

## MEMORANDUM

April 10, 2015

**TO:** MEMBERS, PORT COMMISSION  
Hon. Leslie Katz, President  
Hon. Willie Adams, Vice President  
Hon. Kimberly Brandon  
Hon. Mel Murphy  
Hon. Doreen Woo Ho

**FROM:** Monique Moyer  
Executive Director

**SUBJECT:** Informational Presentation on Port Staff Proposal to Update the Port's Waterfront Land Use Plan

**DIRECTOR'S RECOMMENDATION:** No Action Required

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### Executive Summary

In 1997, the Port Commission adopted the Port of San Francisco's Waterfront Land Use Plan ("Waterfront Plan"), as recommended by the Waterfront Plan Advisory Board following six years of public investigation, research and collaboration. The Waterfront Plan is the Port's overarching policy framework, setting forth policies that govern the use of Port property on both the land and water-side and dividing the Port into areas that are reserved for maritime use and that are eligible for mixed use development. The overarching goal of the Waterfront Plan is to reunite the City with its waterfront.

On August 12, 2014, Port staff released a comprehensive review of the Waterfront Plan ("Waterfront Plan Review" or "Review"), consistent with the requirements of Proposition H, the 1990 ballot measure that required the City to develop the Waterfront Plan<sup>1</sup>. The Waterfront Plan Review presents information about the Port's policies and a look back at the accomplishments and changes since the Waterfront Plan's initial approval in

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<sup>1</sup> Informational Presentation on the Review of the Waterfront Land Use Plan, 1997-2014 (8/12/2014): <http://www.sfport.com/modules/showdocument.aspx?documentid=8470>

1997. Looking forward, the Review recommended that the Port Commission authorize a targeted update of the Waterfront Plan to address identified land use and related policies that should guide future Port waterfront improvements. A full copy of the Waterfront Plan Review and public comments on the Review are available on the Port's website: <http://www.sfport.com/index.aspx?page=2491>.

Port staff solicited public comments regarding the Waterfront Plan Review through November 30, 2014, and published a staff report describing these comments on December 12, 2014<sup>2</sup>. Port staff subsequently made a series of public presentations to highlight and explain the public policy challenges that Port staff recommends addressing in an update of the Waterfront Plan. The discussions generated from this initial round of public engagement has been informative and insightful, providing important guidance to Port staff in formulating a proposal for an update of the Waterfront Plan. The staff proposal for updating the Waterfront Plan is presented for Port Commission review and consideration in this staff report.

Port staff now proposes to update the Waterfront Plan through an extensive community engagement process and has developed a proposed work program to do so. The update will be divided into four primary phases, which are described in this staff report:

- 1) An orientation and analysis of the Port;
- 2) Policy discussion of Port waterfront wide issues that affect each of the Port's five sub-areas collectively, leading to preliminary recommendations;
- 3) Neighborhood-scale planning for the Northeast Waterfront and South Beach subareas and recommendations; and
- 4) Complete recommendations for updates to the Waterfront Plan, implementation strategies for Port Commission consideration. Any Waterfront Plan amendments would undergo environmental review and a public approval process.

## **Waterfront Plan Review Public Comments**

On the whole, public response and connection with the waterfront has been very positive since the creation of The Embarcadero Promenade and transportation improvements following the removal of the Embarcadero Freeway. The Port of San Francisco waterfront is recognized as a destination for public recreation, entertainment and dining, and maritime commerce including ship repair, ferries, cruise ships, shipping and commercial fishing that reflect the Port's history. Together, these uses attracted over 24 million visitors to the Port in 2014. Over time, through a variety of projects and investments, the overall goal of the Waterfront Plan – to reunite the City with its waterfront – has been largely achieved between Fisherman's Wharf and AT&T Ballpark. This effort is just beginning on Port lands between Mission Creek and Bayview Hunters Point.

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<sup>2</sup> Transmittal of Public Comments Received on the Report on the Waterfront Land Use Plan Review, 1997-2014 (12/16/2014): <http://www.sfport.com/modules/showdocument.aspx?documentid=9189>

The increased attention and focus on the waterfront generated substantial public comment on the Waterfront Plan Review. The public raised key questions and concerns about how future waterfront improvements should be advanced that respect the unique relationship to San Francisco Bay and maritime industry, while also dovetailing with City land use policies that direct growth and change in many of San Francisco's eastern neighborhoods.

Port staff has reviewed, summarized and categorized public comments by topic in Attachment 1. Attachment 2 lists the presentations made on the Waterfront Plan Review. The comments and public discussions reflect a broad spectrum of topics that include specific sites and activities, as well as strategic questions that apply Port-wide. In considering all comments and exchanges, Port staff identified key takeaways that have informed the staff proposal for a public process to refresh and update the Waterfront Plan:

#### *Land Use Priorities and Vision*

Many comments reflect on how the waterfront has been improved to provide a more diverse assortment of activities, and how the Port's relationship with maritime industry has changed. The Port should remain focused on maintaining maritime uses in a meaningful way, while recognizing that the waterfront has become integrated into the larger city fabric. In that regard, comments have raised the question of whether this changed relationship leads to a different vision for how Port lands should be used, at least in the northern stretch along The Embarcadero. Others propose shifting the goal of the Waterfront Plan to focus on rehabilitating piers, preserving the Port's maritime legacy, bay access and recreational enjoyment in a manner that recognizes sea level rise and seismic vulnerability. In addition, comments suggested that maritime industry should receive top priority as well as the need to reevaluate and strengthen the Port financial capability for improving the waterfront.

#### *Waterfront Development*

The height of new development is a sensitive issue along the waterfront, which will now be addressed in large part by requirements under Proposition B approved in 2014. Nonetheless, where height limit changes may be considered, the Waterfront Plan should include a process for reviewing proposed changes to heights as a complement to voter approval. Several questions and comments highlighted the need for further information to identify how much Port land remains for development. Further attention also is needed to determine whether procedures should be established for unique development projects that are difficult, if not impossible, to competitively bid (referred to as "Unique Development" in the Waterfront Plan Review). Some members of the public expressed concern that any expedited process would short-circuit the public review process. Other commenters suggested that the public private development model has not always achieved the public and financial benefits to the Port as originally expected, dictating a need to seek other financing tools besides private real estate capital to address the Port's capital funding needs.

### Port Finance and Capital Needs

The Port's 10 Year Capital Plan highlights the shortfall of financing resources relative to capital needs. Members of the public have expressed doubt about the ability of public private development projects to finance Port capital needs and whether the Port can or should be an enterprise agency, given current revenue-generating limitations. Several commenters supported seeking funding or additional financing tools, such as including Port piers in the City's program for transferable development rights ("TDR"), General Obligation bonds, and state and federal sources. Some commenters advocated for a geographical linkage of funding such that funds generated from seawall lots should be dedicated to the rehabilitation of neighboring piers.

### Sea Level Rise and Seismic Safety

There is a high level of public interest to learn more about risks of sea level rise and need for flood protection and planning to make the City more resilient over the next 50-100 years. As important as planning for sea level rise is, the public is coming to understand the even more immediate concern of the potential seismic vulnerability of the Seawall, given the probability of a major earthquake in the next 25 years. The Port's current Seawall seismic study has heightened awareness about the need to invest in the Seawall and related waterfront infrastructure to protect the Port's historic resources and City assets including the Embarcadero Roadway, the MUNI Embarcadero tunnel, and utilities and PUC combined sewer system.

### Embarcadero Historic District

Comments reflect a growing understanding that the challenges posed by sea level rise and potential repair needs for the Seawall will make preserving and maintaining piers and bulkheads of the Embarcadero Historic District ever more costly and difficult. Given its age (100 years old in many places) and condition, the marginal wharf which supports the Port's iconic bulkhead buildings is of particular concern. There is a need for further in-depth study of pier conditions and financial analysis to assess the feasibility of short and long-term preservation strategies. Some comments suggest partial pier rehabilitation by prioritizing bulkhead buildings. There is support for increasing funding and financing tools, including expanding the City's TDR program, to preserve the Port's historic resources, including the historic piers.

### Open Space Needs

Many members of the public expressed the value of public access to the Bay, open space and recreational opportunities along the Port waterfront, which are especially important for adjacent, dense neighborhoods that have an open space shortage. Waterfront open space also provides public health benefits. In addition to parks, Port lands are important resources for environmental habitat, which should be protected and improved. Public realm improvements should be advanced in particular along the west side of The Embarcadero and with adjacent businesses to enhance the waterfront and promote walking and neighborhood connections. Members of the public support the additional open space being created on Port lands south of AT&T Ballpark as part of the Blue Greenway.

### Transportation Access Improvement Needs

Both the public and Port tenants expressed frustration about poor transportation access along the northern waterfront and a strong desire for a coordinated City response. Congested conditions on The Embarcadero dictate the need for transportation improvements of all kinds, particularly expansion of MUNI service on the F and E Lines; water taxis and ferries; traffic management, and roadway and curbside access for loading, taxis and buses. There were also suggestions for solutions to traffic congestion including remote parking coupled with shuttles and dedicated bike lanes. The Port should continue close coordination with SFMTA and other City departments to prioritize transportation improvements, which should precede or be coupled with new developments. Similarly, transportation needs in the Southern Waterfront also are urgently needed to serve existing uses as well as the substantial amount of growth projected for this area, including better connections to Third Street light rail and CalTrain.

### Port Policies

The update of the Waterfront Plan is, as some commenters suggested, an opportunity to formalize/incorporate other important Port and City policies in the Waterfront Plan. Examples include policies to promote maritime access, environmental policies such as those to treat stormwater or promote the design of bird safe buildings, and better streets. In the Waterfront Plan Review, Port staff recommended the consideration of limits to future lease terms of 35 years as a means to limit future flooding of leased piers and to avoid conflicts with shoreline capital projects the City may have to undertake to protect the City from sea level rise. Some commenters requested careful vetting of limits to lease terms that would affect the availability of federal historic tax credits.

### Waterfront Plan Public Process

There is a high degree of public interest in becoming more educated and participating in public discussions about Port operations, governance and financial structure, as well as land use issues. To respond to the public feedback that the Port needs to broaden its public outreach, the Port's current advisory groups should be improved and supplemented to include new residential communities, citywide perspectives from all 11 Supervisorial Districts, State Lands Commission and BCDC. Current Port advisory groups should be refreshed with members that regularly attend and actively participate in meeting discussions. Public meetings should support free-flow exchange and dialog that is not constrained by fixed public comment time limits that are a feature of Commission and Board meetings.

Commenters remarked on the importance of community engagement early in the timeline of proposed projects and receiving more feedback from the Port about how community ideas and concerns are being considered. To accompany robust public participation, commenters have requested educational opportunities to learn about topics like the public trust, Port regulatory framework, and available financing mechanisms.

### *Fisherman's Wharf*

Transportation to and from Fisherman's Wharf is vital to the tourist industry as well as area employees. Commenters emphasized the need to improve public transit service, water taxis, traffic congestion management, and parking management. Community members support new open spaces created in Fisherman's Wharf, and support further work to improve wayfinding amenities that enhance access and points of interest within Fisherman's Wharf.

### *Northeast Waterfront*

In the Waterfront Plan Review, staff recommended focused subarea planning in the Northeast Waterfront. There is public support for this recommendation. Many community members advocated that consideration be given to the community-sponsored Asian Neighborhood Design recommendations<sup>3</sup>. Public trust uses are highly valued by the Northeast Waterfront community, whereas many community members expressed a sense of distrust around development proposals based on previous experiences with the Broadway Hotel and the Mills proposal for Piers 27-29. There is community support for current development projects including Seawall Lot 324 and 322-1 as long as careful consideration is given to land use and architectural design issues including respect for existing height limits, activation of ground floor street frontages (especially on the Broadway corridor), and public realm enhancements. People recognize the competing transportation access pressures along The Embarcadero, and the need to expand public transit and tour buses, and bicycle access. Seawall lot uses should continue to allow parking to support increased visitors to pier attractions, along with improved parking management strategies.

### *Ferry Building Subarea*

Many people recognize and treasure the successful transformation of the Ferry Building area. However, this area also has been the subject of recent controversy around Seawall Lot 351. A significant number of community members expressed opposition to the 8 Washington project. Many advocate for public open space and recreation uses on the SWL 351 site instead. Some community members suggest the controversy around SWL 351 evidences the need for more comprehensive planning in the area.

### *South Beach/Central Waterfront Subarea*

Many commenters expressed the need for transportation improvements to address existing conditions as well as future growth in the South Beach and the Central Waterfront. People also strongly support the staff recommendation to conduct further community planning in South Beach, particularly with regard to the future options for Piers 30-32.

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<sup>3</sup> A Community Vision for the Northeast Waterfront, February 2011: <http://www.andnet.org/storage/pdfs-cp/NE%20Waterfront%20Community%20Vision-FINAL-2%2009%202011.pdf>

### Southern Waterfront

There is strong support for maintaining and expanding maritime shipping and commerce, and sustainable industries which provide economic local job opportunities. Port planning work with the Southern Waterfront Advisory Committee and Bayview community on a Piers 80-96 Maritime Eco-Industrial Center provides an economic and environmental strategy that is understood and supported. There also is a good deal of public support for new Blue Greenway public open spaces. Members of the public underscored that responsible management of the Port's maritime and industrial space in the Southern Waterfront should be given first priority.

### **Waterfront Plan Review Revisions**

Most of the public comments received on the Waterfront Plan Review were forward-looking suggestions aimed at shaping priorities for the future of the Port. These comments have helped shape the scope of the proposed process to update the Waterfront Plan outlined in this report.

However, some comments and suggested edits were directed toward suggested revisions to the Waterfront Plan Review report itself. Port staff has revised several pages, noted below, which will be incorporated in an updated version, dated April 2015. The updated pages are shown in Attachment 3 and include:

- a series of text edits intended to highlight and strengthen references and policy relationships where the Port and SFMTA are already engaged in cooperative planning efforts (page 26, 170, 179, 221, and 227);
- a more complete characterization of the Golden State Warriors' project, particularly related to proposed building heights on Seawall Lot 330 (page 31 and accompanying reformatting on page 32);
- a revision to the staff recommendation to allow City review and comment on waterfront height limits before ballot measures for Port projects seeking a height increase are submitted for voter consideration; (page 33, 241)
- fact corrections for projects A17, D4, G14 and H6; and
- the addition of Pier 84 Copra Crane project to the Planning section of the document.

### **Waterfront Plan Update – Community Participation**

Port staff understands the importance of establishing broad public participation in any process to update the Waterfront Plan as was underscored in the public comments on the Review. Port staff is approaching this effort in two ways. First, membership on existing Port advisory committees is being reviewed and refreshed, replacing people who have become inactive, and to add new faces that represent newcomer interest groups. Second, Port staff proposes to create a Waterfront Plan Working Group to

supplement current Port advisory groups, which would afford broader Citywide involvement and comprehensive examination of Port-wide issues. These efforts are described below.

### Port Advisory Groups

The existing Port advisory groups have provided an important, regular public forum for exchange of information regarding Port projects and activities, and Port staff believes they should remain as a principal component of the community participation structure. Port advisory groups are appointed by the Port Director and function as informal bodies to provide input and exchange with Port staff, community members and other stakeholders in meetings that are open to the public. These interactive discussions inform staff assessments, presentations and recommendations to the Port Commission.

Port advisory groups are passive meeting bodies under the City's Sunshine Ordinance so they have more flexibility than policy bodies regarding the conduct of their meetings. Policy bodies such as the Port Commission, or committees created by the Charter, the Board of Supervisors, or by the initiative of a board, commission or other policy body, are subject to Brown Act and Sunshine Ordinance open meeting requirements, including specific agenda requirements and time limits on public comments. Some of these strict open meeting requirements can constrain interactive exchange among meeting participants, especially for complex public policy issues, and hamper communication and the free exchange of ideas by both City staff and public participants. Some public comments on the Waterfront Plan Review flagged this challenge by noting that meetings of the Piers 30-32 Citizens Advisory Committee, which was formed as a policy body to consider the proposed Warriors project on Piers 30-32 and SWL 330, did not achieve a satisfactory level of public engagement, and recommended a more flexible and interactive public process for the Waterfront Plan update.

In response to these public comments and Port staff's own assessment, rosters for all advisory groups are being reviewed and replacements are planned or underway to refresh or expand stakeholder representatives and participation. To date, Port staff has focused attention on the Northeast Waterfront Advisory Group (NEWAG), Central Waterfront Advisory Group (CWAG), and Southern Waterfront Advisory Committee (SWAC).

### NEWAG

Port staff is in the process of meeting with individuals to update the NEWAG roster.

### CWAG

Port staff also has focused attention on revising the focus and membership of the CWAG. Currently, CWAG focus has been the Mission Bay waterfront south through Pier 70. Port staff plans to extend the area to include the South Beach and Rincon Hill neighborhoods, under a renamed South Beach/Central Waterfront Advisory Group (South Beach/CWAG). Previously, the San Francisco Redevelopment Agency's now defunct Rincon Point-South Beach CAC provided the forum for addressing Port-related



issues. Since then, the South Beach Mission Bay Neighborhood Association has become a central hub for addressing neighborhood issues, including the South Beach waterfront. Port staff is consulting with CWAG Co-Chairs and the South Beach Mission Bay Neighborhood Association to develop roster changes that incorporate South Beach and Rincon Hill stakeholders. A revised roster will be provided to the Port Commission and public when it is available, expected by the end of May.

### SWAC

Port staff is in the process of updating the roster to fill vacancies or replace members who will be transitioning out of the committee. Port staff is focused on new members to maintain perspectives on local jobs, Bayview Hunters Point neighborhood concerns, and environmental quality. A revised roster will be provided to the Port Commission and public when it is available, expected by the end of May.

