

## CHAPTER 3 PROJECT SUMMARY BY WATERFRONT PLAN SUB-AREA

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# FISHERMAN'S WHARF



*The Fisherman's Wharf Waterfront subarea extends from the swimming club docks at the east end of Aquatic Park to the east side of Pier 39.*

In 1995, the Port completed seismic repair of Pier 45 that included improvements to Sheds B and D to create a modern, commercial fish processing center, utilizing funding from the Federal Emergency Management Agency. Five years later, the Port constructed 62 new berths in the Hyde Street Commercial Fishing Harbor with funding from the California Department of Boating and Waterways. Together, these improvements put San Francisco back on the map in the commercial fishing industry. The fishing industry is the historic maritime and cultural identity for Fisherman's Wharf, which draws millions of visitors each year.

Against this maritime backdrop, other private and public projects also have enhanced the vibrancy of Fisherman's Wharf. The opening of an expanded Boudin's Bakery and Café in a portion of the Triangle Parking Lot, coupled with rehabilitation of the Pier 43 Historic Railway Arch have provided new features that complement the Pier 43 Bay Trail Promenade. Through the tireless efforts of Alessandro Baccari, the Fisherman's Wharf Chapel has a new lease on life. Lou's Restaurant and Capurro's Restaurant have undergone substantial improvements, each creating colorful and inviting ground floor activities to complement the public's experience in the Wharf. Fisherman's Wharf remains a lively tourist destination with street performances for visitors worldwide.

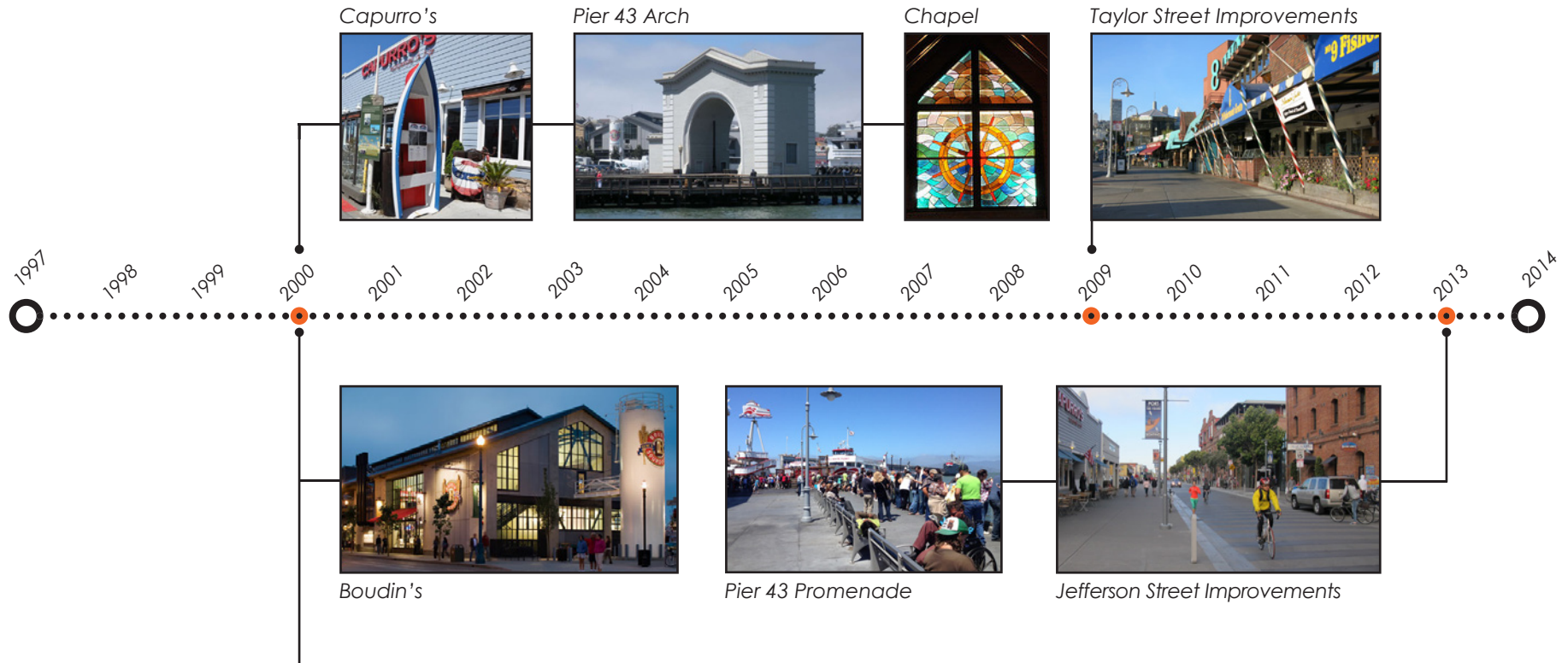
A joint BCDC and Port public planning process in 2004 identified opportunities to improve the public realm and address BCDC fill removal needs and many of those changes have been realized. New improvements to the public realm include rebuilding Taylor Street, with widened sidewalks alongside the crab stands. Last year, the Port removed a dilapidated, pile-supported parking lot over the Bay to make way for the Pier 43 Bay Trail Promenade, with integrated plazas at Pier 43 and

Pier 45, opened just in time to view the America's Cup races, as well as Alcatraz Island. The Department of Public Works, in concert with the Planning Department, Port and SFMTA completed the first phase of the Fisherman's Wharf Community Benefit District's vision to improve Jefferson Street, between Hyde and Jones Streets, providing generous sidewalks, café zones and shared lanes for vehicles and bicycles. These improvements have provided a facelift for Fisherman's Wharf, attracting increasing numbers of local residents and visitors who walk, run, bicycle and dine in the area. Public and private investment in the area since the adoption of the Waterfront Plan is over \$65 million.

