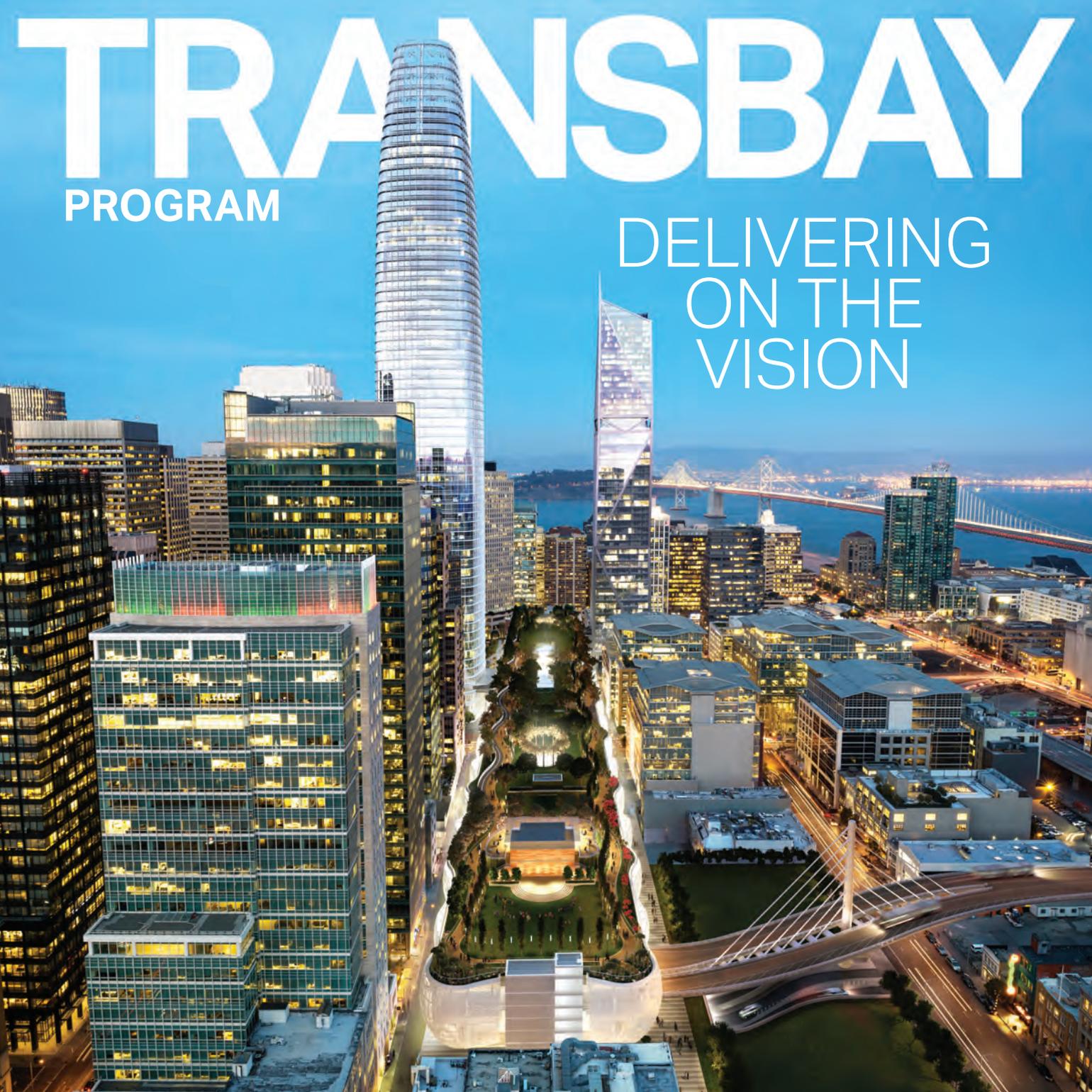


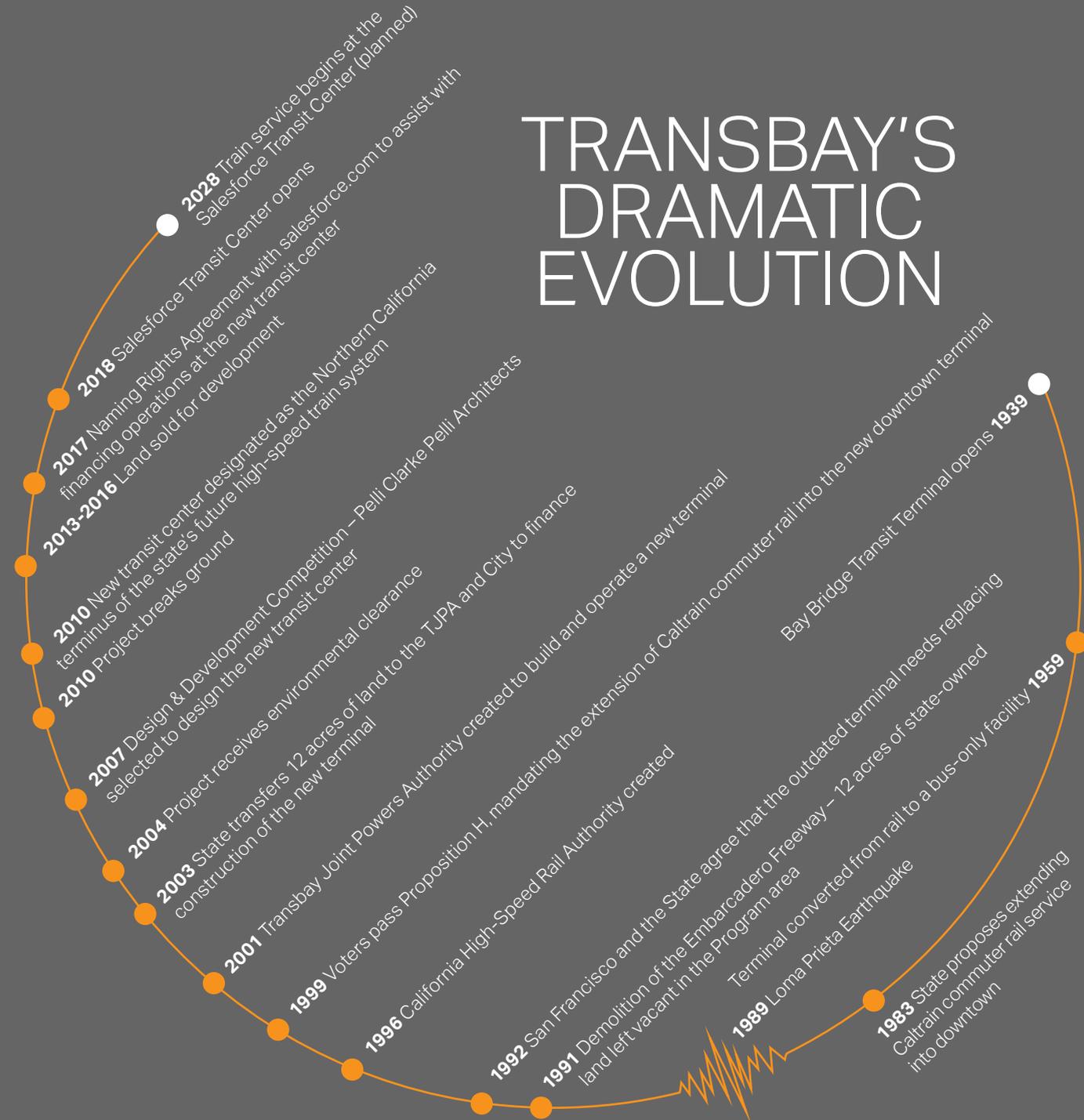
TRANSBAY

An aerial night view of the San Francisco skyline. The Transbay development is the central focus, featuring a long, narrow, landscaped green space with a central building and walkways, flanked by modern glass skyscrapers. The Transamerica Pyramid is prominent on the left. In the background, the Golden Gate Bridge spans the water under a twilight sky.

PROGRAM

DELIVERING
ON THE
VISION

TRANSBAY'S DRAMATIC EVOLUTION



The ability to envision the future and to transform aspirations into reality is what sets leaders apart. No urban transit project in the world today exemplifies this fact better than the Transbay Program and the urban transformation it has created. It is on a par with the most important transportation projects in the world today.