### Waterfront Plan Working Group

Where the current Port advisory groups address specified areas of the Port waterfront, Port staff is recommending the creation of a Waterfront Plan Working Group to support the public process to update the Waterfront Plan. The Waterfront Plan Working Group is conceived as a means of engaging citywide stakeholders as well as regional and state perspectives that supplement public input through the current Port advisory groups. Port staff is scheduling Waterfront Plan briefing sessions with members of the Board of Supervisors which will include discussion about how to engage citizen perspectives from all 11 Supervisorial Districts in the Waterfront Plan Working Group.

Many of the policy and land use issues flagged for public discussion, such as sea level rise, seismic safety, transportation and Port finances are Port-wide (and City) concerns, which the Waterfront Plan Working Group is intended to address. However, it is important to integrate localized waterfront area perspectives as well. Port staff proposes that a liaison from each Port Advisory Group be included in the Waterfront Plan Working Group to keep communication lines between all advisory committees open and to promote cross-fertilization of ideas. Like our current advisory groups, the Waterfront Plan Working Group also is proposed to function as an informal body, with all meetings open to the public and structured to support dialog and exchange between members of the Working Group, Port and City staff, State Lands and BCDC, and the general public. A draft matrix illustrating perspectives to be included in the Waterfront Plan Working Group is provided in Attachment 4. If the Port Commission supports this Waterfront Plan Working Group proposal, Port staff will work to establish this body by early June, and will report back to the Port Commission on the roster of this new Working Group and any new information related to the kick-off of the public process.

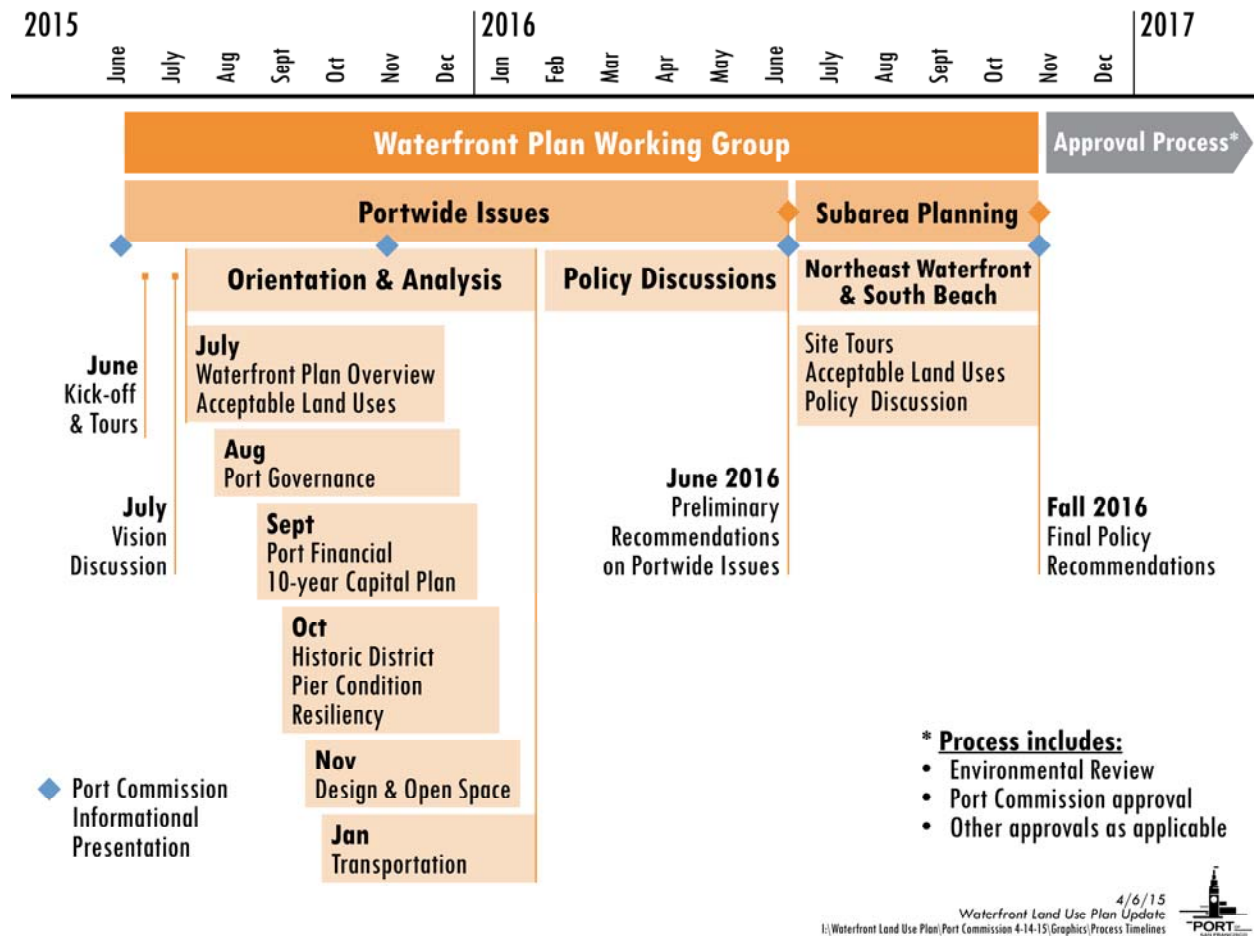
### **Waterfront Plan Update – Proposed Public Process & Schedule**

Figure 1, below, presents a summary of an approach and public process proposed by Port staff to vet policy and land use issues leading to recommendations for updates to the Waterfront Plan. Port staff proposes that the planning process begin with a discussion of the issues of port-wide importance, conducted through public meetings of

the Waterfront Plan Working Group. By first taking stock of the challenges, opportunities and policy implications for the Port wide issues such as sea level rise, seismic vulnerability, historic preservation, transportation, public realm improvements, sustainability and Port capital needs, the planning process will build a foundation of information that also supports neighborhood level planning proposed for the Northeast Waterfront and South Beach subareas.

The proposed steps in the public process are described further below, which include public meeting discussions, preliminary recommendations and reports to the Port Commission prior to developing final recommendations to update the Waterfront Plan.

**Figure 1**



As reflected in Figure 1, the proposed public process includes the following:

*Waterfront Plan Working Group: Introduction, Waterfront Vision, Port Orientation & Analysis (June 2015-January 2016)*

This phase would start with tours by water and land to acquaint participants about the variety of properties and uses under the Port's jurisdiction, and an early discussion with the Working Group and public about desired visions for the Port of San Francisco. Developing an understanding about these initial public perspectives will help Port staff prepare the series of Port orientation sessions planned during this phase. These sessions are intended not only to provide information and analysis, but to engage an active exchange that advances understanding about how the Port is governed and managed, to discuss ideas and suggestions for improvement. As noted in Figure 1, the topics include: the Waterfront Plan and Port Governance; Port Financial 101; Land Use and Development; Port Historic Resources; Waterfront Resilience; Waterfront Design and Open Space; and Transportation. These discussions also will include City and regional efforts underway to address the challenges of sea level rise and flood protection.

*Port Finger Pier Challenges*

The public comments received to date provide an early read on issues that will be addressed through this planning process. As highlighted in the discussion of subarea planning for the Northeast Waterfront and South Beach below, a key topic will be how the Port should best manage finger piers and bulkhead buildings in the Embarcadero Historic District. This Historic District stretches from Pier 45 in Fisherman's Wharf to Pier 48, south of China Basin Channel, and includes the Port Seawall, which provides flood protection along the east side of the City. The Seawall was built in 21 sections, from 1878 to 1915; the existing finger piers and bulkhead buildings were built between 1908 (in the South Beach waterfront) to 1931 (in the Northeast Waterfront). All of these structures pre-date modern earthquake standards and seismic engineering criteria and, given their age, suffer from varying rates of structural deterioration due to the length of time they have been exposed to a harsh marine environment.<sup>4</sup>

A major focus of the Port's development efforts under the Waterfront Plan has been to invest heavily in the Embarcadero Historic District, to seismically strengthen and rehabilitate complete historic piers for modern use and public enjoyment. The Port has accomplished this for the Ferry Building, Piers 1-5, and the Exploratorium at Pier 15 by partnering with private development partners who require long-term leases of 50-66 years to amortize the high cost of these projects.

Given current sea level rise and climate change projections, it is apparent that development lease terms will be constrained to avoid future flooding, while the cost of pier rehabilitation and seismic retrofit continues to grow. Any discussions and

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<sup>4</sup> The Port Engineering Division has maintained regular surveys to track the condition of pier substructures (pier decks and supporting piles and cross beams) and superstructures (pier sheds and bulkhead buildings above the deck). The survey process includes protocols for notifying Port tenants about facility condition and repair requirements, and coordination with the Port's Maintenance Division.

recommendations from the Waterfront Plan public process will be shared and coordinated with the City's broader consideration of sea level rise and plans led by Mayor Edwin Lee to protect the City against sea level rise.

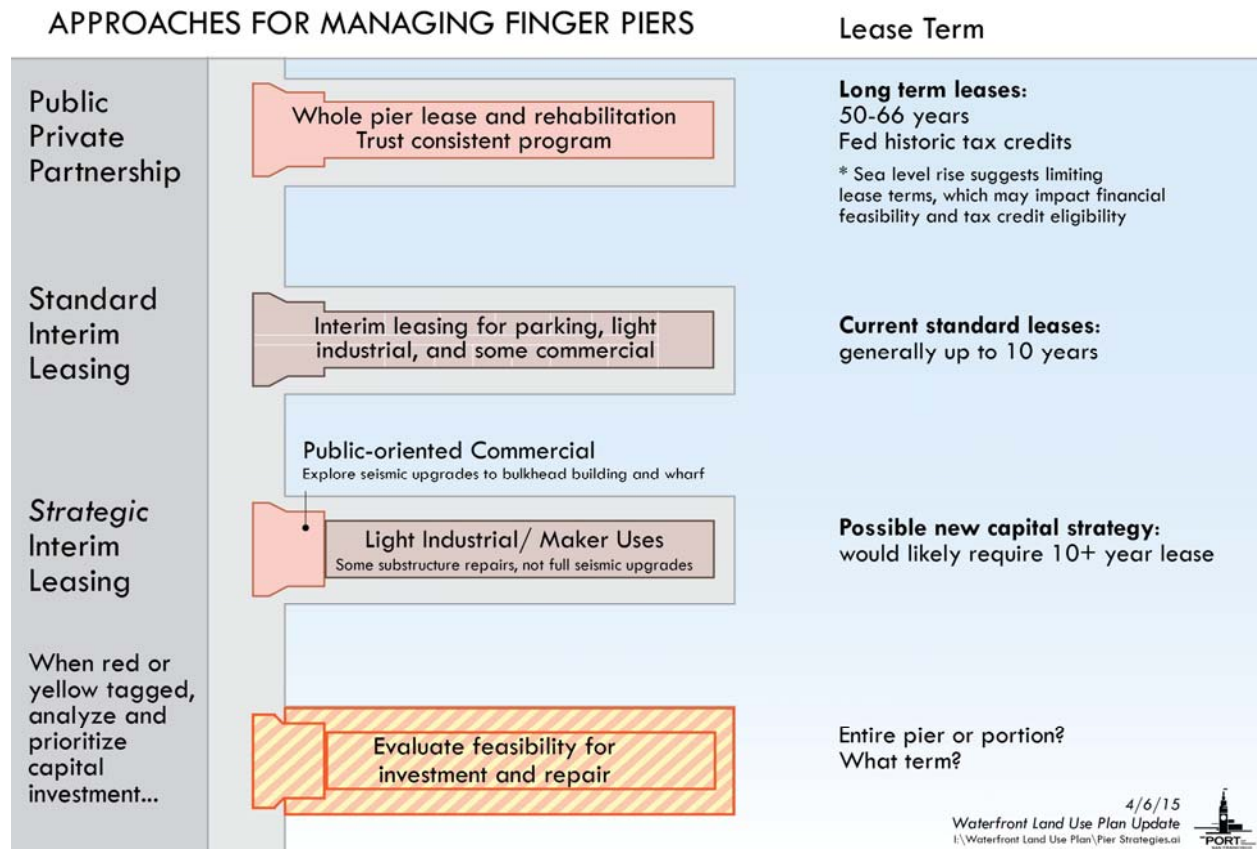
The Port has underway an engineering study to evaluate the structural condition of the Seawall and its performance in the event of a major Bay Area earthquake.<sup>5</sup> Port staff has made presentations at the Port Commission, the City's Capital Planning Committee and the City's Lifelines Council about the potential seismic vulnerability of the Seawall given the probability of a major seismic event on the Hayward or San Andreas faults within the next 25 years. The Seawall study may yield information that conveys an even more pressing priority for capital improvement to protect not only Port properties but eastern portions of the downtown and South of Market districts. The cost of this undertaking is unknown until the Port's study is complete and is therefore not reflected in the Port's 10 Year Capital Plan. The eventual price tag is likely to be beyond the Port's means and will require substantial assistance at local, state and federal levels. Any major capital improvement requirements for the Seawall would be likely to affect historic rehabilitation efforts in the Embarcadero Historic District.

Given the cost and associated risk of long-term pier development projects, other pier management and leasing strategies will need to be considered, including those that do not necessitate improvements to entire piers. Figure 2 illustrates a few possible approaches that should be the focus of public discussion in the planning process. Lower cost options may make pier reuse more financially viable, although there may be public tradeoffs that need to be considered, such as reductions in the amount of public access created, or construction methods and materials that may not match the quality of prior historic rehabilitation projects and the Secretary of Interior Standards for the Treatment of Historic Properties. Consideration of pros and cons of these and other pier management strategies that may be identified is a matter for serious public policy discussion in the planning process. Because Port piers constitute such a large proportion of the Port's real estate portfolio, any evaluation of pier rehabilitation and preservation strategies will need to include an assessment of the facility uses and their ability to generate revenue to finance waterfront maintenance and capital improvements. Port staff plans to report back in a Port Commission informational presentation of the analysis and public discussions on this topic.

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<sup>5</sup> Request Approval to issue a Request for Proposals (RFP) for an Engineering Services Contract to Complete an Earthquake Vulnerability Assessment and Retrofit Alternatives Study of the Port's Seawall (July 8, 2014): <http://www.sfport.com/modules/showdocument.aspx?documentid=8358>

**Figure 2**



*Waterfront Plan Working Group: Deliberations and Preliminary Recommendations (February – June 2016)*

Upon completing the orientation sessions and initial public discussions, additional policy discussions at Working Group meetings are planned to produce preliminary recommendations on Portwide issues and updates to the Waterfront Plan. Port staff will provide a Port Commission informational presentation on these preliminary recommendations. These recommendations also will be subject to further refinement as a result from neighborhood scale planning for the Northeast Waterfront and South Beach subareas.

*Northeast Waterfront and South Beach Subarea Planning (June – November 2016)*

Against the backdrop of the public deliberations on Port-wide policy issues, Port staff would take up subarea planning work for the Northeast Waterfront and South Beach subareas. The majority of this phase of work would be conducted with the participation of the NEWAG and South Beach/CWAG. Port staff proposes providing site tours and orientation as context for neighborhood planning. Consistent with public comments received to date, Port staff anticipates this work will include a review of the acceptable land uses currently allowed in the Waterfront Plan in each area and other possible land use, development, architectural and design objectives. For each area, these issues also must confront the realities associated with the aging condition of the Port's historic

piers and bulkhead structures and the marginal wharf that supports the bulkhead buildings, and recommendations about their treatment.

While South Beach and Rincon Hill have been transformed into vibrant neighborhoods, served by waterfront open spaces at Rincon Park and Brannan Street Wharf, the remaining piers in South Beach are the oldest along The Embarcadero and pose the greatest challenge for improvement. Pier 30-32 is not a historic resource but, as reflected in the public discussions when that site was proposed for the Warriors arena, the improvement or removal of that pier in whole or in part is an expensive undertaking. As reflected in public comments received to date, these issues will be a central focus in the subarea planning work, as well as future development of SWL 330.

By comparison, most of the piers between Pier 9 and Pier 35 in the Northeast Waterfront are in better condition than the South Beach pier structures, and represent the most intact segment of the Embarcadero Historic District. Architecturally, they uphold the grand, stately character of San Francisco's iconic waterfront, while offering the best opportunity for modern revitalization in a world-class city. The Exploratorium at Pier 15, James R. Herman Cruise Terminal at Pier 27, and Autodesk Workshop at Pier 9 demonstrate the adaptability of these structures for diverse activities that have enlivened the Northeast Waterfront and embrace the City's creative energy. However, as for all of the Port's piers, the demands of sea level rise narrow the timeframe to finance their improvement.

Subarea planning in both areas will include discussions of public desires and visions for piers and remaining seawall lots, and the implementation requirements and options for improving the piers and land west of The Embarcadero. All sessions would be open to the public, including the Waterfront Plan Working Group. Where this work gives rise to broader waterfront questions, Waterfront Plan Working Group meetings may also be scheduled to consider the issues comprehensively. Port staff will provide a Port Commission informational presentation on the result of these subarea planning public discussions and recommendations.

#### *Final Recommendations (Fall 2016)*

Upon completion of the subarea planning phase of work, Port staff would summarize the conclusions and recommendations. It is anticipated that meetings would be scheduled with the Waterfront Plan Working Group and Port advisory committees to confirm and/or refine this information. All recommendations and findings will be forwarded to the Port Commission for review and direction, and possibly other decision-makers including the Planning Commission, Historic Preservation Commission, Board of Supervisors, BCDC and State Lands Commission, as determined. The conclusions and recommendations are expected to include proposed amendments to the Waterfront Plan, and could also affect other documents and regulations, such as the Port's 10 Year Capital Plan, BCDC plans or State Lands Commission interpretations. Any amendments to the Waterfront Plan would require completing environmental review under the California Environmental Quality Act, as well as approvals by the Port Commission and other decision-makers, as applicable. It is anticipated that the public

process also will yield recommendations to improve strategies for financing waterfront improvements and the project implementation process, maritime and development priorities, public realm and open space, and measures to increase waterfront resilience and seismic condition of the Port's seawall.