#### **FISHERMAN'S WHARF WATERFRONT SUBAREA OBJECTIVES**

- Restore and expand Fisherman's Wharf as a working fishing port.
- Attract revenue-generating new uses to help support and subsidize fishing industry and public activities
- Provide space for the existing and expansion needs of other maritime activities at the Wharf.
- Continue to integrate public, commercial, and maritime activities to preserve and enhance the diversity of uses at FW.
- Encourage activities that will facilitate the use of the area by local residents and diminish the Wharf's image as a "tourist-only" attraction.
- Rationalize and enhance the public access and open space program at FW.
- Provide efficiently planned parking and loading facilities to serve Wharf activities.





Hyde Street Fishing Harbor

### FISHERMAN'S WHARF SUBAREA ACCOMPLISHMENTS TIMELINE

The Waterfront Plan has guided **\$65,875,100** of investment in Fisherman's Wharf since 1997.



Fisherman's Wharf Subarea Boundary

Current planning in Fisherman’s Wharf is focused on the Port-BCDC Special Area Plan Working Group (more details in Chap 4A), which is focused on how to deliver enhanced waterfront public benefits such as open space, public realm improvements and inviting Bay views. This process is examining opportunities to further improve the Wharf area such as a continuation of Jefferson Street improvements east, the potential to eliminate BCDC’s 50% fill rule (which can deter seismic upgrades in the area), expanded open space and open water area to complement the Pier 43 Bay Trail Promenade, and enhanced public access and wayfinding through areas like Fish Alley.

In addition to these enhanced public benefits, the Port is focused on the Wharf J9 Seismic Strengthening Project on the north side of Jefferson Street, scheduled for 2014-15. This project will fortify a segment of the waterfront edge in Fish Alley, to make the businesses in this area safer in a seismic event.



*The Port made seismic repairs to Pier 45 to create a modern commercial fish processing center.*

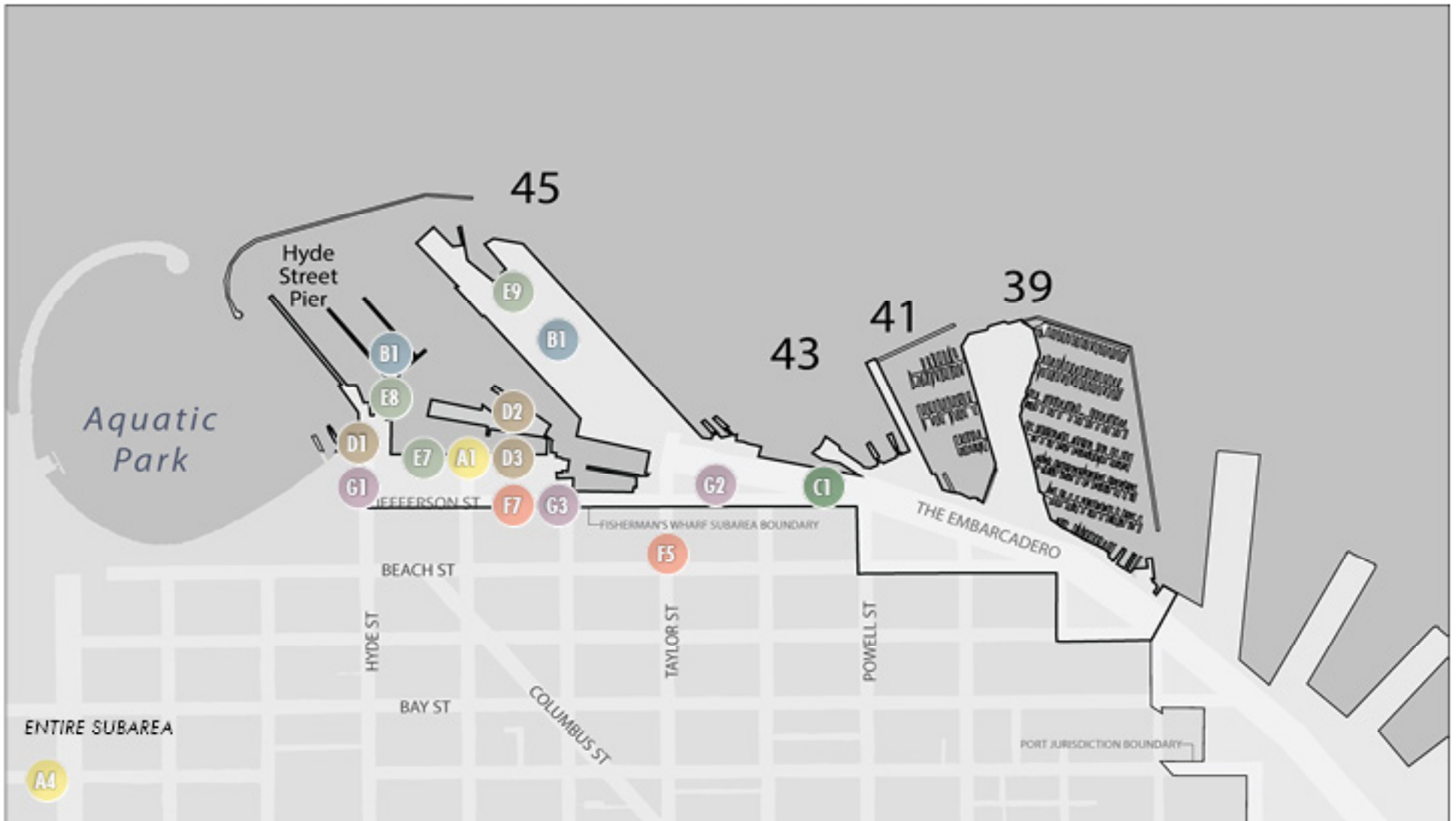
The improvements to return the fishing industry to Pier 45 provide for a future improvement opportunity in Shed A, which is located closest to the intersection of Taylor Street and The Embarcadero. Previous competing proposals for this facility by two development teams, Malrite and Bay Center (see Chapter 4H for details), did not lead to improvement of this facility. When the Port has the staffing capacity and Wharf constituents are ready, the Port could host a community discussion to create a new vision and strategy for Pier 45 Shed A.

