

2025 Annual Report

April 2026



MISSION BAY TMA
Mission Bay Transportation Management Association

EXECUTIVE SUMMARY

In 2025, Chase Center became home to year-round professional basketball with the debut of the Golden State Valkyries whose May-through-September season, combined with the Warriors' October-through-April NBA schedule, means Mission Bay now hosts major professional sports events every month of the year — bringing new energy and vitality to the district while reinforcing the importance of managing event-day congestion year-round.

Hybrid work patterns continued in Mission Bay and across the Bay Area in 2025, with most employees on hybrid schedules and commute activity concentrated Tuesday through Thursday.

Traffic volumes remain near pre-pandemic levels. The Metropolitan Transportation Commission reports that Bay Bridge traffic has remained at approximately 90% of pre-pandemic levels. Congestion has worsened, and single-occupancy vehicle (SOV) commuting continues to be prevalent. San Francisco ranked third most congested city in the U.S. in 2025 according to TomTom, with drivers losing 116 hours to rush hour traffic, 10 hours more than in 2024. According to the Mission Bay Transportation Management Association's annual survey, active transportation modes — including walking, cycling, and scootering — declined by 10%.

Ride-hail usage remains elevated, and autonomous ride-hailing is growing rapidly. Waymo's monthly paid trips in California grew from roughly 300,000 in late 2024 to more than 1 million by late 2025, contributing to increased roadway demand as travelers choose ride-hail over transit or personal vehicles. Regulatory oversight of AV services is advancing at both the state and federal levels. While San Francisco lacks direct AV permitting authority, the city remains an active contributor to state and federal policy as the regulatory framework develops.

Phase 1 of the Mission Rock development is complete, delivering over 500,000 square feet of commercial space, more than 500 residential units, and new waterfront open space. Future phases of Mission Rock will be market-driven and are expected to add additional residential, commercial, and retail space over time.

Mission Bay Elementary School is scheduled to open in August 2026 for pre-K through kindergarten students. MBTMA is monitoring potential traffic impacts near the Mission Bay Drive roundabout that could affect Shuttle operations. SFMTA and SFCTA are advancing transportation planning and quick-build improvements in the area ahead of the school opening.

While these new developments will heighten demand and utilization of the MB Shuttle, neither project will participate in the MBTMA. At the same time, UCSF's recent acquisition of previously privately-held sites in Mission Bay further threaten the TMA's financial base (public entities exempt themselves from fees levied on private commercial property owners.)

California College of the Arts will conclude operations by the end of the 2026–27 academic year, after which Vanderbilt University is expected to begin academic operations at the campus in the 2027–28 academic year. It is not yet known whether Vanderbilt will continue participation in the CCA/Adobe Shuttle route.

A proposed Amazon parcel delivery facility at 900 7th Street near Mission Bay re-entered environmental review in 2026. If approved, construction is anticipated to begin in 2028, with the project potentially increasing delivery and employee vehicle traffic on nearby corridors that may increase Shuttle run times.

A proposed mixed-use redevelopment of the Caltrain rail yard at 4th and King Street entered environmental review in 2026. If approved, the project would include a modernized Caltrain station, approximately 2,500 residential units, and 4 million square feet of commercial space, with a build-out anticipated to take 15 to 20 years.

Mission Bay continued to perform relatively well within the broader San Francisco office market in 2025, maintaining one of the city's lower vacancy rates and among the higher asking rents. Market activity has been supported in part by continued growth in the AI sector, including expansion by companies such as OpenAI, which is headquartered in Mission Bay. Citywide, apartment occupancy reached 96.7% and rents have surpassed pre-pandemic levels as return-to-office trends and a resurgent tech economy pull workers back to the city.

The residential population remains stable at approximately 10,000 residents.

Security continues to be an issue, particularly at the Mission Bay Shuttle yard and in adjacent areas. Traffic safety remains an ongoing concern in and around Mission Bay, particularly with respect to speeding and pedestrian safety.