## **Ongoing Projects Underway**

Under the Waterfront Plan, \$1.6 billion has been invested at the Port, which has perpetuated interest in additional waterfront projects, improved operations and new Port leases. The Port has several initiatives in process that predate the Waterfront Plan Review, including the projects described below. Many result from prior community efforts and interagency coordination to support shared objectives of the City and BCDC. These efforts will continue during the Waterfront Plan update process. In addition, the Port's Maritime and Real Estate Divisions are tasked with the responsibility to raise revenue through ongoing leasing of Port facilities, and responding to tenant and property management needs. The Port Engineering and Maintenance Divisions are responsible for directing and implementing repair and maintenance projects to keep facilities in good repair and in compliance with the Port Building Code. These Port functions will continue during the Waterfront Plan update process.

### Pier 70

The Port has multiple efforts underway to support and balance industrial ship repair operations with open space, historic preservation and development improvements, following a prior community planning process<sup>6</sup>:

- BAE Ship Repair – executed a 20 year lease extension that includes a provision for a capital improvement plan to improve ship repair equipment and facilities.
- Orton Development, Inc. – begin construction to rehabilitate the 20<sup>th</sup> Street Historic Buildings in the Pier 70 Union Iron Works Historic District for new leasing and business.
- Crane Cove Park – secure government approvals and begin construction of the first phase of open space improvements.

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<sup>6</sup> BAE Ship Repair Port Commission Lease Approval Staff Report (March 24, 2015): <http://sfport.com/modules/showdocument.aspx?documentid=9598>

Orton Development Inc. Port Commission Project Approval Staff Report (May 13, 2014): <http://sfport.com/modules/showdocument.aspx?documentid=8085>

Crane Cove Park Port Project Web Page: <http://www.sfport.com/index.aspx?page=2025>

Informational presentation regarding the revised Forest City mixed-use development plan for the Pier 70 Waterfront Site, March 10, 2015: <http://sfport.com/modules/showdocument.aspx?documentid=9536>

- Forest City Development California, Inc. – manage environmental review and entitlement process in support of rezoning and future development 35 acres of Port-owned land at Pier 70 and adjacent private property, consistent with passage of Proposition F in 2014 to increase building height limits on the Forest City site.

#### Seawall Lot 337 and Pier 48

The Port has an Exclusive Negotiating Agreement with Mission Rock LLC, an affiliate of the San Francisco Giants, for development of these properties within the Mission Bay area, following a prior community planning process. The Mission Rock project is undergoing environmental review and entitlement process. Pursuant to Proposition B (June 2014), the project will require voter approval to amend the building height limit for Seawall Lot 337<sup>7</sup>.

#### Piers 80-96 Maritime Eco-Industrial Center Strategy

Since publication of the Waterfront Plan Review report, Port staff has continued work with the SWAC community, consistent with Port Commission direction, to define a strategy to increase cargo shipping at Pier 80 and Piers 94-96, along with a complementary mix of industrial businesses on adjacent properties that advance environmental improvement of the Southern Waterfront. This includes recent Port Commission authorization to issue a Request for Proposals for new bulk cargo business at Piers 94-96<sup>8</sup>, and cooperative efforts with the San Francisco Department of Public Works to plan for development of a state-of-art asphalt production plant for the City that uses recycled building materials<sup>9</sup>.

#### Pier 38 Bulkhead Rehabilitation

The Port is working with TMG Partners to negotiate a lease to expeditiously rehabilitate and re-tenant this bulkhead structure, and a portion of the adjoining pier shed. The facility is currently red-tagged and closed for any use. TMG has completed environmental review and a lease proposal is expected to be presented for Port Commission approval in Spring, 2015<sup>10</sup>.

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<sup>7</sup> Seawall Lot 337 and Pier 48 Port Reference Page: <http://www.sfport.com/index.aspx?page=25>

<sup>8</sup> Request authorization to advertise and issue a Request for Proposals soliciting a developer and operator for a Bulk Export Maritime Terminal Operation at Pier 96, March 10, 2015: <http://sfport.com/modules/showdocument.aspx?documentid=9530>

<sup>9</sup> Request authorization for San Francisco Public Works, in consultation with Port staff, to issue a Competitive Solicitation for an Asphalt and Concrete Batching Plant at Seawall Lot 352, February 10, 2015: <http://sfport.com/modules/showdocument.aspx?documentid=9424>

<sup>10</sup> Informational Presentation on Lease No. L-15892 between the Port of San Francisco and TMG Pier 38 Partners, November 18, 2014: <http://www.sfport.com/modules/showdocument.aspx?documentid=9106>



### Seawall Lot 351

The Port has an Exclusive Negotiation Agreement with San Francisco Waterfront Partners (SFWP) for this site, which, as proposed, would be merged with adjacent private property for the 8 Washington Street project<sup>11</sup>. The project was the subject of a legislative referendum (Proposition C, November 5, 2013) that rescinded the building height granted by the City to the development, and is under litigation. A competing initiative measure (Proposition B) that would have approved the project was defeated at the same election. SFWP is considering its options to reevaluate the project, and the Port is awaiting the developer's proposal for a revised project.

### Downtown Ferry Terminal, Phase 2

The Water Emergency Transportation Agency (WETA) recently completed an EIR/EIS and is proceeding on construction planning for new ferry facilities in the Ferry Building area. The improvements include a new public plaza to support expanded ferry service, as well as a staging area to support emergency ferry transportation operations following an earthquake or catastrophe<sup>12</sup>.

### Alcatraz Island Terminal

The National Park Service (NPS) published a draft EIS in January 2015 to evaluate three possible locations to support a NPS visitor center and excursion boat service to Alcatraz Island<sup>13</sup>. The Port is in negotiations with NPS on a possible lease for this use at Pier 31½.

### Seawall Lot 322-1

The Port signed a memorandum of agreement with the Mayor's Office of Housing (MOH) to allow a Request for Proposal (RFP) for the development of an affordable housing project at this site, located at Broadway and Front Streets<sup>14</sup>. MOH is leading Working Group meetings with the community, and outreach with NEWAG to develop design criteria to be included in an RFP. To support this effort, MOH is hiring an architectural consultant team to work with the community to help develop the design criteria for this project. In addition, the consultant scope includes budget to produce architectural and urban design criteria for new construction that enhances the Broadway corridor between Front and The Embarcadero.

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<sup>11</sup> Port Seawall Lot 351 web page: <http://sfport.com/index.aspx?page=272>

<sup>12</sup> The Water Emergency Transportation Agency's Downtown San Francisco Ferry Terminal Expansion Project web page: <http://sanfranciscobayferry.com/weta/downtown-sf-terminal-expansion-project>

<sup>13</sup> National Park Service Alcatraz Ferry Embarkation Project web page: <http://parkplanning.nps.gov/projectHome.cfm?projectId=41352>

<sup>14</sup> Request approval of a Memorandum of Understanding between the Port and the San Francisco Mayor's Office of Housing and Community Development regarding development of affordable housing on Seawall Lot 322-1, March 11, 2014: <http://www.sfport.com/modules/showdocument.aspx?documentid=7738>

### Teatro Zinzanni/Seawall Lots 324 & 323

As part of the 34<sup>th</sup> America's Cup and Pier 27 Cruise Terminal projects, Teatro Zinzanni had to terminate its dinner theatre attraction at Piers 27-29 and was granted rights to relocate at Seawall Lot 324, at Broadway and The Embarcadero. Teatro Zinzanni has partnered with Kenwood Development as TZK Broadway, LLC (TZK) to re-establish the dinner theatre as part of a hotel project. At the April 7, 2015 Board of Supervisors meeting, a resolution was introduced requesting that the City waive the competitive developer selection process for this project, consistent with the resolution approved by the Port Commission in October, 2014<sup>15</sup>. If approved, TZK would proceed with developing a project design and begin the entitlement process. TZK will be participating in the community design sessions described above for the SWL 322-1 project, which also will include design criteria for Seawall Lots 324 and 323.

### Pier 29 Bulkhead Re-Tenancing

Since reconstructing this bulkhead building after a major fire and the completion of the 34<sup>th</sup> America's Cup, the Port has been planning to lease this facility for retail and pedestrian-oriented use. Initial concepts have been presented to the Port Commission and NEWAG. Port staff is conducting further work to refine the use program and conduct further outreach before conducting a competitive lease proposal process.

### Ferry Building Plaza

The Port is working with BCDC and tenants in the Ferry Building area to develop a concept plan to improve the public open space on the bayside of the Ferry Building that is used for the Saturday Farmer's Market. This effort grew from a BCDC/Port Working Group process to identify a new public access benefit as part of meeting BCDC requirements for the Pier 27 Cruise Terminal by July 2017. Port and BCDC held a workshop and are conducting outreach to Ferry Building area tenants with an interest in advancing a plaza design concept to be presented to the Port and BCDC Commissions this summer.

### Embarcadero Enhancement Project

SFMTA is leading a City team including the Port to improve pedestrian character and public safety along The Embarcadero, which will include developing a concept plan for an improved bikeway<sup>16</sup>. The public process is underway and is expected to continue through this year to develop the concept plan.

### Waterfront Transportation Assessment

The Port will continue to participate in the City team on the Waterfront Transportation Assessment, led by SFMTA and assisted by the San Francisco County Transportation

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<sup>15</sup> Request authorization to submit to the Board of Supervisors Teatro Zinzanni's request for a waiver of the competitive bidding policy set forth in Administrative Code Section 2.6-1, October 28, 2014: <http://www.sfport.com/modules/showdocument.aspx?documentid=9020>

<sup>16</sup> San Francisco Municipal Transportation Agency's Embarcadero Enhancement Project web page: <https://www.sfmta.com/projects-planning/projects/embarcadero-enhancement-project>

Agency. Land-based transportation improvements serving the waterfront cannot be isolated from considering transportation needs associated with land uses and development projected for the east side of the City. The Waterfront Transportation Assessment informs the type and priority of specific transportation improvements and investments to consider in specific projects.

#### Other Waterfront Open Space

In 2012, San Francisco voters approved General Obligation (GO) bond financing for new parks on Port property. This is a major funding source for Crane Cove Park at Pier 70, and Bayview Gateway park, both now underway. In addition, the GO bond will help fund improvements at Agua Vista Park, Warm Water Cove Park, along Islais Creek, and new open space in Fisherman's Wharf<sup>17</sup>.

### **Conclusion & Next Steps**

Port staff looks forward to engaging with the public in a process to update the Waterfront Plan, and welcomes community suggestions and Port Commission direction as to ways staff can make this experience welcoming for the public, with the broadest possible participation in keeping with the level of public attention to the Port waterfront. The proposed public process is intended to support a rich public dialog, with strategic input and direction from the Port Commission prior to developing final recommendations for updating the Waterfront Plan.

Staff reiterates our appreciation for the public participation in the Port's existing advisory groups, and for members of the public who took the time to read the Waterfront Plan Review and provide comments and suggestions to guide the Port. We welcome the public to participate in any manner going forward: by attending advisory group meetings, by sharing written suggestions, or by periodically monitoring staff and community progress during the planning process. Information on meetings, studies, documents and on-line public comment opportunities will be maintained on the Port's website, [www.sfport.com/wlupreview](http://www.sfport.com/wlupreview): <http://sfport.com/index.aspx?page=2491>

Staff is hopeful that a thoughtful discussion of the Port's challenges and opportunities can forge a strong bond between the Port and its adjacent neighborhoods, as well as a greater understanding in a larger city and regional context. The proposed public process is intended to support this objective. It is intended to lead to meaningful amendments to the Waterfront Plan to guide future improvements, as we jointly strive to realize a varied, activated Port that serves the needs of the City and the region.

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<sup>17</sup> Port of San Francisco FY 2016-2025 Ten Year Capital Plan, February 10, 2015, pp33-34: <http://www.sfport.com/Modules/ShowDocument.aspx?documentID=9437>

Prepared by: Diane Oshima, Assistant Deputy Director  
Brad Benson, Director of Special Projects  
David Beaupre, Senior Waterfront Planner  
Tani Elliott, Waterfront Planner

Prepared for: Byron Rhett, Deputy Director  
Planning and Development

Attachments:

1. Categorized Public Comments
2. Waterfront Plan Presentations by Port Staff
3. Updates to the Waterfront Plan Review in Response to Public Comment
4. Waterfront Plan Working Group Draft Matrix

Subarea/Portwide	Topics	Details	Commenter
<b>LAND USE - Priorities &amp; General Comments</b>			
1 Portwide	Land Use - Vision	Current WLUP objective has been achieved, a new one might include: preserving maritime legacy, rehabilitating the balance of its historic structures, guiding the restoration and upgade of failing waterfront infrastructure, and enriching the public realm for recreation, bay access and enjoyment. As the role of stewardship eclipses the business of maritime development, it would make sense to further refine and re-prioritize the WLUP goals.	Alice Rogers
2 Portwide	Land Use - Vision	Need for a vision that reflects the waterfront's role in the greater fabric of the entire City; recommend an independet panel of experts to assist in developing a Plan	Louise Renne
3 Portwide	Land Use - Vision	Need for simple vision, for example: SF waterfront will be the most beautiful, world-renowed destination, ribbon of water-related uses, open spaces and pedestrian realm, serving as a connector to neighborhoods for all to enjoy (shortened).	Howard Wong
4 Portwide	Land Use	Encourage remaining land be used for diverse uses including housing, entertainment and pedestrian amenities; continue to maximize revenue from projects like Pier 70 build out, hotel/Teatro Zinzanni, and revised 8 Washington; there is considerable open space and historical preservation will likely continue, now recommend wayfinding improvements, water taxis, buses and other transportation improvements	Wells Whitney, Renew SF
5 Portwide	Land Use	Existing residential neighborhoods, existing congestion, and evening noise and light restrictions all constrain industrial, maritime, and regional event-based land uses; Reconsider current restrictions on neighborhood serving uses	Alice Rogers
6 Portwide	Land Use	Current land use plan is vague and overbroad in many areas	Jon Golinger, No Wall on the Waterfront
7 Portwide	Land Use	Replace the Acceptable Land Uses tables - now that the Port has greater certainty in regulatory and financial conditions (than when WLUP was first adopted), it's time to make a determination about appropriate uses; Also identify limits to some specific land uses where saturation may be present;	Jennifer Clary, San Francisco Tomorrow
8 Portwide	Land Use/ Maritime	Preserve what's left of the working Port	Katy Liddell
9 Southern Waterfront	Land Use/ Maritime	In the Southern Waterfront, industrial and maritime activities should be the first priority and open space, recreation and shoreline access, while important, should come secondary	Karen Pierce, co-chair of Sourthern Waterfront Advisory Committee (SWAC)
10 Portwide	Land Use/ Maritime	Port's relationship to the maritime industry has changed. The Port has been a champion of its maritime heritage, but the modest type and amount of maritime function makes it a valued legacy use, not a financial driver. Self-supporting maritime uses should be encourage but not used as a veneer for principally non-trust development.	Alice Rogers

Subarea/Portwide	Topics	Details	Commenter
<b>TRANSPORTATION</b>			
1 Portwide	Transportation	Provide timeline for transportation improvements	Sharon Polledri
2 Portwide	Transportation	Southern waterfront is underserved, with upcoming development need more transit capacity; recommend the Port partner closely with SFMTA to prioritize Port transportation projects	Katy Liddell
3 Portwide	Transportation	Suggestions for alliviating Embarcadero traffic: - remote but convenient parking lots with shuttle buses; traffic control people at key intersections during peak hours; programmable signage to direct traffic to alternate routes; shuttle from main tourist hubs; cruise terminal parking used on non-cruise days; event coordination to avoid conflicting days; neighboring workplaces implement staggered work hours; west side of Embarcadero be dedicated to bike lanes	Ron Kaufman
4 Portwide, South Beach/China Basin	Transportation	The language of the Draft with respect to transportation issues in South Beach/Mission Bay fails to address the issue of how the growing residential population together with the booming employment base in the area, will be impacted when the "T" line no longer runs along the Embarcadero and addition of Warriors stadium	Rudolf Nothenberg
5 Portwide	Transportation	Suggests various edits intended to highlight and strengthen references and policy relationships where the Port and SFMTA are engaged in strategic and constructive cooperative efforts	Peter Albert, SFMTA
6 Portwide	Transportation	Transportation improvements of all kinds, particularly public transit, are needed to accommodate increased flow of people	Wells Whitney, Renew SF
7 Portwide	Transportation	Address planning for west side of the Embarcadero and advance the opportunity to truly use the Embarcadero as the complete boulevard it should be.	Ron Miguel
8 Portwide	Transportation	Support funding the E-line and other transportation connections; urge restoring 10/12 Muni Lines along the waterfront via Sansome; is there a parking plan for the NE subarea?	Bob Harrer, Barbary Coast Neighborhood Assoc (BCNA)
9 Portwide	Transportation	Support E-line; Urge better coordination of traffic signals along Embarcadero; oppose any removal of vehicle lanes on the Embarcadero; provided transportation and parking info fact sheet showing Fisherman's Wharf transportation and parking stats	Nicole Yelich, Fisherman's Wharf Restaurant Assoc
10 Portwide, Ferry Building	Transportation	Underground the Embarcadero between Mission & Washington Streets with a frontage road and loading at the Ferry Building	Alec Bash
11 Portwide	Transportation	Alleviation of foot and auto traffic duriing Giants games and other large-scale events should be given top priority when planning future transporation improvements	Mahesh Khatwani, Resident of Watermark
12 Portwide	Transportation	Support coordination with SFMTA to improve transit along Embarcadero, this planning should precede recommendation on new land uses that would increase congestion	Jennifer Clary, San Francisco Tomorrow
13 Portwide, Ferry Building	Transportation	Need for safe, legal loading zones (white curb zones) for privately chartered tour vehicles, especially at the Ferry Building	Frances Gorman, SF Tour Guide Guild (SFTGG)
14 Portwide, Southern Waterfront	Transportation	Traffic and pedestrian congestion, especially with Giants, Warriors and other large events	Alice Rogers