The summary of accomplishments in the Fisherman’s Wharf area is shown in Table 4-1. Individual projects that have improved the area are profiled in Chapter 4.

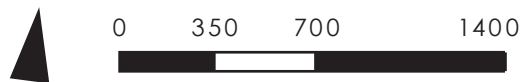
#### Recommendations

Port staff offers the following recommendations based on the Port’s experience working with the Fisherman’s Wharf community:

- The Fisherman’s Wharf subarea planning effort that is already underway with the Port-BCDC Working Group should be completed to eliminate the BCDC 50% rule in Fisherman’s Wharf, expand open space in the Wharf area and create a new open water basin.
- Port, Planning Department and Department of Public Works staff should coordinate and work with the Fisherman’s Wharf Community Business District to identify funding to complete the community’s vision for reconstructing Jefferson Street between Jones and Powell Streets.
- When the Port and the community are ready, there should be a community discussion to create a new vision and strategy to improve Pier 45 Shed A.



**Figure 3-1 Fisherman's Wharf Subarea Accomplishments Map**



**Table 3-1 Fisherman’s Wharf Subarea Accomplishments**

PROJECT NUMBER	PROJECT NAME	COST
<b>PLANNING</b>		
A1	Waterfront Plan Amendments, Fish Alley	-
A4	Fisherman’s Wharf Planning Committee Recommendations	-
<b>MARITIME</b>		
B1	Hyde Street Harbor	\$7,000,000
B1	“Pier 45 Seismic Rehabilitation/ Fishing Industry”	\$14,000,000
<b>OPEN SPACE</b>		
C1	Pier 43 Bay Trail Promenade	\$11,300,000
<b>ENGINEERING, MAINTENANCE &amp; SECURITY</b>		
D1	Port Joint Operations Center- Hyde Street Pier	\$2,304,000
D2	Wharves J7-J8 Repairs	\$1,000,000
D3	Wharf J9 Seawall Repair	\$2,000,000
<b>ENVIRONMENTAL PROTECTION &amp; SUSTAINABILITY</b>		
E7	Wharf J-10 Demolition	\$1,200,000
E8	Hyde Street Harbor Fuel Dock and Water Quality Improvements	\$371,100
E9	Pier 45 Drainage Improvement Project	\$1,800,000
<b>TRANSPORTATION</b>		
F5	Taylor Street	\$1,400,000
F7	Jefferson Street	-
<b>REAL ESTATE</b>		
G1	Capurro’s Restaurant	\$1,200,000
G2	Boudin’s Restaurant	\$21,300,000
G3	Lou’s Fish Shack	\$1,000,000
<b>Total</b>		<b>\$65,875,100</b>

Note: Each of the above accomplishments is described in the categorized sections presented in Chapter 4.









# NORTHEAST WATERFRONT



PHOTO FRANCES KUPERSMITH



*The Northeast Waterfront subarea extends from Pier 35 to Pier 7.*

In 1997, when the Waterfront Plan was adopted, cargo and maritime industrial uses still occupied Piers 15-17, 19 and 23, and 27. But the Waterfront Plan anticipated the eventual relocation of these industries given the changes taking place in the Barbary Coast and foot of Telegraph Hill areas. This gave rise to the Plan's call for maintaining maritime uses that could be managed together with a mix of public-oriented, recreational and commercial uses. Piers 9 to 35 are all in active use, except for Pier 31 which is slated for capital repairs in 2014-15, and represent the most intact, and thus richest, segment of the Embarcadero Historic District. Across The Embarcadero, the Port's Roundhouse Building is a City-designated landmark, and the surface parking lots between Broadway and Union Street are included in the City-designated Northeast Waterfront Historic District.