As Mission Bay evolves, MBTMA continues to refine long-range planning to align services with changing commute patterns, member needs, available resources, and district transportation needs. Current planning efforts include review of ridership trends, hybrid work impacts, weekday demand patterns, traffic conditions, pedestrian and traffic safety, first/last-mile connections, and opportunities to improve service efficiency and reliability.

Fleet transition planning remains an important long-term consideration as California zero-emission fleet requirements continue to shape future vehicle replacement planning, with associated technology, costs, and infrastructure considerations continuing to evolve.

TRANSPORTATION SERVICES

Regional transit agencies continue to face significant budget challenges. California Senate Bill 63 authorizing a new transportation funding measure expected on the November ballot, could provide critical funding for transit agencies.

Agencies continue advancing coordination efforts and system improvements to maintain service, improve connectivity, and enhance the rider experience. Regional wayfinding initiatives are expanding to provide clearer, more consistent signage, standardized mapping, and improved real-time information, making it easier for riders to navigate between services. The Big Sync, conducted approximately every six months, aligns schedules across multiple operators to improve transfer timing and reduce wait times. The Clipper Card has launched its next generation system (C2), bringing systemwide upgrades to support contactless payment, mobile wallet integration, improved account management, and expanded fare integration across agencies. Regional fare programs and employer-based pass initiatives also continue to expand access to transit across multiple systems.

The Mission Bay Ferry Landing is in development, with completion scheduled for 2027. The project will introduce a zero-emission regional ferry connection serving the Mission Bay and Central Waterfront area, expanding transit options and improving system resilience. The Mission Bay route is expected to be the first of a network of zero-emission ferries across SF Bay Ferry's footprint, serving locations such as Alameda, Oakland, Richmond, and Vallejo.

SFMTA

San Francisco Municipal Transportation Agency continues to focus on reliability, safety, and customer experience through service improvements, transit priority projects, and fleet modernization.

MUNI ridership and public satisfaction improved in 2025. Street safety efforts also advanced, including implementation of automated speed enforcement cameras. City performance data shows the crime rate stayed generally below the agency target of 2.7 incidents per 100,000 vehicle miles during 2025. Overall crime in San Francisco was down 25%.

SFMTA continues to face significant structural budget challenges and implemented minor service reductions in 2025. Future service adjustments may be considered beginning in FY 2026–27 if additional revenue, expenditure reductions, or proposed funding measures are insufficient.

Caltrain & BART

BART remains among the slower-recovering major U.S. regional rail systems at roughly 49% of pre-pandemic ridership overall, and 44% on weekdays, reflecting high rates of hybrid work in the Bay Area. Caltrain has rebounded after electrification with faster upgraded trains, with recent ridership recovery averaging approximately 67% overall and 58% weekday ridership recovery. Increased in-office workers along the Peninsula and Silicon Valley corridor may also have contributed to the increase in ridership.

BART has continued its focus on safety, cleanliness, and reliability. Overall crime dropped 17% in 2024, then dropped another 41% in 2025 compared with 2024. In 2025, visible staffing, fare gate modernization, contactless mobile payment methods and ambassador programs contributed to an 89% rider satisfaction rate and continue to be central to the agency's rider confidence strategy.

BART's financial outlook remains one of the most significant transit challenges in the Bay Area. Emergency funding support is expected to be exhausted in 2026. The agency continues pursuing long-term funding solutions alongside cost controls and periodic fare increases intended to delay or reduce service impacts. If no new funding becomes available, the first phase of proposed service cuts would begin in January 2027, followed by additional cuts in July 2027.

Caltrain entered a new era with the launch of electrified service in late 2024. Through 2025, ridership gains continued as faster trip times, more frequent service, improved reliability, and upgraded passenger amenities attracted new and returning riders. Over fiscal year 2025, Caltrain carried 9.1 million passengers, up from 6.2 million in FY2024.

Like BART, Caltrain also faces structural budget pressure as temporary emergency funding expires. Caltrain’s FY2026 adopted budget projects an average annual deficit of close to \$75 million beginning in FY2027, and the agency continues exploring a combination of ridership growth, non-fare revenue, operational efficiencies, and potential fare adjustments to help close future funding gaps.