Subarea/Portwide	Topics	Details	Commenter
<b>OPEN SPACE</b>			
1 Portwide	Open Space	Waterfront should be visible, accessible, open and focused on rec opportunities in support of the public trust; preserve views to and from the waterfront; importance of waterfront as the lungs of the dense city.	Jan Blum, Russian Hill resident
2 Portwide	Open Space	Dense neighborhoods next to waterfront are underserved by open space and therefore rely on the waterfront for open space, light, clean air (lungs of the city), and recreation opportunities.	Alice Rogers
3 Fisherman's Wharf	Open Space	Since there is no available space for additional open space in Fisherman's Wharf, support enhancing existing spaces with improved wayfinding	Nicole Yelich and Fisherman's Wharf Restaurant Assoc
4 Portwide	Open Space	Given that only approximately 10% of the Port property remains uncommitted, wouldn't it be the best use that it remain either largely open space or projects that will minimize the growing density in the area?	Louise Renne
5 Portwide	Open Space	Pursue public realm discussions with neighboring businesses, eg Levi's Plaza and KGO, to improve connections to the Embarcadero and west side of Embarcadero	Alec Bash
6 Portwide	Open Space	Importance of open space in context of density of city - benefits include active and passive rec, clean air and light	Mahesh Khatwani, resident of Watermark
7 Portwide	Open Space	Protect waterfront beauty as an economic asset	Howard Wong
8 Portwide	Open Space & Public Health	Plan should recognize link between open space and public health including air pollution, ped safety, playgrounds for kids	Jamie Whitaker
9 Portwide	Open Space & Environment	Habitat and environmental value of waterfront open space; comment letter includes specific improvement recommendations and species considerations	Cindy Margulis, Golden Gate Audubon Society
10 Portwide	Public trust	Develop innovative strategies to fulfill trust requirements of public access and enjoyment of the waterfront - docent, volunteer ambassador program, cultural or historic programming, comfort stations (toilets, water, etc.), inexpensive snack or food options	Sharon Polledri
11 West side of Embarcadero	Seawall lots	Plan does not address the west side of the Embarcadero (seawall lots and street itself), the Port needs to tie these properties into the rest of the city, the Embarcadero should be used as a complete boulevard both north and south of the Ferry Building	Ron Miguel

Subarea/Portwide	Topics	Details	Commenter
<b>PROCESS</b>			
1 Portwide	Public Process	Process of rewriting or amending the WLUP could provide an opportunity to restore trust; process should be lavishly participative; involve representatives from the newer residential communities; allow adequate time and genuine effort to listen and respond; learn from process at Piers 30/32 - public involvement must start early before outcome is predetermined. Language regarding outreach needs to be fortified (see p. 19, 34, 36, 208, 223).	Rudolf Nothenberg
2 Portwide	Public Process	Encourage an open and informative process, engage stakeholders in frequent discussions, convene CACs on specific projects and help people understand both specific projects and larger context	Wells Whitney, Renew SF
3 Portwide	Public Process	The Port has new constituencies: Port Advisory Groups should be refreshed up by adding new residents to round out perspectives; engage new residents by offering education on the complexities of Port operations, financial framing, costs/benefits, and other data; build on good community engagement models set by Forest City/Pier 70, Blue Greenway, Crane Cove Park and Mission Rock	Alice Rogers
4 Portwide	Public Process	Strong advisory group process with regular meetings; key problems in current process include: lack of consistent follow-up on neighborhood concerns, community receives valuable information about projects but doesn't seem to be any process for the Port to seriously consider neighborhood concerns, no feedback is provided; more joint working groups to engage issues early in the process; recommendation to speed up development proposals using a programmatic EIR would require more discussion	Bob Harrer, Barbary Coast Neighborhood Assoc (BCNA)
5 Portwide	Public Process	Recommends outside planning experts such as recognized landscape architects and waterfront planners with relevant skills and no political agenda to create an updated waterfront plan	Louise Renne
6 Portwide	Public Process	SF Board of Supervisors should adopt an ordinance establishing an independent Waterfront Plan Task Force which would be comprised of 1 citizen representative appointed by the District sUperior from each of the 11 Districts. Refresh and expand waterfront Citizens Advisory Groups - replace members who never attend meetings or do not represent a constituency in the area; Commission should enance a policy that it will not proceed with large-scale development projects without the affirmative support of the local Waterfront CAG. Port should establish a citywide CAG to serve as a vehicle for the engagement of neighborhoods across the city.	Jon Golinger, No Wall on the Waterfront
7 Portwide	Public Process	Support for a change in the Port's Advisory Committee structure - community's recommendations are advisory to staff rather than the Commission, therefore the committees serve as a barrier between public opinion and Commission actions; Review document was difficult to review electronically	Jennifer Clary, San Francisco Tomorrow
8 Portwide	Public Process, Communication and Outreach	Public process should be set up such that it is free of Brown Act and Sunshine Restrictions; Representation should reflect the diversity from the neighborhood; neighborhood stakeholders should be involved; Include educational in the process, i.e. "Waterfront 101" which should cover topics like the public trust and financial situation	Katy Liddell
9 Portwide	Public Process	Invite residents of new communities to participate in waterfront discussions; offer information sessions of current activities, projects and financial context.	Mahesh Khatwani, resident of Watermark



	Subarea/Portwide	Topics	Details	Commenter
10	Portwide	Communication and Outreach	Encourages education around the history of waterfront "battles" and preservation of vistas and waterfront beauty, especially importance of tapered heights	Howard Wong
11	Portwide	Communication and Outreach	Suggest having a booth at Sunday Streets to increase public outreach	Alec Bash
12	Portwide	Communication and Outreach	Create educational pieces that target the general public, not just insiders; reach people early and encourage participation	Sharon Polledri
13	Portwide	Process	Establish a process for SF Heritage Issues Committee to provide ongoing input on the WLUP and its implementation	Mike Buhler, SF Heritage
14	Portwide	Process/Policy - Lease Term	Support for the recommendation that the Port continue to engage State Lands Commission staff early in the process for proposed development of Port property. Does not support recommendation for streamlined approval process for pier rehabilitation projects with leases of up to 30-35 years, each project should be evaluated on a case-by-case basis.	California State Lands Commission
15	Portwide	Policy - Lease Term	The extension of interim uses from current 5-10 years to 30-35 years could be an appropriate means to fund upgrades to historic piers, but signals a significant departure from policy that needs to be vetted. Programmatic CEQA analysis could be appropriate if the Port were to complete a new WLUP with more specificity than the existing.	SF Tomorrow
16	Portwide	Policy - Lease Term	Explore policy/financing /risk management avenues to lengthening terms in lieu of uncertainty re long term ground leases	Sharon Polledri
17	Portwide	Policy - Lease Term	Reconsider 35-year limit on leasing finger piers (reference p.243)	Mike Buhler, SF Heritage
18	Portwide	Process/Policy - Unique Opportunities	All waterfront development should follow the rules including the so-called unique opportunities. New policy for unique opportunities could morph into a situation where the exception becomes the rule where every project seeks special exemptions. Urge comprehensive planning over piecemeal planning or expedited projects that short-circuit public review.	Jon Golinger, No Wall on the Waterfront
19	Portwide	Process/Policy - Unique Opportunities	Suggest developing and adopting criteria for unique opportunities that would be followed with early public meetings to obtain public feedback on the desirability of the project early before proceeding with the project. Include procedure for amending the criteria since not everything can be thought of in advance	Alec Bash
20	Portwide	Process/Policy - Unique Opportunities	The Port's history of politically driven development makes the recommendation for procedures for unique opportunities extremely difficult for SF Tomorrow to support	Jennifer Clary, San Francisco Tomorrow
21	Portwide	Policy	Update and integrate the Port's Stormwater Management Program; Integrate the Waterfront Design & Access Element	Jennifer Clary, San Francisco Tomorrow
22	Portwide	Policy	San Francisco Standards for Bird Safe Buildings and Better Streets Plan should be implemented; use BCDC native plan palette; support the Cats Indoors program; wildlife-proof trash receptacles	Cindy Margulis, Golden Gate Audubon Society

Subarea/Portwide	Topics	Details	Commenter
<b>FINANCE/CAPITAL NEEDS</b>			
1 Portwide	Finance/Capital Needs	The draft should clarify that while some amount of private real estate capital will continue to be generated from Port properties, ultra high yield "mega" projects on Bay frontage will not yield the Port's capital financing needs. Current strategy of relying on highly optimized private development to finance Port's capital needs is no longer operative. Suggest separating projects that are Port's responsibility alone from projects that need broader funding base due to city and regional seismic or environmental risk. Expand use of GO financing beyond parks and open space. Pursue regional, state and federal funding for sea level rise. (reference p. 23-24)	Rudolf Nothenberg
2 Portwide	Finance/Capital Needs	The Chart on pp.61 appears outdated and will need to be revised	Rudolf Nothenberg
3 Portwide	Finance/Capital Needs	Assumption that the best use of property is that which maximizes the Port's revenue stream is unacceptable.	Louise Renne
4 Portwide	Finance/Capital Needs	Build on success and invite the people of San Francisco to invest in their waterfront. Development revenue will not be enough to create financial stability. Urge the Port to ask voters and visitors to participate in investing in the waterfront's future. Port should pursue a Waterfront Parks & Rec Bond and ask visitors to donate to waterfront beautification.	Jon Golinger, No Wall on the Waterfront
5 Portwide	Finance/Capital Needs	Port should seek General Fund revenue support from the City because it is another Rec and Prks Dept instead of trying to make money from privatizing parts of the waterfront. Suggest changing the Charter to support this. Consider becoming a Special District funded special assessment taxes levied on properties citywide.	Jamie Whitaker
6 Portwide	Finance/Capital Needs	Burden of waterfront infrastructure must be shared by city, state and federal agencies. The cruise ship terminal has been a burden on Port's financials	Mahesh Khatwani, resident of Watermark
7 Portwide	Finance/Capital Needs	Encourages receiving funding from city, state, federal government to share in upkeep of waterfront (especially seawall condition and sea level rise)	Katy Liddell
8 Portwide	Finance/Capital Needs	The plan assumes the Port will continue to cede development opportunities to master developers, a practice that has not been successful and limits the Port's ability to generate income	Jennifer Clary, San Francisco Tomorrow
9 Portwide	Finance/Capital Needs	Protect waterfront beauty as an economic asset of the city	Howard Wong
10 Portwide	Funding historic rehabilitation	Urge the Port to continue to consider all available revenue-generating mechanisms (eg. taxes related to waterfront tourism, bond measures, special fund for waterfront rehabilitation). Heritage could support the authorization of TDR, must be released incrementally and subject to conditions to minimize potential diminution in market value for TDR in SF; should fund improvements on same "sender" parcel; should be subject to same floor price as city-owned TDR in Civic Center; proposed 35 year limit on leasing finger piers would eliminate access to federal rehabilitation tax credits where a 39-year lease is required	Mike Buhler, SF Heritage
11 Portwide	Geographically linked funds	IFD proceeds should not be pooled from a project on one part of the waterfront to solve problems at another part of the waterfront; Suggest the draft acknowledge necessity to use IFD proceeds to resolve otherwise unfunded infrastructure needs in the immediate area of the project generating the funds (reference p. 25, 61, 65)	Rudolf Nothenberg
12 Portwide	Geographically linked funds	Port lots on the west side of the Embarcadero should not be committed independent of a supporting role for Pier redevelopment	Ron Kaufman

Subarea/Portwide	Topics	Details	Commenter
<b>INFRASTRUCTURE, SEA LEVEL RISE AND THE SEAWALL</b>			
1 Portwide	Infrastructure	A more direct forthright statement should be made about infrastructure financing issues including retrofitting the seawall and sea level rise	Rudolf Nothenberg
2 Portwide	Infrastructure	Failing infrastructure should be given priority including the seawall and sea level rise	Mahesh Khatwani, resident of Watermark
3 Portwide	Infrastructure	Identify key infrastructure needs including street improvements and upgrading the City's seawall	Jennifer Clary, San Francisco Tomorrow
4 Portwide	Infrastructure	Frame sea level rise and resiliency in terms of importance to City's defense (NYC as example)	Sharon Polledri
5 Portwide	Land use and sea level rise	Engage State Lands to allow broader waterfront uses that could co-exist with sea-level rise, rec facilities as an example	Mike Buhler, SF Heritage

<b>HISTORIC PRESERVATION</b>			
1 Portwide	Historic resources	Outline estimated costs and timeline of life and selective demolition of finger piers. Educate public about the financial consequences of in-action, selective demolition or other land use options.	Sharon Polledri
2 Portwide	Historic resources	Port's maritime architectural legacy is a historical resource, so prioritizing bulkhead preservation and restoration becomes ascendant as a focus	Alice Rogers
3 Northeast Waterfront	Historic resources	Would like to see Port's plan to discharge its responsibility to preserve and maintain the resources that make up the NE Waterfront Historic District	Jennifer Clary, San Francisco Tomorrow
4 Portwide	Historic resources	Conduct site-specific conditions assessments, feasibility studies, and long-term preservation plans for the city's remaining historic finger piers. We currently do not have enough information on varying conditions, methods of construction of individual finger piers, and other factors that should inform the decision-making process.	Mike Buhler, SF Heritage

<b>BUILDING HEIGHTS</b>			
1 Portwide	Building Heights	Report should acknowledge the acrimony and distrust generated by attempts to circumvent existing height limits. Clarify process for future projects seeking height exemptions including who is responsible between the Mayor's office, the Planning Dept and the Port and provide assurance that proposals that go to the ballot are a result of a fair, open and reasoned process.	Rudolf Nothenberg
2 Portwide	Building Heights	Confused by language concerning dialogue regarding building heights with Planning Dept. and excluding public (reference to p.243)	Bob Harrer, Barbary Coast Neighborhood Assoc (BCNA)
3 Portwide	Building Heights	The language about building heights is distressing (reference to p. 243 and 248)	Louise Renne
4 Portwide	Building Heights	Tapering heights preserve public vistas	Howard Wong
5 Northeast Waterfront	Building Heights	Do not raise height limitations on the northern waterfront	Patricia Neel
6 Portwide	Building Heights	Maintain human scale	Robert Welles
7 Portwide	Prop B	Legal controversy may subside with time; State Lands could consider dismissing the action and waiting for attitudes to change -- Pier 70 height limits were approved by the voters and with scaled back plans, Giants are also likely to receive public support	Bill Hannan, Golden Gateway Tenants Assoc

Subarea/Portwide	Topics	Details	Commenter	
<b>PROJECT OR GEOGRAPHY SPECIFIC</b>				
1	Fisherman's Wharf	Municipal pier	Next steps toward revitalizing Muni Pier should be discussed now	Diane Walton, Dolphin Club
2	Fisherman's Wharf	Parking	Questions efficacy of recent parking changes on Hyde Street between Jefferson and Bay	Diane Walton, Dolphin Club
3	Fisherman's Wharf	Open Space	Since there is no available space for additional open space in Fisherman's Wharf, support enhancing existing spaces with improved wayfinding [also listed in Open Space comments]	Nicole Yelich and Fisherman's Wharf Restaurant Assoc
1	Northeast Waterfront	General	Support for subarea planning in NE Waterfront	Bill Hannan, Golden Gateway Tenants Assoc
2	Northeast Waterfront	Land Use/Process	Re: Pg. 246, Chapter 3 NE Subarea section, Recommendation 2: Port staff recommends subarea planning in the NE Waterfront -- BCNA asks, does the Port have recommendations about how mutual trust would be regained or 'processes for setting aside conflict?'	Bob Harrer, Barbary Coast Neighborhood Assoc (BCNA)
3	Northeast Waterfront	Land Use/Process	Re: Pg 248, Chapter 3 NE Sub-Area section, "Recommendation 3: NE Waterfront Planning should examine methods to further entitle mixed use development opportunity sites... so Port projects can be delivered more quickly and efficiently." -- What do they consider to be mixed use? And which sites in the NE Waterfront are considered opportunity sites for mixed use development?	Bob Harrer, Barbary Coast Neighborhood Assoc (BCNA)
4	Northeast Waterfront	Maritime uses	Focus on inserting/supporting maritime uses in the NE waterfront and use pier sheds for uses that enhance waterfront visitor experience	Sharon Polledri
5	Northeast Waterfront	AND	Support for Asian Neighborhood Design plan	Pete Gandel
6	Northeast Waterfront	AND	Support for Asian Neighborhood Design plan especially as relates to SWL 351 - recreation... Bicycle... Transit and youth-oriented activities that would complement the existing Bay Club	Anonymous 1
7	Northeast Waterfront	AND	Support for Asian Neighborhood Design plan	Karen Scarr
8	Northeast Waterfront	AND	The Northeast Embarcadero Study is flawed, support for the AND study instead	William Benkavitch
9	Northeast Waterfront	AND	Support for Asian Neighborhood Design plan, include recommendations for SWL 351	Bill Hannan, Golden Gateway Tenants Assoc
10	Northeast Waterfront	AND	Support for Asian Neighborhood Design plan	Esther Marks
11	Northeast Waterfront	AND	Support for Asian Neighborhood Design plan - plan respects views, enhances open space, makes Embarcadero and NE Waterfront more ped and bike friendly	Jan Blum
12	Northeast Waterfront	AND	Support for more sub-area planning and AND as a starting point	Bob Harrer, Barbary Coast Neighborhood Assoc (BCNA)
13	Northeast Waterfront	AND	Support for Asian Neighborhood Design plan	Lee Radner, Friends of Golden Gateway (FOGG)
14	Northeast Waterfront	AND	Support for Asian Neighborhood Design plan	Jamie Whitaker
15	Northeast Waterfront	AND	Review local community's land use proposals for the Northeast Waterfront	Jennifer Clary, San Francisco Tomorrow