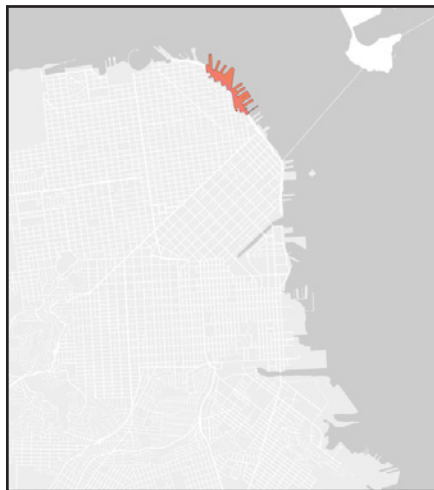
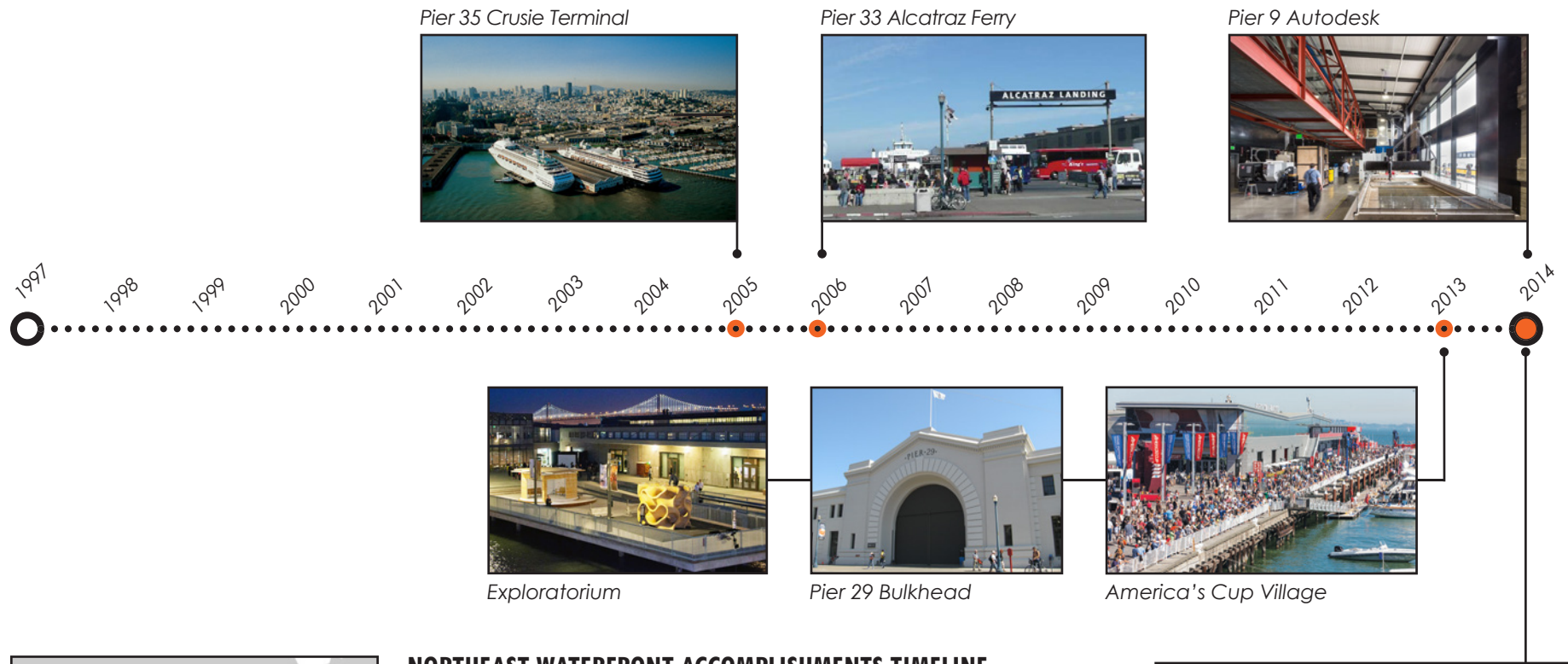
The Port has been able to collaborate with surrounding neighborhood groups and waterfront stakeholders to achieve major success in this area. The Port upgraded the Pier 35 cruise terminal in 2005 to comply with post-2001 Federal Homeland Security requirements, including new passenger amenities and public access. Pier 35 also underwent major dry rot repairs in 2007-8 to maintain this historic resource. The National Park Service relocated its base of embarkation for excursion trips to Alcatraz Island to Pier 31½, creating a major new visitor attraction that increased pedestrian activity in the Northeast Waterfront.

Piers 15 -17, once considered infeasible for development due to the extent of deterioration, have been transformed into The Exploratorium, an interactive science museum that has generated 1.2 million student, family and other visitors since it opened in 2013. The project included the seismic reinforcement and historic rehabilitation of Pier 15, and substantial repairs to Pier 17 which included creating a new base of op-

### **NORTHEAST WATERFRONT SUBAREA OBJECTIVES**

- Maximize opportunities for the retention of maritime operations
- Activate this area with an array of uses which establish a daytime and nighttime presence, but are not primarily tourist-oriented.
- Protect and enhance the historic maritime character of the area.
- New development should highlight the location of the area as a gateway to the North Beach and Chinatown neighborhoods to the west, and Fisherman's Wharf to the north.
- Provide new public access amenities which highlight newly created points of interest.





Northeast Waterfront Subarea Boundary

**NORTHEAST WATERFRONT ACCOMPLISHMENTS TIMELINE**

The Waterfront Plan has guided **\$380,806,000** of investment in the Northeast Waterfront since 1997.