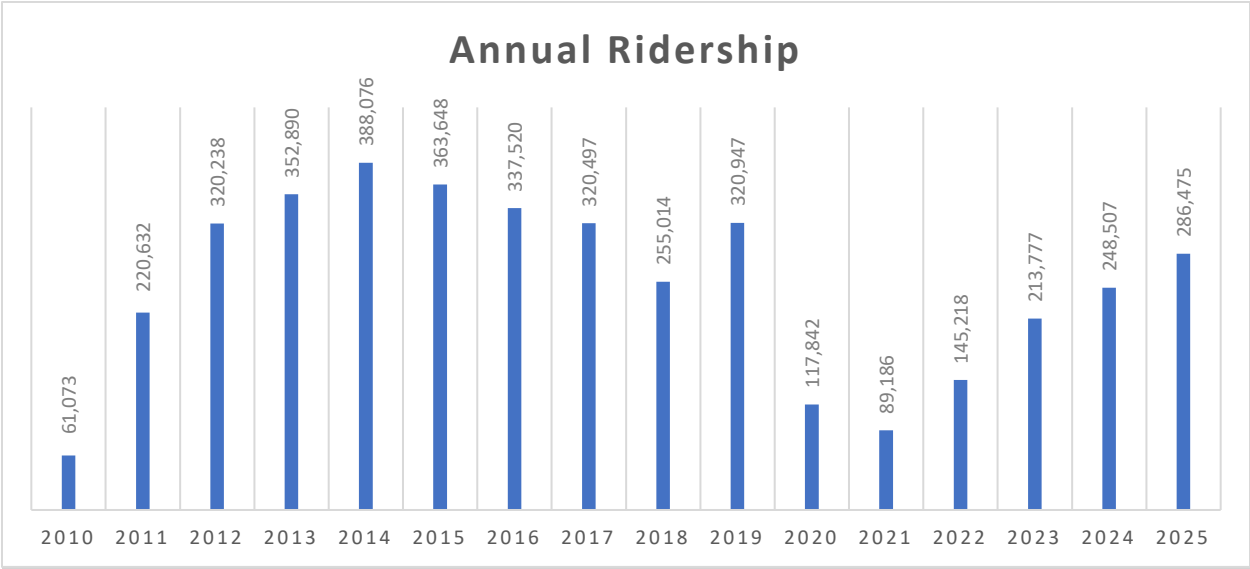
Mission Bay Shuttle

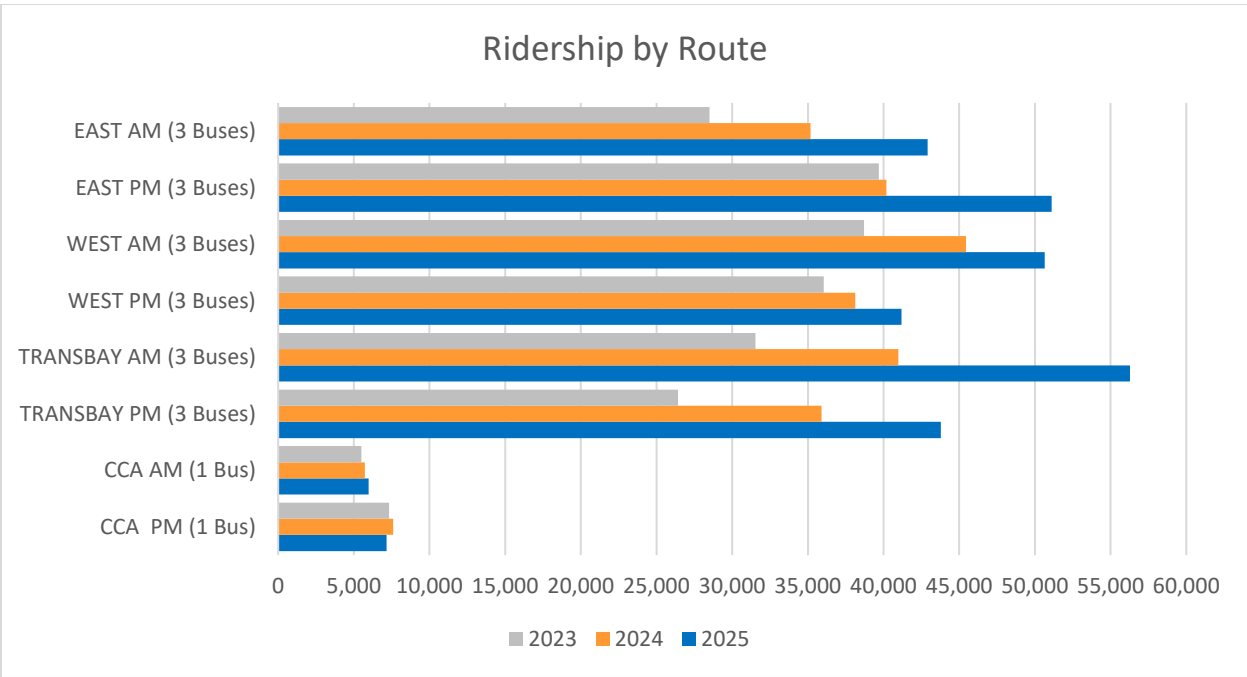
Mission Bay Shuttle carries an average of approximately 1,100 riders during commute hours each weekday, providing connections between Mission Bay and major San Francisco transit centers. Ridership continued to increase in 2025 as commute activity gradually rebounded, though overall demand remains below pre-pandemic levels. Total shuttle ridership reached 286,475 in 2025, an increase of approximately 15% over 2024 (248,507). Ridership remains approximately 11% below 2019 levels (320,947). Since COVID-19, ridership patterns have shifted, with fewer consistent five-day commuters and more variability in weekday demand, reflecting continued hybrid work patterns.