By improving regional transportation systems, we are investing in the future of our state and making California a better place to live and work.
Governor Jerry Brown, 2012

The completion of Phase 1 of the Transbay Program is the culmination of decades of planning, thinking, and collaboration. We have already seen many of its benefits, even before the first passenger crosses the threshold.
**Mohammed Nuru,
Chair of the TJPA Board of Directors and Director of San Francisco Public Works, 2018**

Through a bold vision, political will, community support, and collaboration between public sector stakeholders, the Transbay Program has reached a major milestone: the opening of the new Salesforce Transit Center.

A catalyst for the development of millions of square feet of office space, thousands of residential units, acres of new parks, tens of thousands of jobs, and a vibrant new neighborhood in downtown San Francisco, the Center takes its place in a new generation of multimodal transit centers in Paris, New York, London, Berlin, and Tokyo. The coming years will see the completion of Phase 2, bringing commuter and high-speed rail service into the Center, strengthening the regional economy and enhancing the Bay Area's position in the global economy.

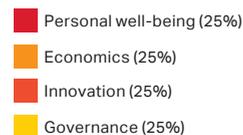
THE WORLD'S MOST INNOVATIVE CITY

In its 2018 Global Cities Outlook, A.T. Kearney ranks San Francisco first in the world in innovation. Driven by the success of Silicon Valley, San Francisco and the surrounding communities are now in the top 10 regions in the world for business productivity, with more of the fastest growing companies than any other region in the United States.

Within the next 50 years, the region's population is expected to increase by nearly half.

2018 Global Cities Outlook, Rank and Score

Rank	City	Scoring Breakdown	Score
1	San Francisco		66.0
2	New York		65.9
3	London		65.4
4	Paris		60.5
5	Singapore		60.5
6	Amsterdam		59.5
7	Munich		58.2
8	Boston		57.8
9	Houston		57.2
10	Melbourne		56.9
11	Stockholm		56.8
12	Toronto		56.1
13	Zurich		56.0
14	Tokyo		55.8
15	Chicago		55.7



"San Francisco holds on to the top position in the Global Cities Outlook, followed by New York, London and Paris. Driven by high-growth companies in Silicon Valley, San Francisco continues to excel in innovation..."
A.T. Kearney
2018 Global Cities Report

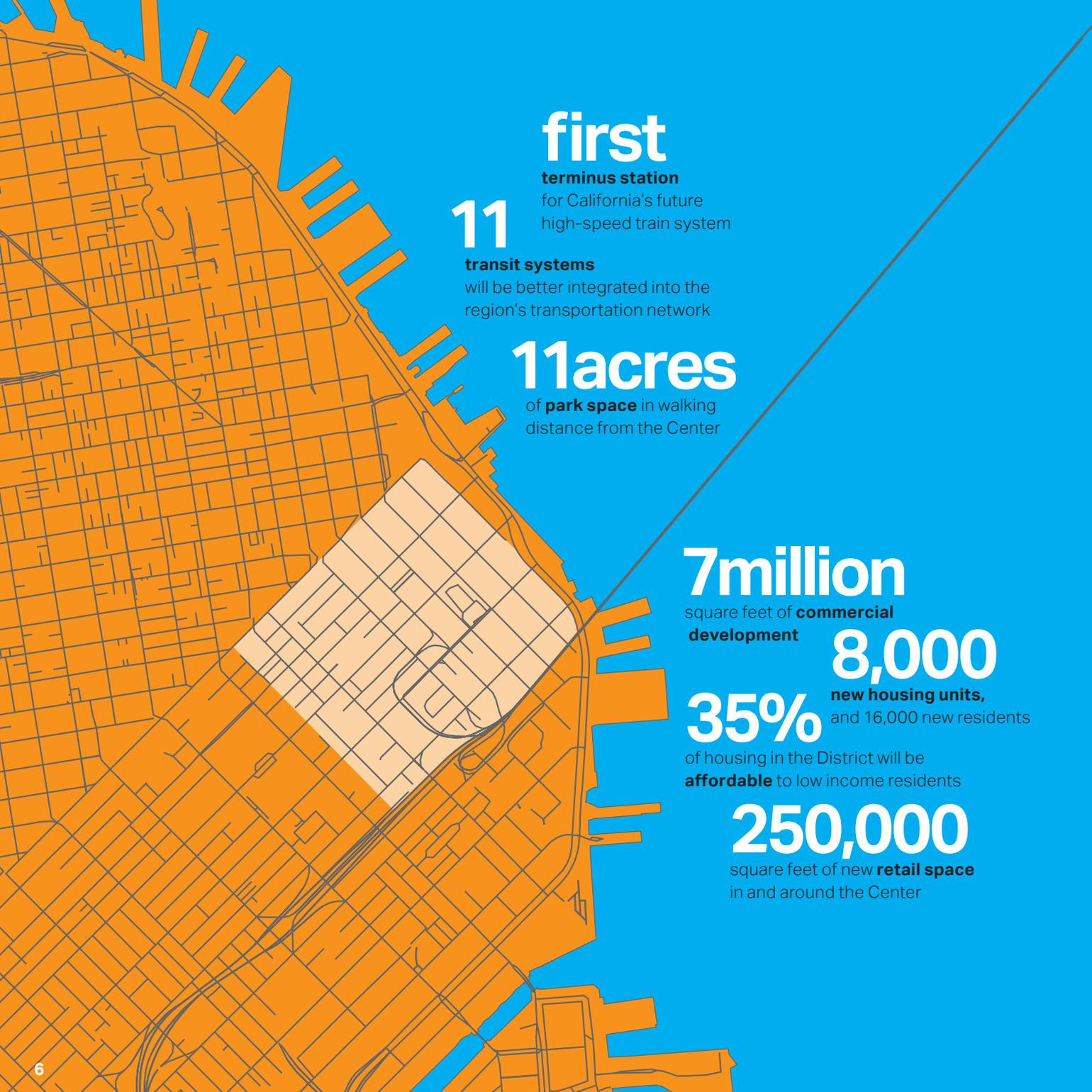
Mobility—connecting people with employment in transit-rich urban centers—is a key ingredient to the success of the most dynamic cities. Like multimodal mega transit developments in New York, London, Berlin and Tokyo, the Transbay Program is integrating multiple regional transit systems and enhancing mobility for millions who work in San Francisco and urban centers throughout the Bay Area.