*Pier 27 Cruise Ship Terminal*





*The James R. Herman Cruise Terminal at Pier 27 will welcome its first cruise ships in Fall 2014*

erations for Bay/Delta Tug and Tow, and pier apron improvements that now allow deep berth vessel layberthing along the pier's east face. Next door, at Pier 9, the Port recently leased office space to Autodesk, which has made substantial improvements inside the pier shed. Autodesk technologies and innovation have fostered a collaborative relationship with the Exploratorium offering great opportunities for interactive public access and education experiences.

The Port undertook its largest-ever capital project – the construction of the James R. Herman Cruise Terminal at Pier 27 – in 2012, which was coordinated to also serve the City's efforts to host the 34th America's Cup. After a fire destroyed the Pier 29 Bulkhead in the period leading up to the races, Port staff obtained an insurance settlement and led the intensive work effort necessary to rebuild the Pier 29 Bulkhead – using

original plans from the Port's files – in time for the races. The reconstruction was achieved in record time, met all historic rehabilitation standards and won an historic rehabilitation award. The America's Cup Village at Piers 27-29 capitalized on this preparation and demonstrated that this area can be an inviting public space activated by maritime uses. Over 700,000 sailing spectators filled the newly opened area of these piers to watch Oracle Racing cap its come-from-behind victory over New Zealand in September 2013.

The Port is completing the second phase of cruise terminal construction including installation of a new gangway and reconnection to the Pier 27 shoreside power system. On September 25, 2014, the Port will welcome the Crown Princess as part of the grand opening of the James R. Herman Cruise Terminal. This proud maritime achievement is



*Opportunity sites at Seawall Lots 322-1 and 324*

enhanced by the opening of the Cruise Terminal Plaza, a 2 ½ acre public park called out in BCDC’s Special Area Plan, which has been planned integrally with the cruise terminal design. When ships call at San Francisco, the public will marvel at the scale and spectacle of these vessels while resting or recreating in the plaza. When ships are not at berth, the public will be able to take the quarter-mile walk along the Pier 27 edge to view the open Bay at the tip of Pier 27-29.

Since receiving formal notice that the America’s Cup Event Authority will not be hosting the 35th America’s Cup in San Francisco, the Port is now focused on re-tenanting the piers that supported last year’s America’s Cup events to generate revenue needed to finance further improvements to Port property. The Port has initiated public discussion regarding a new leasing opportunity for retail operator(s) in the Pier 29 bulkhead building, envisioned to serve regional, international and cruise passenger visitors as well as San Francisco residents. The post-fire

reconstruction has opened a new opportunity for public viewing and appreciation of this newly rehabilitated historic building.

Another important project undergoing public review is an affordable housing project at Seawall Lot 322-1, led by the Mayor’s Office of Housing. Given the housing crisis facing the City, it is especially timely to consider this opportunity on Port property – one that will further the Waterfront Plan’s goal of Economic Access that Reflects San Francisco’s Diversity. The Port has secured State legislation to allow affordable housing development on this beautiful site in the Northeast Waterfront, within walking distance of The Exploratorium.

Improvement of Northeast Waterfront seawall lots to replace surface parking lots offers the most effective way to connect and integrate with Barbary Coast as well as Telegraph Hill, North Beach and Chinatown further upland. Past and current efforts via the Planning Department’s Northeast Embarcadero Study, BCDC-Port waterfront planning now underway, and SFMTA’s kick-off of The Embarcadero Enhancement Project also reflect a shared City and Port interest to work with the community to improve and better utilize the west side of The Embarcadero.

As discussed at length in Chapter 4G, development projects in the Northeast Waterfront have not always been successful. Past efforts to develop the Broadway Hotel Project on Seawall Lot 323, 324 and 322-1 and the Mills Mixed Use Recreation Project at Piers 27-31 (see details in Chapter 4H) did not achieve public consensus on issues including building heights, or garner enough public support to be approved. Given this history, the number of opportunities, and the shrinking time window for financing historic pier rehabilitation, a subarea planning effort that includes BCDC and State Lands may be an appropriate next step.

The summary of accomplishments in the Northeast Waterfront area is shown in Table 4-2. Individual projects to improve the area are profiled in Chapter 4.

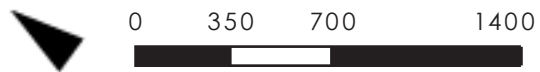
### Recommendations

Port staff offers the following recommendations based on the Port's experience working with the Northeast Waterfront community:

- Port staff recommends a subarea planning effort in the Northeast Waterfront to refresh the Waterfront Plan, if area stakeholders are open to such an effort. BCDC, State Lands and the Planning Department should be invited to participate so the planning effort balances state and local interests. Projects underway in the area, including re-tenanting of pier sheds vacated for the America's Cup, should continue to generate the revenue needed to rehabilitate these facilities.
- For subarea planning to be effective, the Port and neighborhood groups in the Northeast Waterfront should consider setting aside the history of conflict over Port development and avoid prejudging each other's intentions.
- Northeast Waterfront planning should examine methods to further entitle mixed use development opportunity sites and historic finger piers, so Port projects can be delivered more quickly and efficiently.
- Port staff should continue to pursue additional maritime opportunities that complement existing maritime industries in the Northeast Waterfront and are appropriate given Bay conditions and available facilities.
- Port and City staff should continue to pursue public realm improvements to the west side of The Embarcadero to make both sides of The Embarcadero function as a grand boulevard for all modes of transportation.
- Port staff should seek consult with the Northeast Waterfront Advisory Group about whether a boutique hotel is still appropriate for Seawall Lot 324 at Broadway and The Embarcadero, as originally envisioned after adoption of the Waterfront Plan.
- Piers 19 and 23 — vacated to make way for the 34th America's Cup — represent a potential mixed use development opportunity for the Port to discuss with residents and waterfront stakeholders. Development of this site has the potential to open up new Bay views through Pier 19½ and implement public access and new maritime opportunities on surrounding aprons.
- Port staff should consult with the Northeast Waterfront Advisory Group regarding potential uses of Seawall Lots 323, 321 and 314 which are currently used for parking. These sites represent opportunities to reconnect adjacent neighborhoods with the waterfront and to improve the public realm on the west side of The Embarcadero.
- The Port should continue seawall seismic risk and sea level rise risk assessment and improvement efforts to secure the northeast shoreline and protect this most intact segment of the Port's Embarcadero Historic District.
- Port and SFMTA staff should continue to collaborate on transportation improvements to augment the F-line including increasing E-line service, and the Embarcadero Enhancement Project to address congestion on The Embarcadero and support alternative transportation modes.



**Figure 3-2 Northeast Waterfront Subarea Accomplishments Map**





**Table 3-2 Northeast Waterfront Subarea Accomplishments**

PROJECT NUMBER	PROJECT NAME	COST
<b>PLANNING</b>		
A5	Cruise Terminal Advisory Panel	-
A8	Northeast Embarcadero Public Realm Study	-
<b>MARITIME</b>		
B2	Pier 35 Cruise Terminal Improvements	\$4,000,000
B3	34th America's Cup Regatta	-
B4	James R. Herman Cruise Terminal, Phases 1 & 2	\$98,300,000
B17	Exploratorium Pier 15-17 layberth, Bay Delta Headquarters	-
<b>OPEN SPACE</b>		
C2	Crusie Terminal Plaza	\$17,000,000
C2	Pier 23 North Apron	\$653,700
C2	Pier 19 South Apron	\$161,300
<b>ENGINEERING, MAINTENANCE &amp; SECURITY</b>		
D4	Pier 33 1/2 North Bulkhead	\$3,523,000
D5	Pier 33 Roofing Project	\$2,429,000
D6	Pier 29 Bulkead Reconstruction (Fire)	\$15,000,000
D7	Pier 19 Roofing Project	\$1,940,000
D8	Pier 9 Apron Repairs	\$783,000

PROJECT NUMBER	PROJECT NAME	COST
<b>ENVIRONMENTAL PROTECTION &amp; SUSTAINABILITY</b>		
E10	Pier 27 Shorepower	\$5,200,000
<b>REAL ESTATE</b>		
G4	Roundhouse	\$1,500,000
G5	Pier 9 Autodesk	\$16,500,000
<b>UNIQUE DEVELOPMENT OPPORTUNITIES</b>		
I2	Exploratorium	\$205,000,000
I3	34th America's Cup Regatta	\$8,816,000
Total		\$380,806,000

*Note: Each of the above accomplishments is described in the categorized sections presented in Chapter 4.*









# FERRY BUILDING



*The Ferry Building subarea extends from the Pier 7 Public Access Pier near The Embarcadero and Broadway, to Rincon Park.*

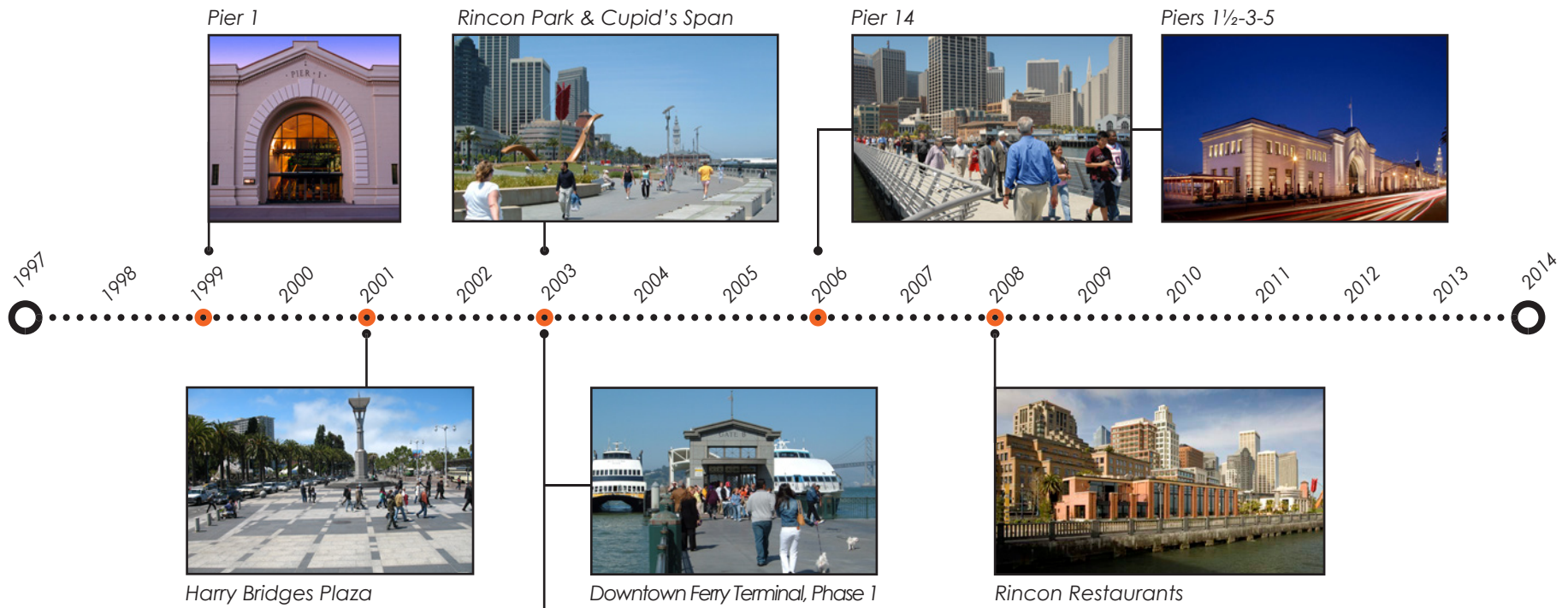
A public desire and priority to restore the civic grandeur of the Ferry Building gained support even before the Waterfront Plan was completed. The project set in motion Port public-private development partnerships to finance not only historic rehabilitation of the Ferry Building, but also Pier 1 and Piers 1½-3-5. All of these projects relied on the Federal Historic Tax Credit program and development of office to finance the improvements, which included new ferry facilities, a public floating dock for water taxis and visiting vessels, and public access. The success of the Ferry Building Marketplace and weekly Farmer’s Market, relocation of the Port’s headquarters to Pier 1, and active ground floor restaurants and activities fronting on The Embarcadero have provided a welcoming face at the foot of Market Street and Harry Bridges Plaza.