	Subarea/Portwide	Topics	Details	Commenter
16	Northeast Waterfront	Building Heights	Do not raise height limits on the northern waterfront	Patricia Neel
17	Northeast Waterfront	Building Heights	Concerned about the potential for damage to the character of the neighborhood if the height of buildings are increased	Anonymous 2
18	Northeast Waterfront	SWL 322-1	Aggressively explore ways to increase density and height - the site is well-placed and the need is dire	Sharon Polledri
19	Northeast Waterfront	SWL 322-1	Opposes 65' height on this site and linkage between this site and Pier 70	Anonymous 2
20	Northeast Waterfront	SWL 322-1	Would like to see housing for moderate income and seniors at this site since there are already two low-income housing developments nearby and there is a strong need for housing affordable to middle-income households in SF. Important to activate the street level, so would like to see mixed-use with ground floor retail or community uses.	Bob Harrer, Barbary Coast Neighborhood Assoc (BCNA)
21	Northeast Waterfront	SWL 324	Support for Teatro Zinzanni concept	Bill Hannan
22	Northeast Waterfront	SWL 324	Support for Teatro Zinzanni concept, will add interest to neighborhood and respect the 40' height limit	Anonymous 2
23	Northeast Waterfront	SWL 323, 321, 314	Support for staff recommendation to consult with NEWAG on land uses; suggest adding 324, 351 to the mix and suggest consideration of AND recommended land uses	Bill Hannan
24	Northeast Waterfront	SWL 323,321,314	Regarding future uses of these current parking lots: What existing parking commitments have been made (Cruise Terminal, Exploratorium)? How to balance parking and other land uses?	Bob Harrer, Barbary Coast Neighborhood Assoc (BCNA)
25	Northeast Waterfront	Broadway	Broadway should be an attractive tree-lined street with retail establishments as it approaches the waterfront	Anonymous 2

1	Ferry Building	SWL 351	Support for Asian Neighborhood Design plan especially as relates to SWL 351 - recreation... Bicycle... Transit and youth-oriented activities that would complement the existing Bay Club	Anonymous 1
2	Ferry Building	SWL 351	Concerned by the lawsuit regarding Lot 351, would like voters' decision to be honored	Anonymous 2
3	Ferry Building	SWL 351	Acceptable uses for 351 should be revised to exclude residences and general offices; Uses should support Ferry Building subarea objectives in the WLUP and should include transportation services and sports facilities (recommends bike transit center); exclude office and residential	Anonymous 3
4	Ferry Building	SWL 351	Anything built on SWL 351 that would obstruct views from Telegraph Hill is unacceptable; preserve community open rec space	Ken Mirabedy
5	Ferry Building	SWL 351	If/when current developer's rights expire, explore higher density and broaden target housing market segment	Sharon Polledri
6	Ferry Building	SWL 351	Opposition to the 8 Washington proposal; would like to preserve Bay Club, provide open rec space, and not block views	Karen Scarr
7	Ferry Building	SWL 351	Support preservation of open rec space and recommendations by AND for rec, bike, tranist and youth-oriented activities that would complement the existing Bay Club	Bob Harrer, Barbary Coast Neighborhood Assoc (BCNA)

Subarea/Portwide	Topics	Details	Commenter
8 Ferry Building	SWL 351	Difficult to understand why the Port continues to engage this project after it was rejected by voters, if it is due to a contractual obligation, recommend closer attention to contractual language for future projects	Louise Renne
9 Ferry Building	SWL 351	Support for AND proposal for bicycle/sports/transit center that would complement Bay Club, include indoor/outdoor café on corner of Washington and Embarcadero. Preserve views, step down in height to the water.	Lee Radner, Friends of Golden Gateway (FOGG)
10 Ferry Building	SWL 351	Preserve the open space/rec use on the ground floor	Jamie Whitaker

1 South Beach/China Basin	Land Use/Open Space	New and emerging neighborhoods have less open space than other parts of the city and as we continue to add residents and workers, we need to preserve serenity of waterfront, keep it clean and uncomplicated while preserving the rich history of its past.	Katy Liddell
2 South Beach/China Basin	Land Use	Integrate Piers 26, 28, 38 and SWL 330 with the planning for Piers 30/32. Suggestions for land uses include: sale of SWL 330 to the Lucas Museum where proceeds would fund the demolition of Piers 30/32; New small water craft marina at site of 26/28 and demolition of current Piers 26 and 28; grand public park akin to Marina Green/Aquatic Park; deep water berthing at 30/32 that would retain the parallel orientation to the Embarcadero so people can view ships; spaces for small water craft like sail and motorboats; other maritime use ideas: pocket sized sandy beach, floating botanical gardens, water festivals, fire boats at Pier 38, water taxi at 38; Other non-maritime use ideas: farmer's market, grassy and hard surfaces for active recreation, low-rise commercial development on new lightweight pier with emphasis on experiencing the natural beauty of waterfront, community center, public art; Focus on San Francisco character and maritime character	Lawrence Stokus
3 South Beach/China Basin	Land Use	Piers in the South Beach subarea noted with engineering, economic and regulatory challenges - endorse taking them off the table for development and discussing the most cost-efficient removal strategy instead	Alice Rogers
4 South Beach/China Basin	Piers 30-32	Outline strategies to proactively reduce pier while maintaining berthing capacity	Sharon Polledri
5 South Beach/China Basin	Piers 30-32	demolish unsafe parts, retain deep water berthing capacity; maintain funding link between SWL 330 and the piers	
6 South Beach/China Basin	Piers 30-32	Direction from Mayor to Port and city staff led to awkward, negative experience with the public; demolish the unsafe parts and save what we can for a pedestrian pier and deep water berth; revenue from SWL330 should be linked to Piers 30/32	Katy Liddell
7 South Beach/China Basin	Piers 30-32	Report should contain an unequivocal statement that it is not the Port's intent to seek a mega development on the site and it is the intent to tear it out wholly or partially within the next decade. Development of the piers would require massive public subsidies, partial removal with some public access would have public support and be financially feasible. Maintain the financial link between SWL 330 and Piers 30/32.	Rudolf Nothenberg
8 South Beach/China Basin	Piers 30-32	Demolish except T-shaped pier that can provide deep berth access for large vessels; do not break link between SWL 330 and Piers 30-32	Jamie Whitaker

Subarea/Portwide	Topics	Details	Commenter
9 South Beach/China Basin	Piers 30-32	Seek public input for 30/32 planning as occurred for the Lucas cultural museum but not the Warriors project	Mahesh Khatwani, resident of Watermark
10 South Beach/China Basin	Piers 30-32	Recommend removal due to high cost of renovating and lack of historic resources on the site; instead of considering appropriate uses of the pier, consider whether fill removal credits from this site could benefit other projects along the waterfront	Jennifer Clary, SF Tomorrow

1 Southern Waterfront	Land Use/ Maritime	In the Southern Waterfront, industrial and maritime activities should be the first priority and open space, recreation and shoreline access, while important, should come secondary	Karen Pierce, co-chair of Southern Waterfront Advisory Committee (SWAC)
2 Southern Waterfront	Pier 84	Requests addition of Pier 84 planning to the Review Report. Reference Port Commission Resolution 13-18 regarding the acceptance of a California Coastal Conservancy grant for improvements at Pier 84.	Michael Daly

SUGGESTED EDITS TO THE DOCUMENT			
Page Reference	Topic	Suggested edit	Commenter
p. 26, 170, 179, 221, 2	Transportation	Suggests various edits intended to highlight and strengthen references and policy relationships where the Port and SFMTA are engaged in strategic and constructive cooperative efforts	Peter Albert, MTA
p. 31	SWL 330 and height	While the language on pp.31 is self-congratulatory with respect to "stepping down" the height limit on the remainder of SWL 330 to 105 feet, one's admiration for that achievement is tempered by the fact that the City staff, of one or more agencies, was adamantly pushing for an exemption to allow for a 170 foot tower on that very site – a fact not acknowledged in that portion of the draft's discourse	Rudolf Nothenberg
p.243	Building Heights	The word "control" is a poor choice of word, but reflects the attitude of the Commission and staff. If the Port and Planning Dept are not prepared to accept public input during the planning process, voters will assert their interest at the ballot box.	Louise Renne
p.243	Building Heights	Confused by language concerning dialogue regarding building heights with Planning Dept. and excluding public (reference to p.243)	Bob Harrer, Barbary Coast Neighborhood Assoc (BCNA)
Add to Open Space Projects	Pier 84, Copra Crane	Requests addition of Pier 84 planning to the Review Report. Reference Port Commission Resolution 13-18 regarding the acceptance of a California Coastal Conservancy grant for improvements at Pier 84.	Michael Daly
Document format		Review document was difficult to review electronically. Split into 7 pdfs made an electronic search of terms difficult.	Jennifer Clary, San Francisco Tomorrow
<b>PORT STAFF CORRECTIONS:</b>			
p. 127, 131		A17 - SF Adapt should be "CCSF Sea Level Rise Committee"	Lauren Eisele
p. 159		add "building and environmental code compliance"	Lauren Eisele
p. 194		typo fixes	Lauren Eisele
p. 161		Wharf J9 Seawall Repair - change scheduled completion from 2014 to 2015	Winnie Lee
p. 201		Updated costs and dates for Pier 70 Orton Development	Phil Williamson

**Attachment 2: April 10, 2015 Waterfront Plan Review – Log of Meetings and Presentations**

DATE	GROUP	KEY COMMENT ISSUES
8/11/14	South Beach Mission Bay Neighborhood Assn	-Concerns about future of Pier 30-32, structural and regulatory constraints Port
8/12/14	Port Commission	Introduce report, issues, analysis; set 9/30/14 comment deadline Port Commission minutes
8/13/14, 9/15/14, 10/1/14	NEWAG	<p>August 13, 2014 NEWAG minutes <a href="http://www.sfport.com/Modules/ShowDocument.aspx?documentid=8685">http://www.sfport.com/Modules/ShowDocument.aspx?documentid=8685</a></p> <p>September 15, 2014 NEWAG minutes <a href="http://www.sfport.com/Modules/ShowDocument.aspx?documentid=8767">http://www.sfport.com/Modules/ShowDocument.aspx?documentid=8767</a></p> <p>October 1, 2014 NEWAG minutes <a href="http://www.sfport.com/Modules/ShowDocument.aspx?documentid=9163">http://www.sfport.com/Modules/ShowDocument.aspx?documentid=9163</a></p> <p>-Clarify purpose of WLUP Report – not a Plan update, but a public discussion to inform future staff proposal for the public process to update the Plan -Informed of comment deadline extension to 11/30/14 -9/15/14 meeting focused on WLUP issues for Northeast Waterfront subarea Need for defined process for Unique Development (e.g. Teatro Zinzanni @SWL 324) -10/1/14 meeting focused on WLUP issues for Ferry Building subarea</p>
9/17/14	CWAG	<p>September 17, 2014 CWAG minutes <a href="http://www.sfport.com/Modules/ShowDocument.aspx?documentid=9165">http://www.sfport.com/Modules/ShowDocument.aspx?documentid=9165</a></p> <p>-Need for new forms, improve public outreach to inform citizens about the Port in general, as well as WLUP issues -Concern about address of the future of historic piers, in the face of costs and sea level rise</p>
9/24/14	SWAC	<p>-Support Port’s maritime development and backlands land use and leasing planning -minutes (placeholder for link)</p>
10/1/14	NEWAG	-WLUP issues for Ferry Building subarea
10/1/14	State Lands	<p>-Understand the issues, will work on comments to Port -Definitely want to engage community planning work ahead; SLC wants to engage/lead discussion about public trust -Need further details on subarea planning process -Will consider possible presentation to Commission</p>
10/16/14, 11/4/14	BCDC Commission, Staff	<p>-BCDC minutes “What’s Next” map is very effective for Commissioners unfamiliar with many parts of waterfront; before and after images convey how much positive change and improvement; some comments on how to improve the map -Step up sea level rise planning and coordination between the Port and BCDC (and City) -Range of term (20-25? Years) for interim leasing -Public realm improvements for Embarcadero Promenade</p>



11/4/14	SF Controller,	<ul style="list-style-type: none"> <li>-Seawall seismic structural study, possible implications for Embarcadero roadway</li> <li>-Sea level rise impacts (2100, 36" scenario) on City</li> <li>-Follow up presentation to Capital Planning Committee</li> </ul>
11/4/14	San Francisco Heritage	<ul style="list-style-type: none"> <li>-Concerns over challenges for further historic rehabilitation projects, given pier condition, development expense and the added risk of sea level rise</li> </ul>
11/4/14, 11/10/14	Pacific Waterfront Partners, Giants, EOP	<ul style="list-style-type: none"> <li>-Supportive of collaboration on adaptation/ operational strategies to address sea level rise</li> <li>-Support Port's seawall seismic structural study effort</li> </ul>
11/7/14	SPUR Waterfront Committee	<ul style="list-style-type: none"> <li>-Add City's peninsula form as context, highlight POSF waterfront</li> <li>-Agree with the scope of issues facing the Port, with one addition: urban form</li> <li>-Add Before images for Pier 70 and SWL 337</li> <li>-Clarify in Capital Plan slides that Port is self-financing</li> <li>-Sea level rise and seawall seismic issues reflect the importance of Port and City to take lead as protection of the City; transcend individual developments</li> <li>-Description of regulatory challenges is compelling and has not been previously presented as clearly</li> <li>-"What's Left" map is helpful, highlights how few sites are left, illustrates there is no wall on the waterfront; Port should explore more flexibility with BCDC/SLC to improve them?</li> <li>-Note that plans need some flexibility; Exploratorium, Cruise Terminal are successes even though they required some plan amendments</li> </ul>
11/11/14	Telegraph Hill Dwellers	<ul style="list-style-type: none"> <li>-Disagree with how the Port has traditionally handled the requirement to review the Waterfront Plan per Proposition H</li> <li>-Concern about Cruise Terminal Operations building relative to CEQA clearance – undermines community trust in Port</li> <li>-Oppose a project at 8 Washington that is substantially similar to the project voters rejected</li> <li>-Support for broader Citywide outreach</li> <li>-Establish a Waterfront Plan Advisory Board to update the Waterfront Plan</li> </ul>
11/12/14	CWAG, South Beach Neighborhood Assn, SWAC	<ul style="list-style-type: none"> <li>-Agreement/support for recommended planning in South Beach waterfront subarea</li> <li>-Climate change and sea level rise</li> <li>-Continue further outreach to broader city</li> <li>-Discussion on SWL 337/Mission Rock: one stakeholder cites need for more planning vs. other viewpoints that pre-development community planning has been completed</li> </ul>
11/17/14	SF Capital Planning Committee	<ul style="list-style-type: none"> <li>-Planning for sea level rise line of defense and any required Seawall seismic strengthening are public works projects that require coordinated City and regional planning and strategy; build upon the sea level rise guidelines developed for City capital projects</li> </ul>
11/20/14	Exploratorium	<ul style="list-style-type: none"> <li>-Support of Port waterfront changes under the Plan</li> <li>-Extended discussions regarding seawall seismic condition and interest in Port seismic structural study results</li> <li>-Interest in further collaboration on planning for strategies to manage sea level rise/flood risk</li> </ul>
12/5/14	Rudolph Nothenberg, Louise Renne	<ul style="list-style-type: none"> <li>-slideshow briefing</li> <li>-Port capital and financing needs</li> <li>-waterfront transportation congestion and service needs</li> <li>- increased City and public funding support for waterfront, including</li> </ul>

		<p>maintaining the seawall</p> <ul style="list-style-type: none"> <li>-reduced dependency on private development financing</li> </ul>
	Patrick Otellini, Jeno Wilkinson, SF Resiliency Officer	<ul style="list-style-type: none"> <li>- Seawall seismic and sea level rise risks</li> <li>- Communication approach, based on their public engagement experience on other similar issues</li> <li>- Want to be involved</li> </ul>
1/20/15	FWAG/FW CBD	<ul style="list-style-type: none"> <li>-High level of interest in sea level rise</li> <li>-Acknowledged interest in solving BCDC 50% Rule to allow seismic/major repairs</li> <li>-Very high level of concern about transportation access problems, which inhibit businesses ability to retain full staffing as well as customer access</li> </ul>
1/24/15	MIT Center for Real Estate	<ul style="list-style-type: none"> <li>-Education about the Port of San Francisco</li> <li>-Questions about City address of sea level rise and resilience</li> <li>-Questions about Port financing tools</li> <li>-Questions about ballot referendums and building heights</li> </ul>
1/29/15	SPUR Brownbag w/ BCDC, Planning Dept	<ul style="list-style-type: none"> <li>-What will be the WLUP public process?</li> <li>-How will those discussions be coordinated with the citywide vision challenges presented by Planning Dept?</li> <li>-Request for additional, separate follow ups for each Planning Dept, Port and BCDC presentation, reflects a high level of inquiry/interest/concerns</li> </ul>
2/4/15	SF Chamber of Commerce Public Policy Committee	<ul style="list-style-type: none"> <li>-Concerns about Port's financial capacity to maintain its facilities</li> <li>-Concerns about the challenges of sea level rise and seismic risk to the Seawall/downtown San Francisco</li> <li>-Questions about the public process, how issues are presented that public can understand</li> <li>-Comments about political difficulty of waterfront development</li> <li>-Comments about transportation demand and congestion, and water transit options</li> <li>-Questions about Blue Greenway open spaces</li> </ul>
2/26/15	Fisherman's Wharf Restaurant Assn	<ul style="list-style-type: none"> <li>-Concerns about sea level rise and ability to maintain pile-supported facilities</li> <li>-Comments on need for better public transit service and transportation access; constraints are impacting ability to keep full workforce for area businesses</li> <li>-Questions about Embarcadero Enhancement Project and opposition to reducing traffic lanes on The Embarcadero to convert for improved bicycle access</li> </ul>
3/8/15	Sunday Streets – Embarcadero	-Waterfront Plan Review Summary Brochures, Port Q&A
4/16/15	Maritime Commerce Advisory Committee (planned)	
Sunday Streets 2015	Planned/Upcoming	<p>4/12/15 – Bayview Dogpatch</p> <p>5/10/15 – Mission</p> <p>6/14/15 – Sunset</p> <p>7/12/15 – Tenderloin</p> <p>8/16/15 – Excelsior</p> <p>9/13/15 – Mission</p>

**Attachment 3**

**Updates to the Waterfront Plan Review in Response to Public Comment**

**Informational Presentation on Port Staff Proposal to Update the Port's Waterfront Land Use Plan**

**April 10, 2015**

- Port staff should continue efforts to negotiate a streamlined approval process with State Lands and BCDC to allow historic pier rehabilitation projects with leases of up to 30 or 35 years if projects meet identified public trust, historic rehabilitation, maritime and public access criteria. As discussed below, 30-35 year leases of finger piers would allow the Port and its tenants to evaluate and respond to projected sea level rise beyond 2050.