The shuttle operates up to 10 buses during peak commute periods across four routes, with capacity available on all routes. Despite ongoing driver shortages across the transportation industry, the Mission Bay Shuttle maintained consistent service throughout 2025.

MBTMA implemented minor service adjustments in late 2024 and made additional refinements in 2025 to improve reliability and better align with regional transit schedules. The program continues to monitor and respond to rider feedback. Riders generally report feeling safe on the shuttle. Feelings of safety at transit stops have improved but remain a concern for some riders.

Mission Bay TMA continues to work with San Francisco Municipal Transportation Agency to meet requirements for the planned deployment of Mobility Data Specification (MDS 2.0), currently targeted for 2026, aligning the program with current data-sharing standards for mobility services.



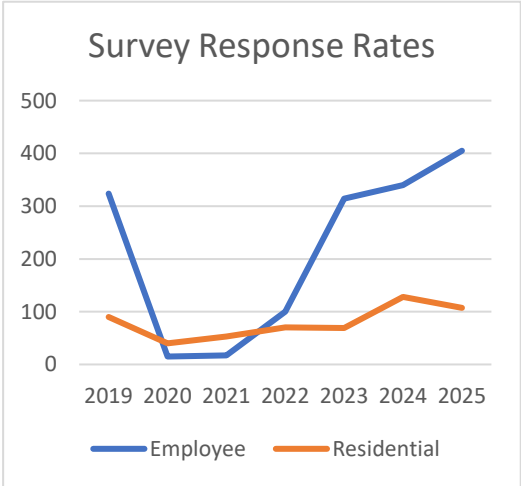


2025 SURVEY

Mission Bay TMA’s annual survey of employees and residents was conducted in November 2025. Approximately 400 employees and 100 residents completed the online survey.