Phase 2 of the Program will bring regional and statewide high-speed trains into downtown San Francisco, creating seamless connections between the region's economic engines—San Francisco and Silicon Valley, Southern California, and the expanding workforce that is vital to continued economic growth.

The Bay Area has maintained and increased its productivity edge of the past few years by further specializing in key knowledge sectors. It is home to more of the fastest growing companies than anywhere else in the country and ranks in the top 10 regions globally.
Innovation and Investment: Building Tomorrow's Economy in the Bay Area, Bay Area Council Economic Institute

The Transbay Transit Center will position San Francisco to achieve its economic growth strategy, capitalize on its increasing transit ridership and improved regional access, and support San Francisco's position as a world class city.
TJPA Key Investment Report

CONNECTING THE REGION



11 **first**
terminus station
for California's future
high-speed train system

11 **transit systems**
will be better integrated into the
region's transportation network

11 acres
of **park space** in walking
distance from the Center

7 million
square feet of **commercial**
development

8,000
new housing units,
and 16,000 new residents

35%
of housing in the District will be
affordable to low income residents

250,000
square feet of new **retail space**
in and around the Center

COMMUNITY TRANSFORMATION

The 2005 Transbay Redevelopment Plan and the 2012 Transit Center District Plan have enabled the creation of one of the nation's most dynamic mixed-use transit-oriented neighborhoods. The District Plan allowed the addition of several high-rise buildings, while the Redevelopment Plan repurposed underused State-owned properties to create thousands of new housing units, a third of them affordable to low and moderate income households.

The next milestone in the Transbay Program—Phase 2—will bring commuter and high speed trains right into the Transbay district, connecting the region and the State of California better than ever and helping complete one of the most dramatic urban transformations of the 21st century.
Jeff Gee, Vice Chair of the TJPA Board of Directors and member of the Peninsula Corridor Joint Powers Board, 2018

When the Transbay Program is completed, the new Transit Center will accommodate more than 100,000 passengers each weekday and up to 45 million people per year and make public transportation a convenient and accessible option for everyone who lives, works and visits the San Francisco Bay Area.
Transbay Program Overview, TJPA.org



Strong employment gains and the concentration of technology companies in downtown San Francisco have fueled the growth of the real estate market. The number of planned housing units has grown by over 25 percent in the past two years. The Transbay neighborhood, including nearby Rincon Hill, is at the forefront of this transformation, with 8,000 new homes, 7 million square feet of commercial development, a retail boulevard on Folsom Street, and 11 acres of neighborhood parks.