**Transportation**

In recent years, transportation has become a primary consideration in planning for Port projects. Neighborhood-scale projects, such as those proposed for Pier 70 and Seawall Lot 337, have the wherewithal to develop transportation solutions to foster biking, walking and transit commuting. Most other Port projects do not have this capacity. As the proposed Warriors project for Piers 30-32 demonstrated, The Embarcadero south of the Ferry Building is already at (and often beyond) capacity.

To achieve the Waterfront Plan goal of *Access Along the Waterfront*, the Port should closely coordinate medium-term and long-range transportation planning with the San Francisco Municipal Transportation Agency (“SFMTA”) and San Francisco County Transportation Authority. Fortunately, the 34th America’s Cup events were seized by City staff as an opportunity to significantly refresh and advance City and regional transportation agency planning and coordination and transportation improvements. SFMTA has continued to build on those efforts through development of the Waterfront Transportation Assessment (“WTA”). The WTA targets transportation planning for the Port waterfront and adjacent upland districts where substantial growth is projected, to identify local and regional transportation strategies to address transportation needs proactively. Recent community discussion with

South Beach residents indicate a need to prioritize improvements to The Embarcadero, particularly increasing service frequency of E-line service between Fisherman’s Wharf and the 4th and King Street Caltrain station. Port staff is proud to be working with SFMTA staff on the Embarcadero Enhancement Project, to develop a concept design for a bikeway that will allow bicyclists and pedestrians to more safely use The Embarcadero and Herb Caen Way.

Other Port streets deserve the same attention, including Cargo Way and Illinois Street in the Southern Waterfront, and for the remaining blocks of Jefferson Street from Jones Street to Powell Street in Fisherman’s Wharf.

**Recommendations**

Port staff offers the following high level recommendations for use in guiding the next generation of waterfront improvements:

- Port and SFMTA staff should collaborate to identify transportation funding for projects such as the E-Line, the Embarcadero Enhancement Project and other transportation improvements that will address congestion on The Embarcadero and allow all modes to move more freely.
- The Port, SFMTA and the Mayor’s Office should collaborate to identify the funding required to reconstruct important Port streets such as Illinois Street, Cargo Way and the remainder of Jefferson Street.
- Port staff will consult with SFMTA staff regarding studies and conceptual plans to seismically strengthen the City’s seawall, so the seawall can continue to protect SFMTA’s transportation investments along the waterfront.

The discussions about building heights in the northern waterfront have been more fraught. These discussions started with a hotel project that the Port proposed within existing zoning on the Port's Broadway seawall lots. The Port and its partner proposed a project at 65 feet within 84 foot zoning. Many residents considered the 84 foot zoning a remnant of The Embarcadero freeway, and thought a 65 foot project would be inconsistent with the scale of the Northeast Waterfront Historic District. Residents expressed similar concerns when the City rezoned private property, 8 Washington Street (a 2.5 acre site adjacent to the Port's ½ acre Seawall Lot 351), to accommodate a market rate condominium project, with a new swimming and athletic club and open space.

During consideration of the proposed Golden State Warriors pavillion at Piers 30-32, with companion mixed use development at Seawall Lot 330, many members of the public expressed strong opposition to the height of the proposed venue on the pier (which ranged from 135 feet to 125 feet in later designs). The Warriors also proposed increasing the height limit for one tower on Seawall Lot 330 to 170 feet (from 105 feet)—a proposal which drew opposition and was ultimately withdrawn in favor of a code-compliant 105 foot plan.

Local residents and environmental organizations who shared an intense concern about heights in several key instances – during the Broadway Hotel design process, the 8 Washington approval process, and during initial consideration of Piers 30-32 as a site for a Golden Gate Warriors pavilion – forged a coalition to pass Proposition B in June 2014, a measure requiring a public vote for any waterfront height increase on Port property. Proposition B has changed what was primarily a neighborhood planning discussion about appropriate heights into a Citywide discussion with statewide implications, as evidenced by the recent lawsuit that State Lands filed to challenge the measure.

Public planning for Seawall Lot 337 and Pier 70 has demonstrated a clear need to increase height limits to enable feasible redevelopment in

these areas. Potential maritime industrial uses in the Port's Southern Waterfront are also likely to require increases above existing height limits in some cases.

Port staff is still contemplating strategies for how best to incorporate neighborhood considerations, neighborhood context, the urban design judgment of the Planning Department, and the analysis afforded by CEQA in potential future rezonings of Port property now that Proposition B has been adopted by voters.

Pursuant to Proposition B, there are a number of ways voters could consider proposed height increases:

1. On a project-by-project basis, such as the Pier 70 rezoning proposed for the Waterfront Site on the November 4, 2014 ballot;
2. For distinct neighborhoods, such as Mission Bay; or
3. For broader areas of the waterfront, such as the area from Mission Creek to Pier 96.

As discussed above, building height is considered as only one element of project design and, if singled out separately from other equally important criteria, compromises the ability to foster high quality urban design. Port staff recommends a dialog with the Planning Department about how best to study and formulate height proposals, when they are needed, for the voters to consider pursuant to Proposition B.

#### Recommendations

Port staff offers the following high level recommendations for use in guiding the next generation of waterfront improvements:

- The City's WDAC currently has Planning Code jurisdiction to review Port projects north of Mission Creek. A similar review process should be formally extended to the Port's entire waterfront.

- A review process like that of the WDAC should be augmented with additional expertise in historic rehabilitation and other subject-matter expertise that will assist the Port as it reviews planned new neighborhoods at Pier 70 and Seawall Lot 337.
- The west side of The Embarcadero deserves design and public realm enhancements to match the level of improvements on the water-side of The Embarcadero. Similarly, the public realm connection at Lefty O'Doul's Bridge between The Embarcadero and the Blue Greenway needs to be strengthened.
- Port staff recommends a dialog with the San Francisco Planning Department about how best to study and formulate height proposals, when they are needed, for the voters to consider pursuant to Proposition B. Future measures could address height on a project-by-project basis, heights within a distinct neighborhood, or heights in broader areas of the waterfront, such as the area from Mission Creek to Pier 96. ~~Final decisions about the waterfront heights presented to voters should be made pursuant to a process that City staff and policymakers control. The City should be afforded an opportunity to review and comment on waterfront height limits proposed for Port property before initiative ballot measures are submitted for voter consideration. The Port Commission and the Planning Commission may wish to establish a process for such reviews. Voter-approved maximum heights should establish a maximum height envelope for future waterfront development. Subsequent environmental review and urban design analysis (conducted with input from City staff) should establish design controls to implement voter-approved height limits, which could include lower heights at designated areas, subject to final approval by City policymakers after environmental review is complete.~~

### **Resiliency and Adaptation**

The Port's seawall from Aquatic Park to Pier 50 was constructed in segments from 1878 to 1926. Virtually the entire Port lies within a liquefaction zone, making Port facilities, including the seawall, prone to major seismic events. Port engineers have concluded that portions

of the seawall and the marginal wharf above it may fail in a large earthquake. Given the important role the seawall plays in providing flood protection to the City, and in protecting key City assets such as The Embarcadero and SFMTA's subway system, the Port must identify design solutions and funding to seismically strengthen the seawall.

Port staff and the public did not understand the implications for climate change to produce sea level rise at the time the Waterfront Plan was adopted, but awareness has increased dramatically since that time. Sea level rise will be a game-changer for the Port and adjoining neighborhoods over the next one hundred years. Initial Port analysis of sea level rise suggests that historic finger pier rehabilitation projects are likely to be flood-proof through 2050-60, and may be extended beyond that date through adaptive management measures. Without major waterfront interventions, such as breakwaters outboard of piers, many Port finger piers are likely to be flood prone by 2070-80. The design and construction of future waterfront improvements to protect neighborhoods adjacent to the Port over the next 30-40 years – such as raising the City's seawall – may not allow the Port to retain most (or all) of its historic pier sheds and/or bulkhead buildings.



**Reformatted to accommodate additional text on pages 32-33**

Neighborhood-scale development proposals at both Seawall Lot 337 and Pier 70 have factored in plans to elevate portions of these sites and improve the City's shoreline edge in order to address projected sea level rise through 2100. The Port has also initiated preliminary planning efforts with BCDC to address unique areas such as Mission Creek that are likely to be prone to sea level rise first and represent a potential threat to both public and private property in the vicinity.

The Port is leading a City inter-departmental effort to examine seismic risk and conceptual design solutions to strengthen the City's 4-mile seawall. This effort will also examine potential future improvements to the seawall to address sea level rise. The Port also is working with the U.S. Army Corps of Engineers to determine whether there is a federal interest in a project to strengthen the City's seawall, which could lead to substantial federal matching funding for that project. Design efforts to address the seawall and future flood risk to areas inboard of the seawall will be ongoing for the next decade or more. These risks are reminders to the Port and public and underscore the Waterfront Plan goal to recognize that the waterfront is evolving – and that we must be mindful of its past and future.

**Recommendations**

Port staff offers the following high level recommendations for use in guiding the next generation of waterfront improvements:

- The Port should continue seawall seismic risk and sea level rise risk assessment and planning efforts with sister City agencies and regional and federal partners, such as BCDC and the U.S. Army Corps of Engineers. The Port should work with sister City agencies to engage the public regarding design solutions to the seawall and sea level rise and make sure the public understands City efforts in this area. Continued waterfront improvements are critical to secure the shoreline and protect public and private investment in the waterfront.

- Leasing finger piers for more than 35 years without a solution to sea level rise is no longer advisable.

**Progress in Waterfront Subareas**

As explained in Chapter 2 of this review, the Waterfront Plan Advisory Board that developed the Waterfront Plan was a broadly representative cross-section of San Franciscans and waterfront stakeholders. The Waterfront Plan Advisory Board recognized that the Port intersects with a series of waterfront neighborhoods, each having a distinct character, setting and needs. Chapter 3 of this review provides a review of improvements, including continuing challenges and opportunities in each of the subareas identified in the Waterfront Plan: 1) Fisherman's Wharf; 2) Northeast Waterfront; 3) Ferry Building; 4) South Beach-China Basin; and 5) Southern Waterfront. Major Port advisory groups for these areas have included:

- the Fisherman's Wharf Advisory Group;
- the Northeast Waterfront Advisory Group, which also advises on Ferry Building subarea projects;
- Rincon Point-South Beach Citizen's Advisory Committee (formed by the San Francisco Redevelopment Agency);
- the Central Waterfront Advisory Group;
- the Southern Waterfront Advisory Committee;
- the Maritime Commerce Advisory Committee; and
- the Piers 30-32 Citizen's Advisory Committee (formed for the Golden State Warriors pavilion project).

As provided in the Waterfront Plan and further described in Chapter 2, Port staff has collaborated with advisory groups in each waterfront

## SEA LEVEL RISE AND CLIMATE CHANGE

### A16 - *Adapting to Rising Tides: Mission Creek San Francisco, California (2014)*

The Port is part of a collaboration between the City, BCDC, SPUR and the Netherlands-based Stichting (Foundation) Delta Alliance to analyze future flood risk and develop sea level rise adaptation alternatives for land adjacent to Mission Creek, one of the City's lowest-lying areas. A key objective was to engage an approach that brings local, regional/state and international perspectives. The Foundation's involvement has enabled the City to understand and apply different strategies from the Netherlands to assess how they could address risks of flooding from sea level rise and storms along Mission Creek. Development of adaptation alternatives are based on the findings of a high-level vulnerability assessment. The project also will apply knowledge gained from

BCDC's Adapting to Rising Tides (ART) project in Alameda County to incorporate climate adaptation information from that regional effort and will utilize the most up-to-date sea level rise and future flood risk mapping for the City developed by the San Francisco Public Utilities Commission. Additionally, the project will address associated implementation, finance and governance considerations. The project was initiated in 2013 and the final report is due to be completed in late 2014.

### CCSF Sea Level Rise Committee

### A17 - ~~SF Adapt~~: *Draft Guidelines for City Capital Projects (2014)*



The Port is participating in a City interagency effort to assess the potential impacts of climate change on the City. The Port has participated in SF Adapt's Sea Level Rise Committee which developed the report, *Draft Guidance for Incorporating Sea Level Rise into Capital Planning in San Francisco: Assessing Vulnerability, Risk and Adaptation* ("Draft SLR Guidance"). The Draft SLR Guidance is currently under review by participating City Departments, including the Port Commission, and the City's Capital Planning Committee. It is intended to be a "how to" guide for capital planners, summarizing the current science on sea level rise, and a four step process for incorporating sea level rise into capital planning: 1) Science review; 2) Vulnerability assessment; 3) Risk assessment; and 4) Adaptation planning. Port staff will continue to participate in the Sea Level Rise Committee and other City efforts to plan for sea level rise. The Port is reviewing the Draft SLR Guidance in the context of managing Port infrastructure projects, which also must consider how to integrate climate adaptation measures with seismic and structural repair needs. Further information is available at: <http://sfport.com/modules/showdocument.aspx?documentid=8366>



# Summary

**Table 4-1 Planning Projects**

Project Number	Project Name	Date Finished	Web
<b>Planning Projects</b>			
A1	Waterfront Plan Amendments, Fish Alley	2001	
A2	Southern Waterfront Maritime Industrial Planning	2007	<a href="http://sfport.com/index.aspx?page=222">http://sfport.com/index.aspx?page=222</a>
A3	Southern Waterfront Final Supplemental Environmental Impact Report	2001	<a href="http://www.sfport.com/ftp/uploadedfiles/community_meetings/CTEAC/info/FinalSEIR.pdf">http://www.sfport.com/ftp/uploadedfiles/community_meetings/CTEAC/info/FinalSEIR.pdf</a>
A4	Fisherman's Wharf Planning Committee Recommendations	2004	<a href="http://sfport.com/ftp/uploadedfiles/about_us/divisions/planning_development/FWRRecommendations.pdf">http://sfport.com/ftp/uploadedfiles/about_us/divisions/planning_development/FWRRecommendations.pdf</a>
A5	Cruise Terminal Advisory Panel	2007	<a href="http://sfport.com/modules/showdocument.aspx?documentid=8135">http://sfport.com/modules/showdocument.aspx?documentid=8135</a>
A6	Seawall Lot 337 "Lot A" Planning Process	2007	<a href="http://sfport.com/ftp/uploadedfiles/port_commission/Port%20Committee%20Report-FINAL.pdf">http://sfport.com/ftp/uploadedfiles/port_commission/Port%20Committee%20Report-FINAL.pdf</a>
A7	Pier 70 Preferred Master Plan	2010	<a href="http://www.sfport.com/pier70">www.sfport.com/pier70</a>
A8	Northeast Embarcadero Public Realm Study	2010	<a href="http://www.sf-planning.org/index.aspx?page=1662">http://www.sf-planning.org/index.aspx?page=1662</a>
A9	Embarcadero Promenade Criteria	2011	<a href="http://www.sfport.com/Modules/ShowDocument.aspx?documentid=354">http://www.sfport.com/Modules/ShowDocument.aspx?documentid=354</a>
A10	Blue Greenway Planning	2012	<a href="http://sfport.com/index.aspx?page=1433">http://sfport.com/index.aspx?page=1433</a>
A11	Port-BCDC Special Area Plan "Working Group" Planning	2013	<a href="http://sfport.com/index.aspx?page=2217">http://sfport.com/index.aspx?page=2217</a>
A12	Southern Waterfront Maritime, Industrial and Shoreline Access Planning	2014	<a href="http://www.sfport.com/index.aspx?page=209">http://www.sfport.com/index.aspx?page=209</a>
<b>Historic Preservation Planning</b>			
A13	Embarcadero Historic District	2006	<a href="http://sfport.com/index.aspx?page=295">http://sfport.com/index.aspx?page=295</a>
A14	Embarcadero Historic District Substructure and Bulkhead Repair Guidelines	2005	<a href="http://sfport.com/ftp/uploadedfiles/about_us/divisions/planning_development/EmbarcaderoRegisterNominationIntroMaterials.pdf">http://sfport.com/ftp/uploadedfiles/about_us/divisions/planning_development/EmbarcaderoRegisterNominationIntroMaterials.pdf</a>
A15	Union Iron Works Historic District at Pier 70	2014	<a href="http://sfport.com/index.aspx?page=2130">http://sfport.com/index.aspx?page=2130</a>
<b>Sea Level Rise and Climate Change Planning</b>			
A16	Adapting to Rising Tides: Mission Creek San Francisco, California	2014	<a href="http://www.sf-port.org/modules/showdocument.aspx?documentid=6988">http://www.sf-port.org/modules/showdocument.aspx?documentid=6988</a>
A17	<del>SF Adapt</del> Sea Level Rise Draft Guidelines for City Capital Projects	2014	<a href="http://sfport.com/modules/showdocument.aspx?documentid=8366">http://sfport.com/modules/showdocument.aspx?documentid=8366</a>
<b>Transportation</b>			
A18	Embarcadero Transportation Task Force	2007	<a href="http://www.sfgov.org/site/port_page.asp?id=36202">http://www.sfgov.org/site/port_page.asp?id=36202</a>
A19	America's Cup People Plan	2013	<a href="http://www.sfmta.com/projects-planning/projects/americas-cup-34-people-plan">http://www.sfmta.com/projects-planning/projects/americas-cup-34-people-plan</a>
A20	Waterfront Transportation Assessment	2014	<a href="http://www.sfmta.com/projects-planning/projects/waterfront-transportation-assessment-0">http://www.sfmta.com/projects-planning/projects/waterfront-transportation-assessment-0</a>
A21	Embarcadero Enhancement Project	2014	<a href="http://sfport.com/modules/showdocument.aspx?documentid=8367">http://sfport.com/modules/showdocument.aspx?documentid=8367</a>

CCSF Sea Level Rise Committee

## C19 - Interpretive Signage



For over 150 years the Port has played an important role in the events and building of the City. The Port has developed several interpretive programs that add to the public's enjoyment and understanding of the waterfront.

