plan will be developed to enhance the pedestrian experience throughout the corridor for both residents and visitors alike. Many of these pedestrian considerations are detailed in relation to the other transportation strategies set forth above, and together they provide some of the promising legacy benefits of all of the strategies because they can be enjoyed by the widest range of people. The comprehensive pedestrian strategy that will be developed in conjunction with the People Plan includes but is not limited to the following aspects:

1. Temporary or permanent wayfinding signage (as with bicycle signage, potentially providing a positive legacy opportunity);
2. Temporary street closures or restricted automobile access enhancements to pedestrian safety in key locations;
3. Evaluation of key Embarcadero crossings to foster the safe coordination of pedestrian traffic with other modes of traffic moving through this area;
4. Detailed pedestrian crossing safety planning as noted above; and
5. Potential capital improvements as described below.



## 4.6 Taxis and Chartered Buses

Taxis and chartered buses represent additional modes of transport that may be chosen by Race Viewers. These modes can provide some benefits at addressing aspects of demand, but their success depends on careful planning. This includes identifying appropriate dropoff and pickup locations in relative proximity to the waterfront and, in the case of buses, an appropriate location for them to park during the times they are not occupied. The selection of these locations must be informed by a better understanding of the Event-related programming at such locations as such plans come into greater focus. In the case of taxis, further work on the Plan will include additional analysis of the relative supply of taxis at the projected and actual times of increased Race Viewer transportation demands, and potential mechanisms by which that capacity can be increased to meet those demands. The further development of this People Plan will include evaluations of all of these considerations as part of the comprehensive transportation strategy.



## **SECTION 5**

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### **Additional Considerations**

#### **5.1 Coordinated Communications Strategy**

##### **5.1.1 Overall Communications Strategy**

As noted elsewhere in this People Plan, arming Race Viewers and other potentially affected populations with information ahead of time is an investment that will pay dividends in the form of more informed and efficient transportation choices from among the strategies above. Providing visitors and residents with information ahead of time can encourage decisions that benefit both the individuals as well as the Events and the Bay Area as a whole.

Therefore, in parallel with the development of the People Plan the Event team will be developing an active pre-Event communications plan that includes the effective utilization of web portals, contacts with key travel businesses and representatives (agents, hotels, concierges at airports as called for under the Agreement) and local outreach as conduits for creating an informed set of transportation consumers during the Events.

##### **5.1.2 Day of Event Information**

While advance information can generate benefits from a wide range of potential travelers, such an initiative will need to be paired with effective day-of-event communications initiatives, in part to assist those who have not had the opportunity or inclination to plan their options in advance. These communications initiatives can include traditional methods that have proven effective with respect to other events in the City such as greeters/concierges at key regional transfer points. These may include some or all of the following: Embarcadero Station, Ferry Building, Caltrain Terminal, Civic Center Station, Transbay Terminal and AT&T Park.

In addition, the Event team is also excited by the opportunity to use modern information technology to improve the transportation demand patterns associated with the Events. This investigation will include the further development of the SFpark pilot and evaluation of ways it can be paired with similar internet-based realtime mechanisms to create an Event-specific application to communicate space availability and scheduling information across a range of transportation modes and destinations.

#### **5.2 Disabled Access**

In the further development of the options set forth above the City and ACEA will be evaluating how the strategies set forth above can be deployed in such a way as to enhance Event access for the persons with disabilities and seniors. This effort will focus on both Race Viewers and those not seeking to experience the Events, and will take into account destinations in the vicinity of the

waterfront corridor that are not associated with the Events themselves but which are known to attract visitors and others with access needs.

## **5.3 Interagency Initiatives**

As noted in other sections of this Plan, the success of the final People Plan will depend in large part on the ability of the City and ACEA to leverage the cooperation by other public and private partners towards implementing strategies that support the guiding principles of this document. Some of these strategies would be pilots or expansions of partnerships that have already been proposed, such as coordination of service schedules, single-priced farecards that can be used on a variety of transit systems, or the Treasure Island congestion pricing model described in Section IV.A.2.c above. Others would be new partnerships that could include the sharing of rolling stock or staff to the extent such approaches would yield efficiency benefits at limited costs. All of these initiatives will require close cooperation, both under and in addition to the City's planned facilitation of an interagency transportation task force.