DELIVERING

Today, in breaking ground on the Transbay Transit Center, we are opening a new chapter in that history of progress. We are coming together to create jobs and revitalize our economy; to make San Francisco, once again, a national model for economic development.
Nancy Pelosi, August 11, 2010 (then Speaker of the U.S. House of Representatives)

TJPA's partnership with some of the world's leading management, architecture, engineering, and construction companies has engaged a diverse workforce and benefited thousands of small businesses, workers, veterans and students, helping them thrive and become tomorrow's leaders. We are delighted to have been a part of this remarkable success story.
Mike Burke, Chairman and CEO, AECOM, TJPA's Program Management Consultant, 2018



The Transbay Program Team

Owner/Operator:
Transbay Joint Powers Authority

Program Manager: AECOM (URS)

Construction Manager:
Turner Construction Company

Contractor:
Webcor/Obayashi Joint Venture

Architect:
Pelli Clarke Pelli Architects

Transbay Public Art Program:
San Francisco Arts Commission

A WORLD CLASS PROJECT



Canary Wharf, London, UK



WTC PATH Transportation Hub, New York, NY

A marvel of architecture, artistic expression, and sustainability, the Salesforce Transit Center is among a handful of new transit mega projects in the world, including the new World Trade Center Transit Hub in New York, Berlin's Hauptbahnhof, Grand Paris, Tokyo's Station City, and London's Canary Wharf station.

Like these projects, the Center is much more than a transit station. Its five-acre rooftop park, programmed public spaces, public art program, and unique design elements engage everyone who passes through the Center.

The building's striking design uses sustainable technologies such as natural light and ventilation, passive heating and cooling, and a rooftop park with vistas that rival those of New York's High Line.

TJPA engaged industry leaders to realize the vision for the nearly four-block-long structure, from planning and program management through design, engineering and construction. Together, the team has employed more than 25,000 workers and generated more than five million construction hours on the project.



ECONOMIC IMPACT

Many economic benefits flow from the Transbay Program

180,000 jobs within a half a mile of the Center

\$3.9 billion increase in private property values (about 5%)

\$87 billion in Gross Regional Product through 2030

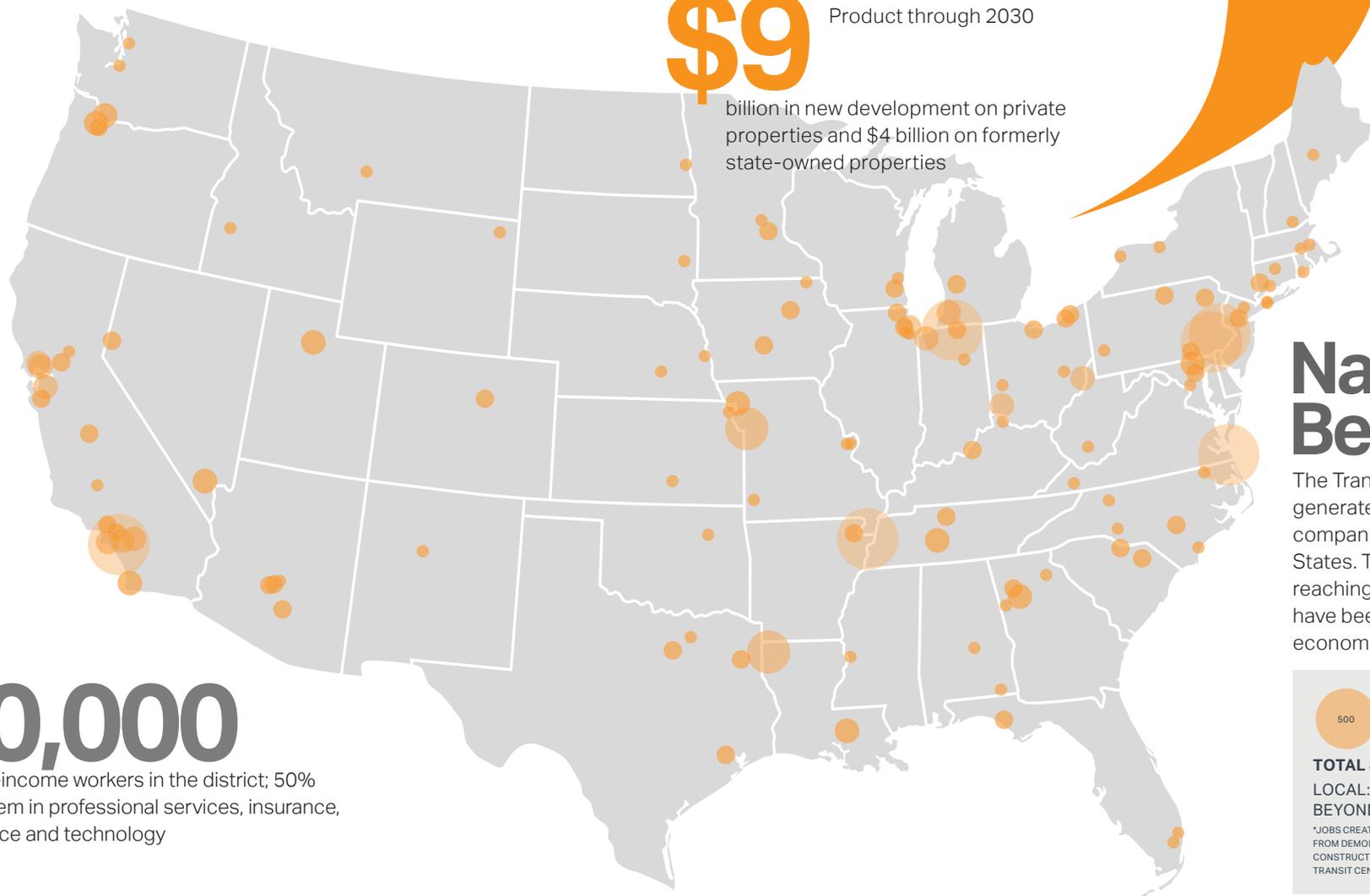
\$9 billion in new development on private properties and \$4 billion on formerly state-owned properties