South of the Ferry Building and Agriculture Building, the Pier 14 Public Access Pier stands atop the Downtown Ferry Terminal breakwater. From this location south to the Pier 22-1/2 Fireboat Station, the waterfront affords expansive bay views, and places for rest and recreation at Rincon Park, created by the former Redevelopment Agency. The plan for the Rincon Park area included space for the Rincon Restaurants – Epic Roasthouse and Waterbar – which were developed by the Port to enliven the Park and allow the public to enjoy Bay Bridge views.

The waterfront development effort to improve Seawall Lot 351, a sliver of Port property used for surface parking to serve the Ferry Building, has proven to be challenging. The site is proposed for consolidation with upland private property, an idea promoted in the Waterfront Plan, as part of the

### **FERRY BUILDING SUBAREA OBJECTIVES**

- Preserve and restore historic structures on the Ferry Building Waterfront, both to recall the area’s historic use and to accommodate new uses.
- Provide maritime facilities for ferry and excursion boats, recreational boats, historic ships, and ceremonial berthing.
- Provide a mix of uses that emphasizes the civic importance of the area, generates waterfront activity and serves San Franciscans and visitors alike.
- Extend the Portwalk through the area, providing more convenient, direct and aesthetically pleasing public access connections to open space areas and the Bay.
- Restore the Ferry Building Waterfront as a major transit center by improving transit access and transfers among water and land transportation modes.
- Provide efficiently planned parking and loading facilities to serve new activities in the area.
- Physically and visually integrate the Ferry Building and environs with their spectacular City and Bay settings.
- Pursue a mix of public and private resources to achieve an appropriate quality and mix of uses.



Ferry Building Restoration

### FERRY BUILDING SUBAREA ACCOMPLISHMENTS TIMELINE

The Waterfront Plan has guided **\$273,845,600** of investment in the Ferry Building subarea since 1997.



Ferry Building Subarea Boundary

proposed 8 Washington Project (details in Chapter 5). At the urging of the Board of Supervisors, the Planning Department produced a Northeast Embarcadero Study to recommend pedestrian/public realm and urban design improvements, which included a recommendation for a building height increase on the private parcel adjacent to Seawall Lot 351. This provided a transition from adjacent upland taller buildings, stepping down to lower heights framing the west side of The Embarcadero, in scale with heights of Embarcadero Historic District piers and bulkhead buildings on the east side of the street. Although the project secured City approvals from the Port, Planning Commission and Board of Supervisors, the Northeast Embarcadero Study did not produce a consensus. A voter referendum placed Proposition C on the ballot to overturn the building height rezoning for the adjacent private site, which was approved in November 2013. The Port is still in a contract with San Francisco Waterfront Partners, LLC for exclusive negotiations for Seawall Lot 351.