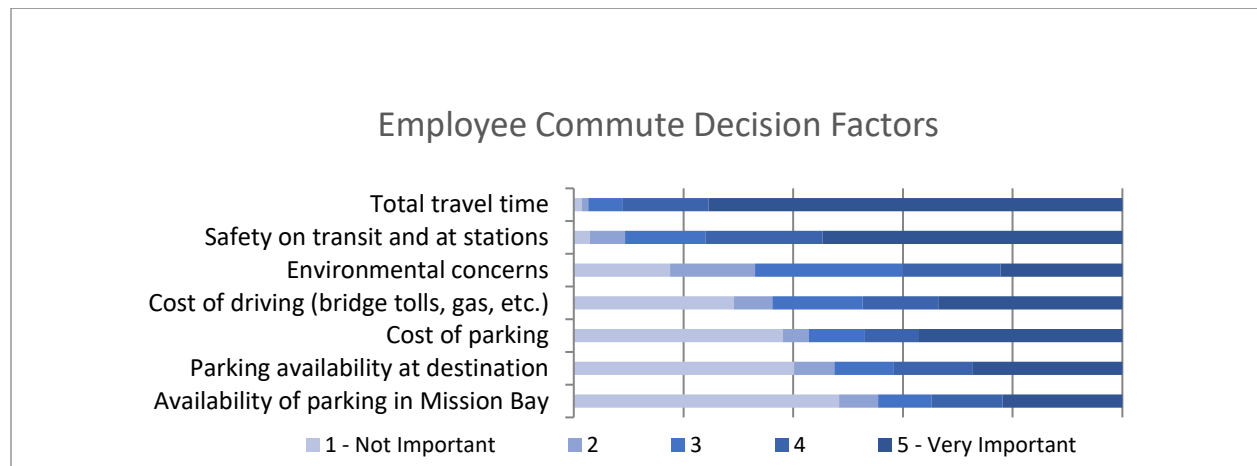
OVERALL SURVEY RESULTS

Of 405 employees who responded to the survey, 43% live in the East Bay and 34% live in San Francisco. Of 78 Mission Bay residents, 66% work in parts of San Francisco outside of Mission Bay and 22% work in Mission Bay.



The survey was promoted directly to Mission Bay employers, excluding UCSF, and to the public through our website, eblast, social media, and at MB Shuttle stops. Total respondents to individual questions vary due to skip logic questions and respondent drop off.

Employee Survey (405 Respondents):

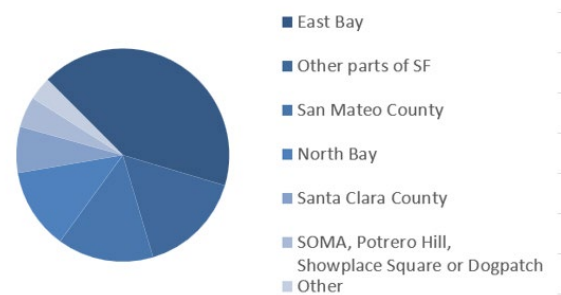


MODE SHARE

Drive Alone:

- Of 373 respondents, 39% have commutes that include single-occupancy vehicles (SOV), up from 27% in 2024.
- 17% of 373 respondents who include SOV do not include another mode of transportation in their commute.
- 49% of SOV drivers live in the East Bay/25% live in San Francisco.
- Of drivers who live in the East Bay, 29% have commutes of 45-60 minutes and 58% sit in traffic for over an hour.

SOV by Origin



Why they drive alone:

- Drive alone respondents (146) cite irregular or unpredictable schedules (82%) and the length of time their commute takes on public transportation (50%) as the primary reasons for driving alone.
- 13% report public transit isn't running when they need it and 16% say it isn't available where they live, or they are unable either to get to or park at a transit station near them.
- For 15% of respondents safety is also a concern.
- 13% say public transportation is more expensive than driving.

Active Modes:

25% of employee respondents include an active mode (walking, biking or scooter) of transportation in their commute, down from 35% in 2024.

Shuttles:

40% of respondents use the MB shuttle as part of their commute (down from 58% in 2024) and 9% use UCSF, private or other shuttles.

Carpool: 6% of 373 employee respondents are dropped off by family or friends or use a carpool in their commute, down from 15% in 2024.