The Bay Area region will also benefit from reduced travel times, better human and environmental health, an expanded labor market, new jobs, and increased economic output...up to \$87 billion in Gross Regional Product and \$52 billion in personal income through 2030.

Transbay Transit Center: Key Investment in San Francisco's Future as a World Class City

The benefits of having good connectivity to the rest of the region...get capitalized into the market value of land...Where market conditions are conducive and pro-development policies are in place... land-value impacts can be substantial.

Robert Cervero, Professor of City and Regional Planning, University of California, Berkeley, 2003



80,000 high-income workers in the district; 50% of them in professional services, insurance, finance and technology

Workforce Engagement:

More than 40 percent of the Program's contracts have been awarded to local small and disadvantaged businesses. Women make up half of Transbay's program management team. Scores of veterans and apprentices have worked on the Center. The TJPA's Project Labor Agreement promotes collaboration and cooperation among the trade unions and led to the reintegration of a multiyear shop curriculum into the public schools to prepare local high school graduates for professional apprenticeship programs.

Jobs

125,000

new jobs directly and indirectly related To the Transbay Program

27,000

permanent jobs to operate and maintain the transit center, the Downtown Rail Extension (DTX) and surrounding developments, once Phase 2 is completed

14,000

local jobs for the Transbay Program

25,000

new construction jobs in the district

National Benefits

The Transbay Program has generated jobs and revenue for companies throughout the United States. This map shows how far reaching the benefits of the project have been for state and local economies across the nation.



TOTAL JOBS CREATED

LOCAL: 14,369 *

BEYOND SF BAY AREA: 6,158

*JOBS CREATED IN THE SAN FRANCISCO BAY AREA FROM DEMOLITION OF THE OLD TRANSBAY TERMINAL, CONSTRUCTION OF THE TEMPORARY TERMINAL, TRANSIT CENTER, AND BUS RAMP.



ENVIRONMENTAL STEWARDSHIP



The new transit center and its new transit-oriented community bring a myriad of environmental and health benefits.

THE TRANSIT CENTER: A MODEL OF SUSTAINABILITY

The LEED Gold designed building incorporates many sustainability features, the most visible and dramatic of which are the rooftop ecological park and the light column.

Benefits of the Living Roof.

Salesforce Park is a 5.4-acre botanical garden that moderates the building's interior temperature, improves the air quality of the neighborhood, and manages stormwater.