### INTERPRETIVE PROJECTS INCLUDE:

- **Fisherman's Wharf Portwalk** – a 31 panel sign program describing the history and current workings of the fishing industry
- **Pier 14** – an entry pylon describing site history, Bay environment and site events;
- **Brannan Street Wharf** – a 52 foot length interpretive display describing site history, Asian immigration in South Beach, and labor history;
- **Brannan Street Wharf** – three large tidal columns displaying the current height of the tide in the Bay;
- **Heron's Head Park** – a 5 panel display describes the Bay and ecosystems at Heron's Head
- **Port 150th Anniversary Pylons** – 20 large pylons spread along the waterfront describing site related history and interesting waterfront facts;
- **Bayside History Walk** – where the Walk travels through historic buildings, the Port or its partners have added interpretive displays about the site (Piers 1, 3, 9, 15); and
- **Cruise Terminal Plaza** – 16 panel display about cruise ships that visited the Port

## C20 - Pier 84 and Copra Crane (new)



In 1999, an organization called the Copra Crane Labor Landmark Association (CCLLA) approached the Port of San Francisco with a proposal to restore the Copra Crane as a Landmark to recognize the important role of labor on the San Francisco Waterfront. As summarized by one of CCLLA's founding members, Julia Vierra: *"the Copra Crane on San Francisco's Islais Creek is a highly visible reminder of toil on the waterfront. It symbolizes a worldwide process -- harvesting coconuts from palm trees on Pacific plantations; shipping and unloading dried copra; processing the copra... Islais Creek, once the home of tanneries, canneries, and slaughterhouses, meant both welcome jobs and careless damage to a bay inlet."* In 2013, the Port accepted a grant from the California Coastal Conservancy in the amount of \$616,534 to be allocated to improvements for public access at Islais Creek including the restoration of the Copra Crane as a labor landmark and the removal of the dilapidated wharf area adjacent to the Crane.

# Summary

**Table 4-3 Open Space Projects**

Project Number	Project Name - Location	Size (Acres)	Linear Feet	Date Fished	Cost	Web
C1	Pier 43 Bay Trail Promenade	2	520	2012	\$11,300,000	<a href="http://www.sfport.com/index.aspx?page=1986">http://www.sfport.com/index.aspx?page=1986</a>
C2	Cruise Terminal Plaza	2.5	450	2014	\$17,000,000	<a href="http://sfport.com/index.aspx?page=282">http://sfport.com/index.aspx?page=282</a>
C2	Pier 23 North Apron	0.3	700	2013	\$653,700	
C2	Pier 19 South Apron	0.33	800	2013	\$161,300	
C3	Harry Bridges Plaza	2		2000	\$6,000,000	<a href="http://www.sfport.com/index.aspx?page=1188">http://www.sfport.com/index.aspx?page=1188</a>
C4	Pier 14	0.2	637	2006	\$2,300,000	<a href="http://www.sfport.com/index.aspx?page=1511">http://www.sfport.com/index.aspx?page=1511</a>
C5	Rincon Park	2	1,100	2003	\$2,500,000	<a href="http://www.sfport.com/index.aspx?page=1584">http://www.sfport.com/index.aspx?page=1584</a>
C6	Brannan Street Wharf	1.3	1,000	2013	\$26,200,000	<a href="http://sfport.com/index.aspx?page=262">http://sfport.com/index.aspx?page=262</a>
C7	South Beach Park Playground	2	1,000	2006	\$1,400,000	<a href="http://www.sfport.com/index.aspx?page=60">http://www.sfport.com/index.aspx?page=60</a>
C8	Embarcadero Promenade	10	16,000	2000	-	<a href="http://www.sfport.com/index.aspx?page=1631">http://www.sfport.com/index.aspx?page=1631</a>
C9	China Basin Park	2	850	2003	\$1,800,000	<a href="http://www.sfport.com/index.aspx?page=60">http://www.sfport.com/index.aspx?page=60</a>
C10	Pier 52 Boat Launch	2	500	2008	\$3,500,000	<a href="http://www.sfport.com/ftp/uploadedfiles/meetings/supporting/2008/Item%208A%20Time%20Extension%20Contract%202713%20Pier%2052-54%20Boat%20Launch.pdf">http://www.sfport.com/ftp/uploadedfiles/meetings/supporting/2008/Item%208A%20Time%20Extension%20Contract%202713%20Pier%2052-54%20Boat%20Launch.pdf</a>
C11	Bayfront Park Shoreline	2	1,200	2012	\$2,300,000	<a href="http://www.sfport.com/index.aspx?page=60">http://www.sfport.com/index.aspx?page=60</a>
C12	Bayview Gateway	1.25	250	2015	\$4,700,000	<a href="http://www.sfport.com/Modules/ShowDocument.aspx?documentID=4131">http://www.sfport.com/Modules/ShowDocument.aspx?documentID=4131</a>
C13	Islais Landing	0.5	300	2000	\$350,000	<a href="http://sfport.com/modules/showdocument.aspx?documentid=6137">http://sfport.com/modules/showdocument.aspx?documentid=6137</a>
C14	Pier 94 Wetlands	9	1000	2006	\$1,000,000	<a href="http://www.sf-port.org/index.aspx?page=220">http://www.sf-port.org/index.aspx?page=220</a>
C15	Heron's Head Park	23	2,900	2000 & 2012	\$3,700,000	<a href="http://www.sfport.com/index.aspx?page=210">http://www.sfport.com/index.aspx?page=210</a>
C16	EcoCenter at Heron's head Park	1.08		2010	-	<a href="http://sfport.com/index.aspx?page=214">http://sfport.com/index.aspx?page=214</a>
C17	Art, Wayfinding & Interpretation	-	-	on-going	-	-
C18	Bayside History Walk	-	-	2000	-	-
C19	Interpretive Signage	-	-	on-going	-	-
<b>C20</b>	<b>Pier 84 and Copra Crane</b>			<b>on-going</b>		<a href="http://www.sf-port.org/modules/showdocument.aspx?documentid=6137">http://www.sf-port.org/modules/showdocument.aspx?documentid=6137</a>
<b>Total</b>		<b>63.46</b>	<b>29,207</b>		<b>\$84,865,000</b>	

## D1 - Port Joint Operations Center



The Port secured Homeland Security grant funding to construct an improved emergency response facility that also included new accommodations for the Port's Fisherman's Wharf Harbor Office. These functions had operated out of older structures that had become

deteriorated, including a trailer structure housing the San Francisco Police Department Marine Dive Unit. The project scope included repairs to Wharf J11, demolition of portions of the former structure to accommodate new construction of the facility to house the Port's Fisherman's Wharf Harbor Master Office, San Francisco Police Department Marine Dive Unit, and public restrooms with showers serving Hyde Street Harbor fishermen.

**COMPLETED:** 2012      **COST:** \$2.3 million

## D3 - Wharf J9 Seawall Repair



The Port hired a marine and structural engineering consultant to prepare construction plans to strengthen this segment of the existing wood seawall in Fisherman's Wharf, between Leavenworth and Jones Streets, by installing a concrete stability wall in front of

the existing seawall. The Wharf J9 Seawall provides structural support for the Port's facilities and tenants along Jefferson Street. The work includes repairing approximately 45 wood piles and pile wraps, and replacing any damaged pile caps, stringers and decking and in some areas replacing the asphalt. The Port's Maintenance division will perform the work commencing next year, once permits are secured. **SCHEDULED COMPLETION:** ~~2014~~ **2015**      **COST:** \$2 million

## D2 - Wharves J7 & J8 Repairs



Port Engineering has designed and the Maintenance Division has repaired or replaced (or is in the process of doing so) approximately 100 damaged wood piles throughout Wharves J7 and J8. This project was required to allow for continued use of Scoma's Restaurant and

lockers and support storage for the Port's commercial fishermen.

**COMPLETED:** 2014  
**COST:** \$1 million

## D4 - Pier 33½ North Bulkhead



Over the course of many decades, this bulkhead structure had undergone multiple rounds of alterations, often without permits, to the point where the facility had become unsafe and un-leasable. This project invested Port revenue bond funds for repairs to meet current code and

safety standards and become a leasable asset. Work included structural work to repair the concrete deck, install a new elevator, create new and refurbished restrooms, install a second exit, and upgraded utilities, including the electrical system. Repairs and refurbishment of interior and exterior historic features all were sensitively designed consistent with Secretary of Interior Standards for Historic Rehabilitation. By financing these upgrades with Port funding, the Port has been able to maximize lease revenue from the improved Pier 33½ North Bulkhead. **COMPLETED:** 2013      **COST:** \$3.5 million

# Summary

**Table 4-4 Engineering, Maintenance and Security Projects**

Project Number	Project Name - Location	Area (Square Feet)	Cost	Date Finished	Web
D1	Port Joint Operations Center- Hyde Street Pier	5,300	\$2,304,000	2012	<a href="http://www.sfport.com/Modules/ShowDocument.aspx?documentid=1339">http://www.sfport.com/Modules/ShowDocument.aspx?documentid=1339</a>
D2	Wharves J7-J8 Repairs	45,000	\$1,000,000	2014	
D3	Wharf J9 Seawall Repair	13,100	\$2,000,000	<del>2014</del> 2015	
D4	Pier 33 1/2 North Bulkhead	6,347	\$3,523,000	2013	<a href="http://sfport.com/modules/showdocument.aspx?documentid=3223">http://sfport.com/modules/showdocument.aspx?documentid=3223</a>
D5	Pier 33 Roofing Project	89,132	\$2,429,000	2008	<a href="http://www.sfport.com/ftp/uploadedfiles/Item11cPier33RoofProjectContractMod.pdf">http://www.sfport.com/ftp/uploadedfiles/Item11cPier33RoofProjectContractMod.pdf</a>
D6	Pier 29 Bulkhead Reconstruction (Fire)	164,000	\$15,000,000	2013	<a href="http://sfport.com/modules/showdocument.aspx?documentid=4375">http://sfport.com/modules/showdocument.aspx?documentid=4375</a>
D7	Pier 19 Roofing Project	92,395	\$1,940,000	2011	<a href="http://www.sf-port.org/Modules/ShowDocument.aspx?documentid=770">http://www.sf-port.org/Modules/ShowDocument.aspx?documentid=770</a>
D8	Pier 9 Apron Repairs		\$783,000	2008	
D9	Pier 48 Seismic Rehabilitation	181,350	\$14,200,000	2003	
D10	Pier 48 Apron Repairs	12,000	\$400,000	2005	<a href="http://www.sfport.com/ftp/uploadedfiles/sfport/meetings/supporting/2004/Item6A(3).pdf">http://www.sfport.com/ftp/uploadedfiles/sfport/meetings/supporting/2004/Item6A(3).pdf</a>
D11	Pier 50 Valley Substructure	24,000	\$1,400,000	2013	<a href="http://sfport.com/modules/showdocument.aspx?documentid=3387">http://sfport.com/modules/showdocument.aspx?documentid=3387</a>
D12	401 Terry Francois Blvd ADA improvements	1,000	\$340,000	2010	<a href="http://www.sfport.com/ftp/uploadedfiles/meetings/supporting/2009/Item%2010A%20Attachment%202.pdf">http://www.sfport.com/ftp/uploadedfiles/meetings/supporting/2009/Item%2010A%20Attachment%202.pdf</a>
D13	Pier 80 Shed Roof Replacements	450,000	\$1,000,000	2014	
D14	Amador Street Extension	85,000	\$400,000	2004	
D15	Port Terminal Security Improvements		\$4,000,000	2005	
D16	Portwide Security Fencing		\$2,000,000	2006	<a href="http://www.sfport.com/ftp/uploadedfiles/meetings/supporting/2006/Item4aPortSecurityFencesAdvertisement.pdf">http://www.sfport.com/ftp/uploadedfiles/meetings/supporting/2006/Item4aPortSecurityFencesAdvertisement.pdf</a>
D17	Portwide Hazards Response Capability Upgrades		\$1,200,000	2007 & 2013	
D18	Pier 50 Emergency Power		\$750,000	2013	
Total		1,168,624	\$54,669,000		

**PORTWIDE ENVIRONMENTAL POLICIES AND PROGRAMS***E1 - Environmental Risk Management Policy (2007)*

In 2007, the Port Commission adopted an environmental risk management policy and financial assurance requirements for Port tenants with real property agreements. This policy ensures that financial resources are available to address potential environmental risks related to Port tenants' operations. Pursuant to the policy, every new lease and property agreement is reviewed to determine applicability of the Port financial assurance requirements, which may include an environmental oversight deposit and an environmental performance deposit as

warranted. These deposits are used to reimburse Port expenses incurred in the event of regulatory violation, enforcement action, or other costs incurred by the Port as a result of a tenant's failure to meet any of its environmental obligations. In addition to ensuring that the Port has resources to respond to an environmental incident, both Port and tenant benefit from review and consideration of potential environmental risks and in some cases development of risk reduction measures.

*E2 - Climate Action Plan (2009)*

The Port Climate Action Plan was first produced in 2009 for the FY 2007/08. Each year Port staff analyzes the activities that generate greenhouse gas emissions in addition to other measures of 'sustainability'. This annual project reflects the efforts of the Port as a whole. The analysis includes determination of consumption of electricity, natural gas, vehicle fuels and converting these

consumption measurements into GHG emissions. This calculation examines all Port operations and consumption for which the Port is the account holder, e.g. full service buildings, and is also complemented by the Port's support for sustainable alternative transportation that further reduces vehicle emissions.

*E3 - Stormwater Design Guidelines (2009)*

In 2009 the Port and the San Francisco Public Utilities Commission jointly published the "San Francisco Stormwater Design Guidelines" in response to a Clean Water Act permit requirement. Developed jointly over a 2-year process with extensive public participation, the Design Guidelines apply to areas of San Francisco served by separate storm sewers that discharge directly to local lakes or San Francisco Bay. The Design Guidelines describe methods of designing new and redevelopment projects to reduce both the volume and potential

pollutants in stormwater runoff by emphasizing low impact design. The Design Guidelines offer practical, environmentally beneficial, and aesthetic design strategies to meet regulatory requirements and address the unique design challenges posed by the Port's piers and over-water structures. Redevelopment of Port facilities, ranging in size from the Exploratorium at Pier 15 to the Joint Operations Service building at Hyde Street Harbor has implemented the Stormwater Design Guidelines to beautiful and educational effect.

# Background

The Port has conducted various transportation projects and planning studies to promote and expand access by water as well as land. Ever since the major City efforts to transform The Embarcadero, the Port has continued to work with the City family to add new projects that advance and integrate with the City's transportation system. Waterfront Plan policies that directed Port transportation improvements include:

- Encouraging new recreational boat moorings and other waterborne transportation improvements in conjunction with new commercial and recreational uses
- Supporting multi-modal transportation access for a full range of users, and that advance the City's Transit First policy
- Protecting vital truck routes and freeway and freight rail access necessary to serve the Port's cargo shipping industry
- **On-going support for the SFMTA's Waterfront Transportation Assessment that reviews all Port transportation needs and guides future transportation investments in closer coordination with development projects.**

Port improvements have upgraded and added ferry facilities, improved rail and truck access in the Southern Waterfront, and reconstructed roadways to serve multiple modes of transportation. To meet the Port's growing visitor population pedestrian and bicycle improvements are included in most every project. The Port is a partner with the San Francisco Municipal Transportation Agency (SFMTA), San Francisco Planning Department (Planning Department) the Department of Public Works (DPW), San Francisco County Transportation Agency (SFCTA) and Metropolitan Transportation Commission (MTC) in the planning, design and construction of many of the projects.



# G13 - CEMEX USA



Similar to the lease with Bode Gravel Company, the Port entered into a maritime-industrial lease with RMC Pacific Materials, which was eventually purchased by CEMEX USA, the current tenant. This leasehold is adjacent to Bode, and also extends for a term of 10 years with three 5-year options. The premises consist of approximately 151,700 square feet of land. Cemex invested in excess of \$6 million in the development of the batching facility. CEMEX also produces concrete for the construction industry. Both the Bode Gravel Company and CEMEX USA leases require the tenants to import bulk aggregate materials by water through the Port's maritime facilities.

- SITE SIZE:** 151,700 square feet
- TERM:** 10 years with three 5-year options
- COST:** \$6 million
- COMPLETION:** 2006

# G14 - Recology



The current lease with Recology at Pier 96 is for approximately 195,281 square feet of shed space and 201,626 square feet of land. The term of the lease extends for 25 years, terminating in 2023. The premises are utilized for Recology's recycling facility and serve as the location where the City's "blue bin" recyclables (paper, glass, aluminum and plastics) are taken to be sorted, packed and exported to various markets for reuse. This facility is a key component to the City's excellent record of recycling and its commitment to achieving zero waste and maximizing land fill diversion. In addition to the blue bin recyclable operations, Recology also operates a concrete recycling center on [site](#).