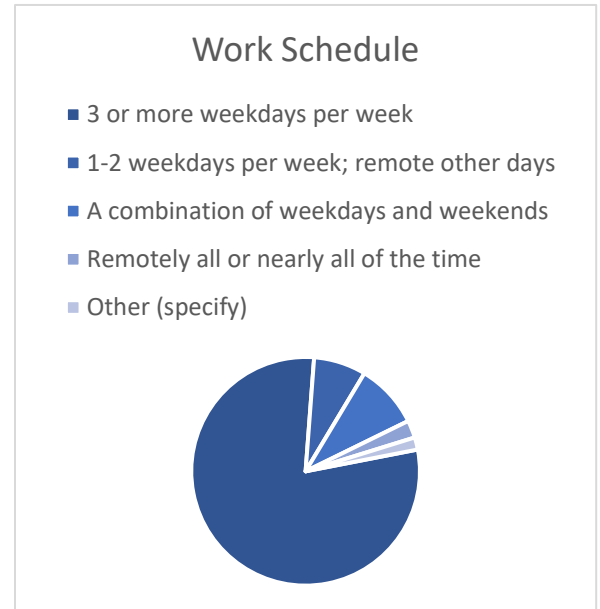
COMMUTER SCHEDULES

Where they work:

Of 405 respondents, 79% work onsite 3 or more weekdays per week. 7.5% work on-site 1-2 days per week and remotely on other days (down from 17% last year).

When they work:

- Of 405 respondents, 80-87% commute to Mission Bay Monday through Thursday, with Tuesday through Thursday being the heaviest commute days. Only 43% commute to MB on Friday (down from 55% last year.) 17% have schedules that vary from week to week.
- Of 380 respondents, 44% have flexible work schedules (down from 50% last year), arrive at work later than those with fixed schedules, and have shorter commutes. 53% of those with flexible schedules have commutes of over 45 minutes and 29% have commutes over an hour, as opposed to 65% and 45% respectively for those with fixed schedules.
- 67% of 378 respondents say their commute is longer or they avoid commuting to work on days when there is a special event (game, concert, etc.)



PERCEPTIONS OF PUBLIC TRANSIT

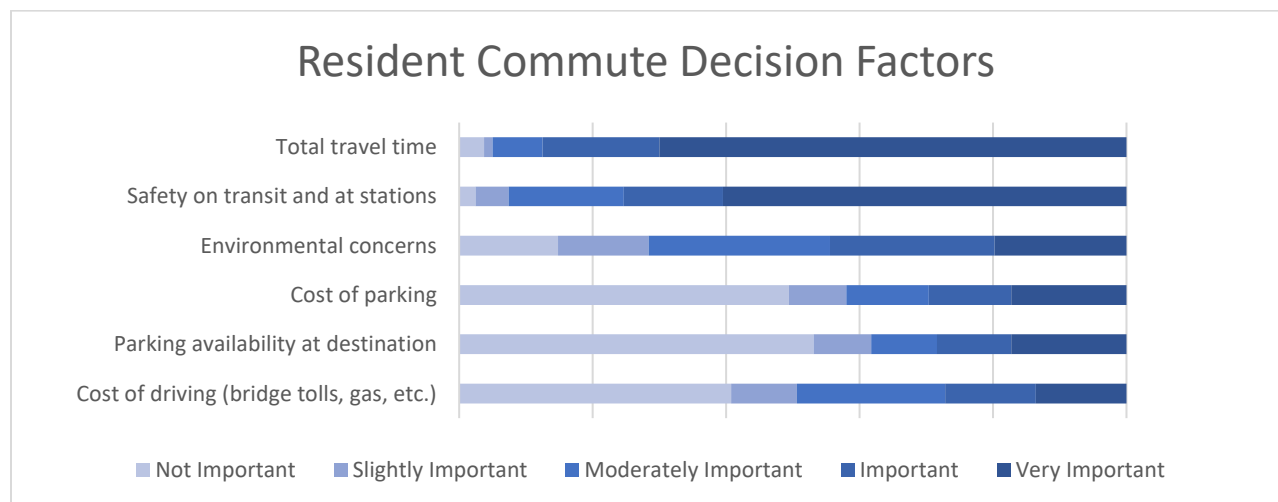
- 93% of 343 respondents had ridden BART, Muni, or Caltrain in the past year. They averaged a score of approximately 4.4 out of 5 when considering their feeling of safety on public transit and at transit stops or stations in commute decisions.
- 53% of 128 respondents preferred Powell Street BART/MUNI station to Civic Center station.

How important is safety as opposed to other factors in their commute decision?