Natural Lighting. Skylights and a central light column direct natural light from the park level over 100 feet down to the lower levels of the building, reducing energy consumption to 40% below industry standards.

Geothermal System. A massive heat exchange system cools water passively, saving energy and reducing water use by 350,000 gallons per year, a 60% improvement over industry standards.

Natural Ventilation. A natural ventilation system is designed to take advantage of San Francisco's climate by using cool nighttime air to reduce daytime cooling needs.

Recycling. The center supports the City's recycling goal of 75% diversion and eventually zero waste by providing three-stream waste separation that includes compost and recyclables.

Lower Greenhouse Gas (GHG) Emissions. A dedicated area for bus parking during off-peak times will keep empty buses off the road, reducing GHG emissions by 2.3 million pounds per year. The integration of commuter and high-speed train service during Phase 2 will shift people from cars to trains and cut GHG emissions by over 6 million tons.

Direct Health Benefits. According to the American Public Transportation Association, people who live and work in communities with high-quality transit are more physically active, have better mental health, and have better access to healthy foods and medical care. They rely more on walking and cycling, which increases cardiovascular activity and reduces their risk of automobile-related injuries and fatalities.



The Transit Center has been an ambitious program of green design and technology, including one of the world's largest geothermal heating and cooling systems in addition to a comprehensive water retention and recycling program.

Pelli Clarke Pelli Architects, "Humanizing Infrastructure: How Large-Scale Transit-Based Urban Design can Contribute to a Vibrant City," 2018

Improving public transit can be one of the most cost-effective ways to achieve public health objectives, and public health improvements are among the largest benefits provided by high quality public transit and transit oriented development.

Todd Litman, Victoria Transport Policy Institute, 2010

Funding and financing the \$6 billion Transbay Program is a story of ingenuity and a model of how partnerships between agencies and stakeholders can leverage many opportunities, from state land transfers to federal grants and special tax assessments.

These are some of the innovative approaches that made the completion of Phase 1 possible:

Land Sales – \$670 million. Through a landmark agreement, 12 acres of state-owned land were transferred to the TJPA and the City. Their sale to developers beginning in 2013 was timed to coincide with the economic recovery, bringing top market value.

TRANSBAY REDEVELOPMENT PLAN & TRANSIT CENTER DISTRICT PLAN

The District Plan allows the development of a number of very tall, high-density buildings. The resulting “upzoned” developments are subject to special taxes as part of a tax district called a Mello-Roos Community Facilities District (CFD). The Redevelopment Plan rezoned underused state land, which was sold, creating a new tax increment revenue stream. Both sources are providing significant funding for the Program:

- **Mello-Roos Assessments** – over \$600 million between now and 2025.
- **Tax Increments** – \$1.2 billion from 2005 to 2050.

Community Benefit District (CBD)

The East Cut CBD, an organization of property owners, manages special assessment funds, which will pay for 80% of the cost of maintaining the rooftop park.

Federal Stimulus Funds

The TJPA worked with federal leaders to compete for federal stimulus funding, receiving \$400 million to begin construction of the below-grade train box in 2010, earlier than planned.

A Federal Transportation Infrastructure Finance and Innovation Act (TIFIA) loan of \$171 million was secured to help finance the construction of Phase 1 and will be repaid by net tax increments through 2050.

The TIFIA loan of \$171 million was secured to help finance the construction of Phase 1 and will be repaid by net tax increments through 2050.

Bridge Financing

The TJPA obtained a bridge loan to certify construction contracts and meet cash flow requirements while working to satisfy conditions needed to draw on the TIFIA loan. The bridge loan was paid off with land sales proceeds.

City Financing

The City, in partnership with the Metropolitan Transportation Commission, is providing interim financing to complete Phase 1. Net tax increment and CFD bond proceeds will be used to repay the loan.

Naming Rights Agreement

The 25-year, \$110 million agreement provides significant funding for operations and gives salesforce.com the right to name the Center, the park and the amphitheater. The TJPA remains the owner and operator of the Center, which is wholly public and open to everyone.