- SITE SIZE:** 396,907 square feet
- TERM:** 25 years
- COST:** \$35.2 million
- COMPLETION:** 1998

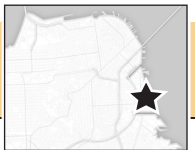


## H5 - Rincon Restaurants



The Rincon Point-South Beach Redevelopment Plan included a 20,000 square-foot restaurant development site as part of designating Port land to create Rincon Park. The restaurant site is at the south end of Rincon Park along The Embarcadero between Folsom and Harrison Streets. To create restaurant experiences that responded to the market, the site was broken up into two restaurant venues, both operated by Pat Kuleto Restaurant Development & Management Co. EPIC Roasthouse features steak and other grilled meats, and Waterbar features primarily seafood. Each has decks and outdoor space that overlook the Embarcadero promenade and the Bay. The project was developed at a cost of \$12.6 million, much higher than originally scoped due to the pile-supported construction required for these two-story structures. The project underwent extensive architectural design review to integrate it into Rincon Park, and includes an 8,000 square foot outdoor dining piazza that opens onto Rincon Park and the Embarcadero promenade, with spectacular views of the Bay and Bay Bridge. **COMPLETED:** 2008 **COST:** \$12.6 million

## H6 - Pier 70 20th Street Historic Buildings



Works Historic District. These buildings are in a severe state of dilapidation and require \$76 million of investment to return them to a state-of-good-repair. This immense investment will be funded by ODI and assisted by a \$20 million loan from the City's Seismic Safety loan program and \$14 million of federal Historic Tax credits. The project includes 267,000 square feet of existing buildings. The project proposes to add up to approximately 70,000 square feet of new space, primarily in mezzanines, created as part of the seismic bracing needed for rehabilitation.

**Spring 2015**

The Port Commission and the Board of Supervisors have approved the lease and project construction is expected to commence in ~~Fall 2014~~. Once rehabilitated, these historic office and industrial buildings will be used for a range of businesses, including light industrial, technology, life science, office, artisan/artist studios and showrooms, and restaurant uses. The proposed project would also create an indoor lobby/atrium in Building 113, and an outdoor courtyard/venue, both of which would be made accessible to the public.

After a competitive bid process in 2010, the Port selected Orton Development Inc. (ODI) to lease, rehabilitate and operate six historic buildings in the Pier 70 Master Plan area, all contributing resources to the newly created Union Iron



Photo credit: Gilles Martin-Raget © ACEA

including the People Plan (the transportation plan for the event), the Security Plan, the Zero Waste Plan, the Youth Involvement Plan, the Workforce Development Plan, the Ambush Marketing Plan, the Water and Air Traffic Plan, and the Sustainability Plan. There was significant public involvement in all of the project planning and entitlement efforts.

After extremely challenging negotiations yielded one positive vote at the Board of Supervisors, the Event Authority announced its withdrawal from LDDA negotiations, giving up on the proposition of long-term development as a means of financing waterfront improvements. The Port and OEWD subsequently negotiated a plan with the Event Authority whereby the City would fund all necessary waterfront improvements for the event and provide venues rent-free, without long-term development rights. The Port Commission and the Board of Supervisors approved this plan, which the Event Authority executed, and the focus shifted to preparations for the event and racing on San Francisco Bay.

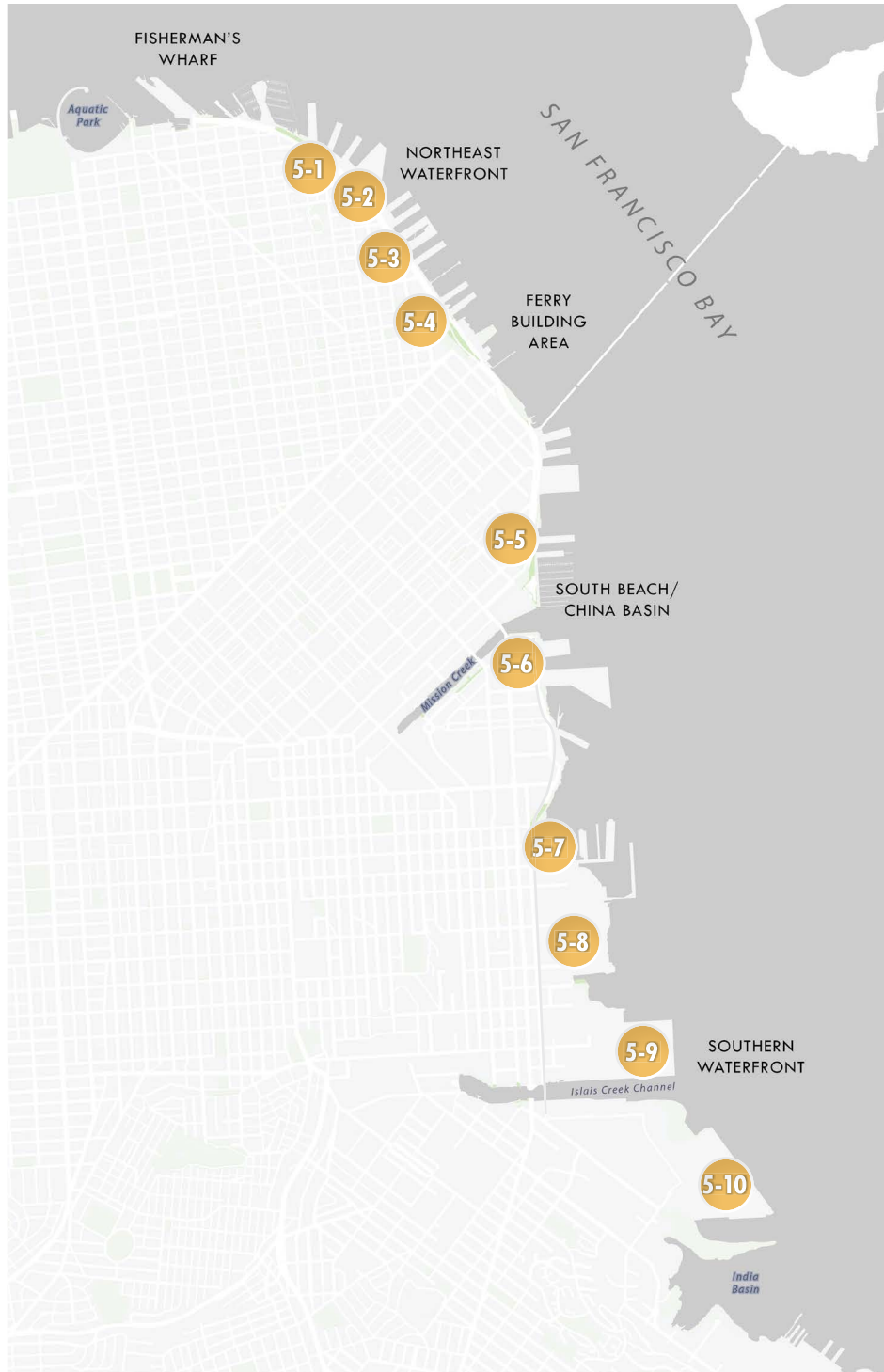
The following improvements were made to Port property or the immediate vicinity:

- The Port and the Department of Public Works managed construction of the cruise terminal on an accelerated basis, including removing the Pier 27 shed and finishing core and shell improvements in time to allow the Event Authority to use the space in early 2013
- The Port and America's Cup Race Management oversaw minor, marginal wharf upgrades to Piers 30-32 to enable strategic placement of tent structures for team industrial bases and cranes to lift AC72 vessels out of the water
- The Event Authority and Race Management designed, and Port staff permitted, the America's Cup Village at Piers 27-29 – including pop-up retail along The Embarcadero, a 9,000 seat venue for concerts and a unique mix of uses open to the public in Pier 29, including the America's Cup museum and a café in the open end of Pier 29 facing the Bay
- Port Real Estate staff relocated 75 Port tenants to other locations (primarily) on Port property, to enable use of northern waterfront venues
- Port Finance staff negotiated a quick insurance settlement and Port Engineering oversaw an emergency rebuild of the Pier 29 Bulkhead building consistent with original building plans after a fire destroyed the bulkhead; the project met Secretary of the Interior Standards and received an historic rehabilitation award
- The Army Corps of Engineers removed Pier 36 utilizing federal and Port funding

## LESSONS LEARNED AND RECOMMENDATIONS

Port staff offers the following high level lessons learned and recommendations based on the Port's experience with the 34th America's Cup.

- Race preparations, including building the James R. Herman Cruise Terminal, constructing several Port parks and new public access areas, rebuilding the Pier 29 Bulkhead building, and removal of Pier ½ and the remnants of Pier 64 (currently underway) substantially improved the Port.
- The acceleration of the James R. Herman Cruise Terminal through the CEQA process, BCDC permitting and associated Special Area Plan amendments and construction allowed the Port to bid the project in 2011 — early in the economic recovery and at a time when the Port received a very favorable bid for the project. As a normal public works project, CEQA and BCDC permitting could have collectively taken several years longer than it did, resulting in added project costs.
- BCDC permit requirements for the James R. Herman Cruise Terminal created substantial new — and costly — public access requirements at Piers 19, 23 and 29 that the Port is required to complete within 5-10 years. For the first time, BCDC included more flexible time lines to allow the Port to develop funding sources to pay for these improvements.
- In hindsight, undefined long-term development rights did not seem like the correct way to fund improvements needed to ready the waterfront for racing, and the public was relieved when the long-term development rights were eliminated from the arrangement. It is also conceivable that without the initial offer of development rights, the City would not have been selected to host the event.
- The Port's offer of marina rights in the Rincon Point Open Water Basin and the Brannan Street Wharf Open Water Basin in the Host Agreement was a major conflict with the BCDC Special Area Plan. The Port struggled to correct this problem in negotiations with the Event Authority over the subsequent 13 months.
- For future waterfront events, the City should consider hiring independent firms to produce independent analysis of required event-related improvements and associated costs.
- Working in advance with the community stakeholders, the appropriate city and regional agencies and with strategic marketing has proven, through the People Plan example, that the transportation needs for large special events can be accommodated effectively, with results that meet or exceed the sustainability targets set by the Port.
- The San Francisco Planning Department and the Port's regulatory partners, including State Lands, BCDC, the San Francisco Bay Regional Water Quality Control Board, the U.S. Coast Guard, the U.S. Army Corps of Engineers, and the National Marine Fisheries Service collectively stepped up to deliver needed project approvals on time — exceeding everyone's expectations.



## CHAPTER 5 DEVELOPMENT PROJECTS IN PROGRESS

Port Planning and Development and Real Estate staff are pursuing a range of projects to deliver the next phase of improvements to the waterfront. These projects include two new neighborhoods the Port has been planning for the past seven years, the new Mission Rock neighborhood at Seawall Lot 337 in Mission Bay and Pier 70 in Dogpatch. Pier 70 includes a Port-led effort to develop Crane Cove Park using General Obligation Bond funding approved by voters in 2008 and 2012. These neighborhoods have the potential to attract up to two times the investment the Port has seen over the last 17 years – provided that voter approval for required height increases can be obtained. **The Port and the SFMTA recognize the value of strategic transportation planning provided by the Waterfront Transportation Assessment in projecting and accommodating the transportation investments that will address and are possibly integrated within these projects.**

Port Planning and Development and Real Estate staff are also working on a series of smaller projects, including Seawall Lot 351, the Pier 38 Bulkhead Project (vacated for safety reasons), a potential agreement with the National Park Service for a potential embarkation point to Alcatraz, and re-tenanting of Pier 29 (vacated for the 34th America's Cup). Port Maritime and Planning and Development staff are also evaluating major shipping opportunities for Pier 80 and Pier 96. These projects have the potential to generate significant private investment in Port property over the next few years.

PRELIMINARY RECOMMENDATIONS	PROPOSED NEXT STEPS
<b>CHAPTER 1: TRANSPORTATION</b>	
<p>Port and SFMTA staff should collaborate to identify transportation funding for projects such as the E-Line, the Embarcadero Enhancement Project and other transportation improvements that will address congestion on The Embarcadero and allow all modes to move more freely.</p>	<p>The E-line already is included in SFMTA's Transit Effectiveness Program, but funding will be subject to the City's appropriation process, and may be subject to other public processes, including review/funding allocation by the San Francisco County Transportation Authority and the Metropolitan Transportation Commission. The Port is actively working with SFMTA on the Embarcadero Enhancement Project which seeks to produce a conceptual design for a bikeway and public right-of-way improvements by December 2015. If successful, efforts will continue to support CEQA review, and identify funding for implementation.</p>
<p>The Port, SFMTA and the Mayor's Office should collaborate to identify the funding required to reconstruct important Port streets such as Illinois Street, Cargo Way and the remainder of Jefferson Street.</p>	<p>Funding for these projects also will be subject to the City's appropriation process, and may be subject to other public processes, including review/funding allocation by the San Francisco County Transportation Authority and the Metropolitan Transportation Commission.</p>
<p>Port staff will consult with SFMTA staff regarding studies and conceptual plans to seismically strengthen the City's seawall, so the seawall can continue to protect SFMTA's transportation investments along the waterfront.</p>	<p>Port studies and conceptual designs for the seawall should be review by the Port Commission, the Capital Planning Committee and the Board of Supervisors.</p>
<b>CHAPTER 1: URBAN DESIGN</b>	
<p>The City's WDAC currently has Planning Code jurisdiction to review Port projects north of Mission Creek. A similar review process should be formally extended to the Port's entire waterfront.</p>	<p>Extending WDAC jurisdiction will require an amendment to the Planning Code.</p>
<p>A review process like that of the WDAC should be augmented with additional expertise in historic rehabilitation and other subject-matter expertise that will assist the Port as it reviews planned new neighborhoods at Pier 70 and Seawall Lot 337.</p>	<p>The Port and Planning directors have the flexibility to augment WDAC expertise.</p>

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**PRELIMINARY RECOMMENDATIONS**

**PROPOSED NEXT STEPS**

The west side of The Embarcadero deserves design and public realm enhancements to match the level of improvements on the water-side of The Embarcadero. Similarly, the public realm connection at Lefty O'Doul's Bridge between The Embarcadero and the Blue Greenway needs to be strengthened.

Concurrent with planning for Seawall Lot 337, the Port, Department of Public Works and SFMTA should evaluate options for improved connections across Lefty O'Doule's Bridge, subject to public review through the Central Waterfront Advisory Group.

Port staff recommends a dialog with the San Francisco Planning Department about how best to study and formulate height proposals, when they are needed, for the voters to consider pursuant to Proposition B. Future measures could address height on a project-by-project basis, heights within a distinct neighborhood, or heights in broader areas of the waterfront, such as the area from Mission Creek to Pier 96. ~~Final decisions about the waterfront heights presented to voters should be made pursuant to a process that City staff and policymakers control.~~ **The City should be afforded an opportunity to review and comment on waterfront height limits proposed for Port property before initiative ballot measures are submitted for voter consideration. The Port Commission and the Planning Commission may wish to establish a process for such reviews. Voter-approved maximum heights should establish a maximum height envelope for future waterfront development. Subsequent environmental review and urban design analysis (conducted with input from City staff) should establish design controls to implement voter-approved height limits, which could include lower heights at designated areas, subject to final approval by City policymakers after environmental review is complete.**

Port staff will consult Planning staff to develop recommendations for possible consideration by the Port Commission and the Planning Commission.

**CHAPTER 1: RESILIENCY AND ADAPTATION**

The Port should continue seawall seismic risk and sea level rise risk assessment and planning efforts with sister City agencies and regional and federal partners, such as BCDC and the U.S. Army Corps of Engineers. The Port should work with sister City agencies to engage the public regarding design solutions to the seawall and sea level rise and make sure the public understands City efforts in this area. Continued waterfront improvements are critical to secure the shoreline and protect public and private investment in the waterfront.

Port studies and conceptual designs for the seawall should be reviewed by the Port Commission, the Capital Planning Committee and the Board of Supervisors. Port staff should also engage interagency discussions with City's SF Adapt Subcommittee, Planning Department, BCDC, State Lands, and U.S. Army Corps of Engineers, as well as share these studies and designs with the public.

**Attachment 4: Draft Matrix of Stakeholder Perspectives for Waterfront Plan Working Group**

<b>Waterfront Plan Working Group Stakeholder Perspectives</b>
<p>Port staff proposes the creation of a Waterfront Plan Working Group to hold public meetings to address needs and opportunities to improve the Port of San Francisco, and inform updates to the Port’s Waterfront Land Use Plan. The Waterfront Plan Working Group is intended to engage a broad cross-section of interests that include citywide perspectives, indicated below, as well as those of the San Francisco Bay Conservation and Development Commission (BCDC) and the California State Lands Commission.</p> <p>Public comments and recommendations from the Waterfront Plan Working Group would supplement comments from the Port’s existing advisory groups. To ensure cross-exchange and information sharing, liaisons from each existing Port Advisory Group (Fisherman’s Wharf, Northeast/Ferry Building, South Beach/Central Waterfront, Southern Waterfront areas, Maritime Commerce) would be included in the Waterfront Plan Working Group. In addition, the proposed Working Group would include the community perspectives below.</p>
<p>Maritime Industry                      Port Business Tenant                      Port Development Partner                      Public Access, Open Space &amp; Public Realm                      Recreation                      Visitors/Tourists                      Environment and Health                      Design/Historic Preservation                      Labor/Workforce                      Education                      Citywide Business                      Cultural/Institutional                      Economic Development                      Citywide Planning perspective                      Citywide At-large                      SF Bay Area perspective                      Transportation                      Resilience/Sea Level Rise</p> <p>Public Trust Agency Partners:                      BCDC                      State Lands Commission</p>