- 55% of all 347 respondents rated safety on public transit and at transit stations as very important influencers in their commute mode decisions (5 on a scale of 1-5), second only to total travel time (75%). Of 131 SOV respondents, 53% rated safety as the most important decision factor, with 79% citing total travel time.

RESIDENTIAL RESPONDENTS (107)

Of 107 respondents, 72% have lived in Mission Bay for over 2 years (44% over 5 years). 28% live alone and 17% of households have children under 18. 75% work full time and 13% are retired. Of those who work either full or part time (87%), 46% work on site, 14% work from home, and 27% work from home part of the time. 22% of 78 respondents who work, work in Mission Bay and 67% work in other parts of San Francisco.



COMMUTER SCHEDULES

- 46% of 78 respondents commute 5 weekdays a week, up from 32% last year. 30% commute 2-4 days a week, down from 40 percent last year. 24% say their schedules vary from week to week.
- More respondents commute to work Tuesday and Thursday (79%) than on Monday, Wednesday or Friday (58-70%).

MODE SHARE (71 RESPONDENTS)

SOV Drivers:

- 11% of respondents include drive alone (SOV) in their commute modes. (Note small sample size of 8 respondents.)
- 86% of drive-alone respondents cite the length of time it takes on public transportation as the primary reason for driving to work.
- 71% say public transit isn't running when they need it or they need to drop off/pick up a child.
- 43% say they don't feel safe using public transit.
- Respondents who said the cost of public transportation was more expensive than driving dropped from 29% in 2024 to 0 (zero) in 2025.
- 100% said safety and travel time were 'Very important' in their decision about how to commute to work. (5 on a scale of 1-5.)
- Environmental concerns ranked lowest at 27%, below parking and cost concerns (42-86%).

Active Modes (71 Respondents): 47% of residential respondents include an active mode of transportation in their commute.

Shuttles (71 Respondents): 69% of respondents use the MB shuttle as part of their commute.

PERCEPTIONS OF PUBLIC TRANSIT

- 56% of 71 respondents rode BART, Muni, or Caltrain in the past year.
- Of 81 respondents, the average score was 4.26 out of 5 when considering their feeling of safety on public transit and at transit stops or stations.
- Respondents preferred the Embarcadero BART/MUNI Station (43%) and Civic Center (33%) over Powell (23%).

ANALYTICS

In 2025 missionbaytma.org had 75K visitors, up 27% from 2024. They visited 559K pages, up 33% from the previous year. Our Real Time Predictions page was visited 185K times, a 44% increase, and traffic to our schedules increased 16%. Our subscriber list increased 16% in 2025, with a 62% open rate - a 10% increase over 2024. Mobile usage fell by 21%. Riders also view real time updates and alerts via Google maps and other transit apps.

TDM STRATEGIES & MEASURES

Coordination

- *Develop services, facilities, incentives, and policies that make public transit the preferred means of access to Mission Bay.*
- *Ensure that activities are coordinated with other transportation interests in and around Mission Bay as well as with existing activities in the Greater Downtown Area.*
- *Make recommendations for bicycle parking in Mission Bay common areas that is both accessible and efficient.*
- *Work with transit agencies to provide employees working in Mission Bay with the opportunity to purchase discounted fares through transit vouchers as a financial incentive for avoiding SOV travel.*

We work primarily through three avenues to accomplish these goals:

1. The first is the provision of the Mission Bay Shuttle, which provides the essential 'last mile' connection for employees and the 'first mile' connection for residents. We link to Civic Center, Powell, Caltrain, Embarcadero and the Transbay transit hubs.
2. The second is our website and regular e-communications. The website has thousands of visitors each year (75,000 visits in 2025). People spend over one minute on our website per session. The

website is used to communicate not only about shuttle specifics (e.g., schedules, route maps), but provides important updates and links to SFMTA, Caltrain, BART, ride-share and other services. E-blasts about transportation updates (similar to information posted on the website), are sent to a distribution list of over 600 employees and residents who have subscribed, and a wider audience to total over 3,300. We also communicate updates through social media channels, our GPS system and through Google and other transit apps via real time alerts. We post QR codes on the shuttles which riders utilize to learn about other routes and link directly to our Lost & Found and Rider Feedback forms. We provide customer service through email, answering rider questions and concerns. We periodically send updated employee informational flyers to employers and building managers for distribution.