## **5.4 Potential Capital Improvements to Systems Described above**

While not directly linked with the Event project planning process, the following projects could provide some benefits to the transportation strategies under this People Plan. They are in various stages of readiness, and in some cases do not have a firm financing plan. Therefore the City's America's Cup team will continue to coordinate with the applicable project sponsors to identify which of these proposed improvements may be brought forward in time to improve the Event experience for Race Viewers and other travelers in the vicinity.

### **5.4.1 Jefferson Street Public Realm**

The Jefferson Street project includes street and sidewalk area improvements to improve pedestrian and bicycle circulation as part of an integrated shared-use strategy with the F-Market line historic streetcars and automobiles in the general vicinity of Fisherman's Wharf and Pier 39. The City Planning Department plans to issue a mitigated negative declaration relating to the Jefferson Street project in May 2011. As of the current date there is no firm financing plan to deliver the proposed project prior to the Events.

### **5.4.2 Implement Embarcadero Promenade Design Criteria from AT&T Park to Pier 45**

The Embarcadero Promenade Design Criteria is a proposal to enhance and guide improvements to the continuous waterfront multiuse walkway on the Bay side of The Embarcadero. The proposed Embarcadero Promenade Design Criteria provide policy and design direction to further improve public circulation, and direct the placement of street furnishings and other improvements within the Promenade in a manner consistent with the City's Better Streets Plan. Promenade Criteria recommendations include reconstructing raised sections of the Art Ribbon to be flush with adjacent pavement, relocating interpretive sign pylons in alignment with light poles, and adopting criteria

for selection and placement of signs and furnishings. Certain aspects of this proposal would require additional environmental clearance and funding to allow for implementation prior to the Events.

### 5.4.3 Fort Mason Tunnel F-line Extension

This project would lengthen the historic streetcar F-line from Fisherman's Wharf to San Francisco Maritime National Historical Park and on to Golden Gate National Recreation Area, ending at Fort Mason Center. The intended effect of this proposed project is to provide high-quality rail transit that improves transportation access and mobility between regional transit hubs and San Francisco's bustling waterfront by extending the existing streetcar service past its current terminus at Jefferson and Jones Streets. On March 18, 2011 the National Park Service issued a Draft Environmental Impact Statement for the tunnel project. The federal environmental review process is projected to be complete in late 2011. As of the current date there is no firm financing plan to deliver the project prior to the Events.

### 5.4.4 Improvements to Bay Trail As Part of Marina Yacht Harbor Rebuild

The scope of the project to convert the sidewalk located between Lyon and Laguna Streets into a bike and pedestrian trail. A segment of this trail between Laguna and Buchanan will reconstruct a portion of the Bay Trail. This project has an identified funding source and is in the process of obtaining environmental clearance (NEPA and CEQA). Construction is anticipated to be complete September 2012.

### 5.4.5 Bike Plan Improvements

The City has adopted the "San Francisco Bicycle Plan," a program of bicycle-focused enhancements to the City's bikeways that are intended to grow and refine the City's network of bicycle improvements. Certain of the planned improvements may provide benefits in terms of bicycle access to or along the waterfront corridor at which Event traffic will be focused, though some of these proposed projects may require further environmental clearance or the identification of available funding. The City team will continue to coordinate with the managers of the bicycle plan projects to understand where such projects may present synergies with the bicycle strategies set forth in this People Plan.



## 5.4.6 Other Short-Term Improvements

In addition to monitoring and coordinating with the projects described above, the City's team will continue to evaluate short term improvements or similar opportunities to further enhance the transportation strategies listed above. For example, these could include reprogramming parking areas or public space located in restricted access areas for temporary uses in support of other strategies such as bicycle support facilities or augmented pedestrian or spectator space.