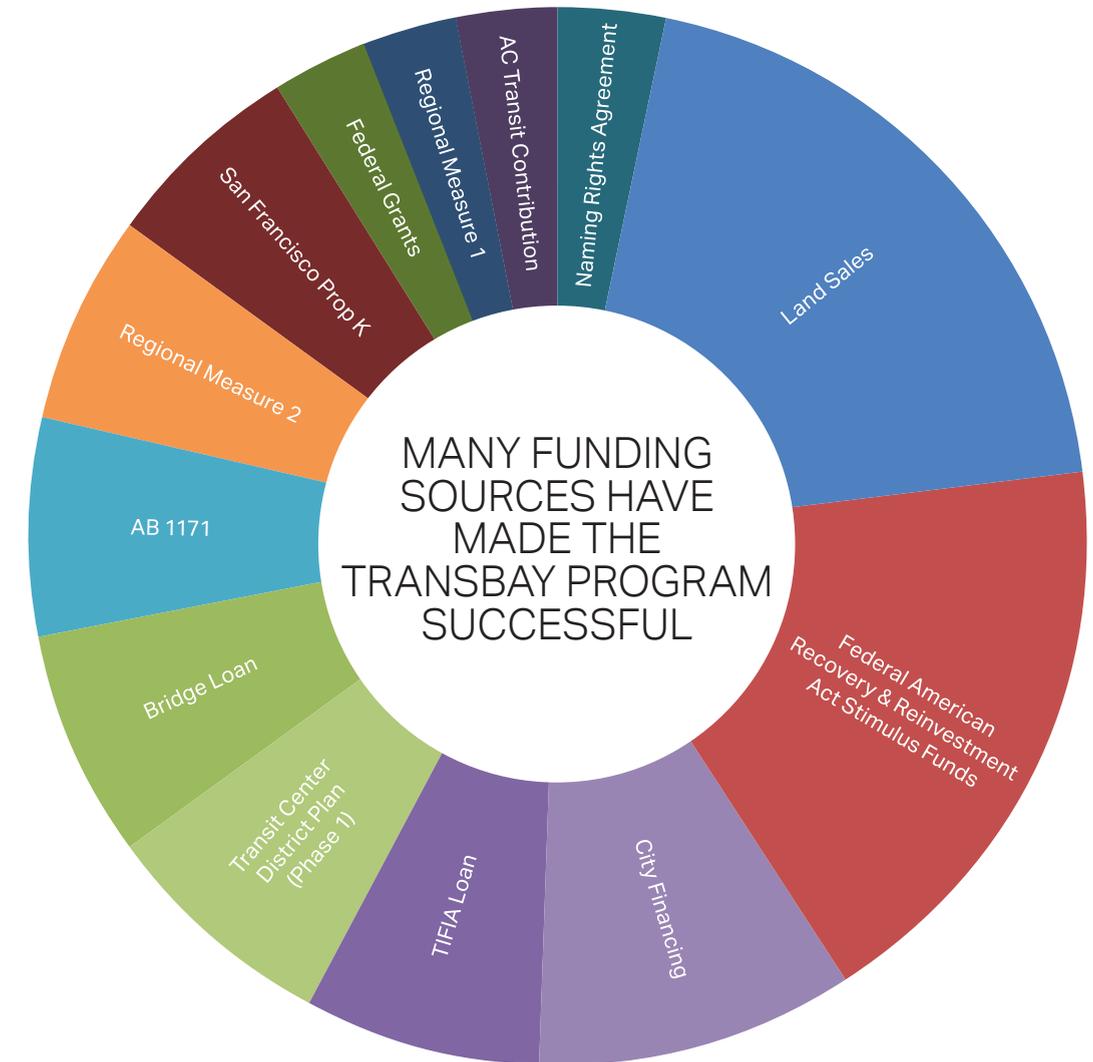
Now transport oriented development often involves a value capture element. Private developers are contributing to the cost of the new Transit Center, in the knowledge that their building will be more valuable because the area where it is located is becoming more vibrant – and will have first class transport connections to virtually every part of the Bay Area.

Paul Fletcher, Australia’s Minister of Urban Infrastructure and Cities, 2017 Urban Development Summit

The Transbay Transit Center will be a nationally renowned, 21st Century transportation hub that will serve our growing City and the region for generations. It is an investment in our infrastructure, in good paying construction jobs and in the future of transportation in the San Francisco Bay Area.

Mayor Ed Lee, April 2016

INNOVATIVE FUNDING & FINANCING



TJPA

TRANSBAY JOINT POWERS AUTHORITY

tjpa.org