3. The third avenue is our participation in community and transportation-related activities. This allows us to share information about transportation-related projects and issues with our local Mission Bay community as well as to provide input on behalf of our local community to SFMTA, Caltrain, SFCTA, and others on proposed transportation and development projects and plans. In 2025, we participated in Mission Bay School Access Plan meetings and the Regional Mapping and Wayfinding Project.

In addition, we work closely with new employers moving into Mission Bay to make sure their employees are aware of the shuttle and other alternative choices; we also participate in employer 'wellness' fairs and events which gives us an opportunity to meet with employees to help them plan a better commute, answer questions, conduct mini surveys and gain other valuable customer feedback about our programs and services.

Education, Marketing & Promotion

- *Promote, encourage and facilitate the use of ridesharing, bicycling and walking.*
- *Disseminate transit, pedestrian and bicycle route information.*
- *Collaborate with the Port and others in ongoing studies of the feasibility of expanding regional ferry services and providing efficient access to/from Mission Bay.*
- *Offer Guaranteed Return Trip at no cost if an emergency requires earlier or later departure.*

How we accomplish these goals:

We promote these alternative modes on our website by providing links to various service providers, maps, schedules, and special commuter promotions. We also participate on committees purposed with planning transportation service expansions in or near Mission Bay (such as the East Bay Ferry service). By virtue of their location within the Mission Bay Project Area and TMA participation, all employers are automatically enrolled in the City's Guaranteed Ride Home Program.

We also advocate for public policies and programs designed to enhance and expand the transportation network in ways which are safe, equitable, efficient, and practical, as well as build necessary infrastructure for the future.

In 2025, Mission Bay TMA continued its second year as a Community-Serving Organization (CSO) for the Caltrain Pass Forward program, distributing over 4,000 no-cost transit passes to qualified Mission Bay and San Francisco residents and employees. Passholders took over 38,000 rides in 2025.

Parking Management

Support parking management for commercial uses that, among other things, discourages SOV parking and encourages the use of carpools and shared parking in lots serving mixed land uses.

Flexible work time/telecommuting

Provide tenants with information to assist in exploring and developing alternative work schedules including telecommuting. Provide owners and tenants with information regarding peak travel periods to help in developing alternate work schedules.

How we accomplish the above goals:

Mission Bay TMA does not have the authority to regulate or have a voice in private parking or employers' work scheduling policies. We do share educational material on the benefit of parking management and alternative work schedules.

Annual Survey

Conduct an annual survey of employee commute patterns among tenants in Mission Bay. Produce and submit an Annual Report.

The results of the 2025 survey are described earlier in this document; this document is also the 2025 Annual Report.

TESTIMONIALS

The MB Shuttle receives testimonials and feedback throughout the year. Here are some examples from the 2025 Survey:

CT/TRANSBAY drivers are very nice and drive safely. 5 stars to them for dealing with SF traffic.

I'm so incredibly grateful for the MB shuttle and it has made the process of getting from the BART to work much less cumbersome.

I'm glad this shuttle service exists. It is the best way for me to get from downtown to Mission Bay for work or doctors appointments. The Muni T takes too long, uncomfortable, etc.

I love the mission bay shuttle! It is a great perk for the community!

The mission bay shuttle is beloved at my company and even the extension from 7 to 7:15 is a great option for when I'm working later.

All of the drivers are wonderful, especially the usual driver for CCA Adobe. The shuttle service is always my preference over public buses due to the cleanliness, safety, and availability of seating.

MB shuttle is great, friendly drivers, convenient times, clean and comfortable vehicles.

"I like the shuttle drivers. Very kind people. It makes a difference."

Mission Bay TMA remains focused on providing reliable transportation options for the district's employees, residents, and visitors, and on adapting its services and planning as Mission Bay and the broader regional transportation landscape continue to evolve.

For more information, please contact:

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