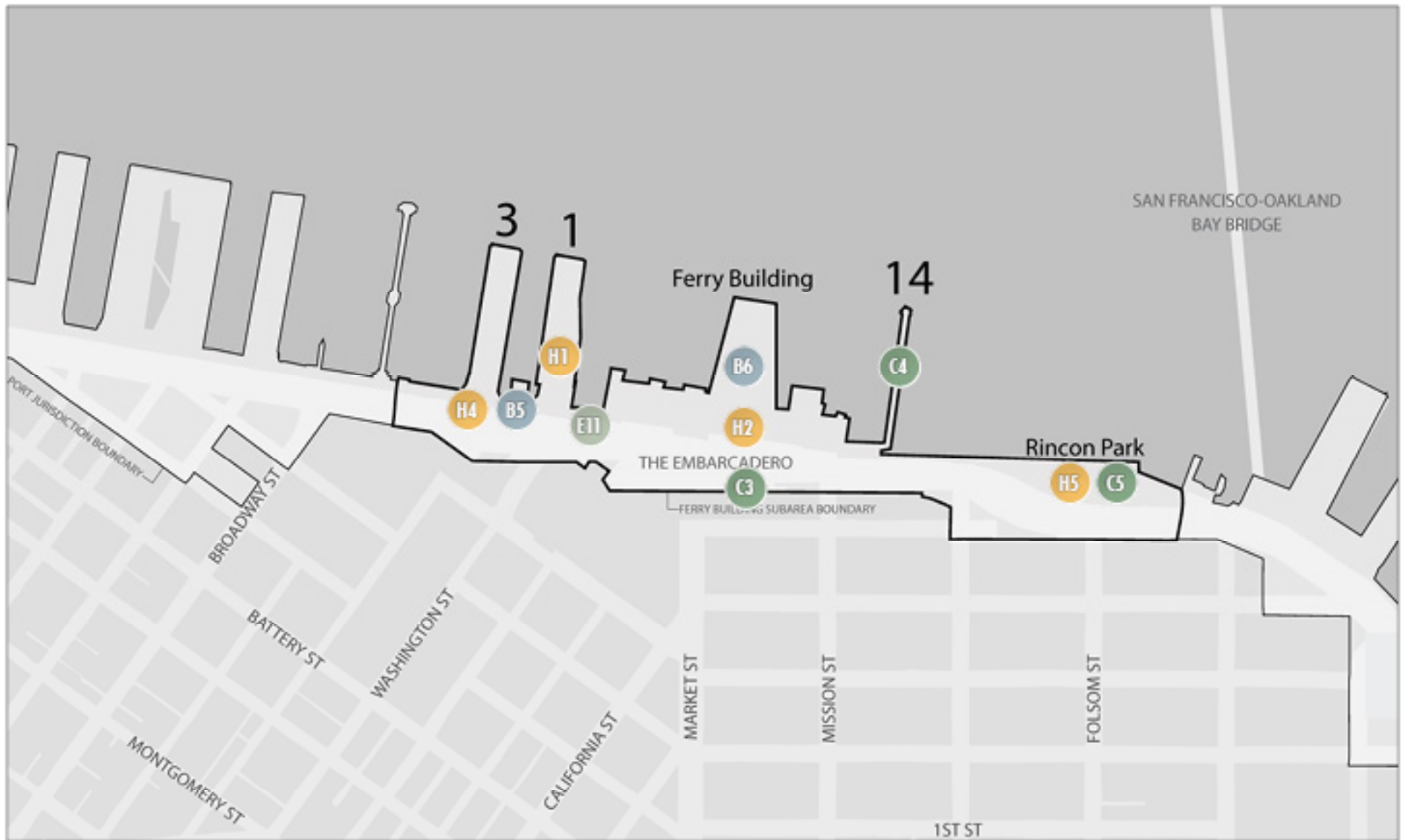
The Ferry Building Plaza and Agriculture Building are the main remaining waterside facilities in need of improvement. The Plaza is home to the Saturday Farmer's Market, enlivened by ferry passengers to and from the Port's Downtown and Golden Gate ferry terminals. Yet, the Plaza itself is not an attractive amenity that supports and responds to adjacent uses such as the ferry terminals, the restaurant building at the end of the plaza, or the Ferry Building itself. Current planning efforts by the BCDC-Port Working Group (details in Chapter 4A,) have flagged the Ferry Building Plaza for landscaped improvement and expanded public bay views, to provide a public benefit befitting of this location. Any improvement also should anticipate more ferry facilities and a new public open space created between the Ferry Building and Agriculture Building, sponsored by the Water Emergency Transit Agency (WETA). This set of improvements, proposed as part of the Downtown Ferry Terminal Phase 2 project, is currently undergoing environmental review (details in Chapter 4B).



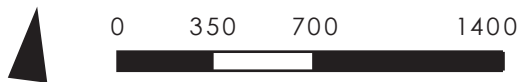
*The Ferry Building Plaza and Agriculture Building are the main remaining waterside facilities in need of improvement.*

The Port is working with WETA to plan these improvements in a manner that anticipates future rehabilitation of the historic Agriculture Building. The high cost of historic rehabilitation will be challenged because the base elevation of the building is lower than the Ferry Building and already suffers occasional winter flooding. Current State legislation being considered to provide a State historic tax credit program, similar to the Federal Historic Tax Credit program, would provide another important funding tool, if approved.





**Figure 3-3 Ferry Building Subarea Accomplishments Map**



The summary of accomplishments in the Ferry Building area is shown in Table 3-3 Individual projects to improve the area are profiled in Chapter 4.

While so much has been accomplished to reestablish the Ferry Building area as a civic gathering place, there is still an opportunity for more improvements. Port staff provides the following recommendations, which will depend on continued engagement with the Ferry Building area and broader community stakeholders.

**Table 3-3 Ferry Building Subarea Accomplishments**

PROJECT NUMBER	PROJECT NAME	COST
<b>MARITIME</b>		
B5	Pier 1 ½ Recreational Berths	-
B6	Downtown Ferry Terminal	\$20,000,000
<b>OPEN SPACE</b>		
C3	Harry Bridges Plaza	\$6,000,000
C4	Pier 14	\$2,300,000
C5	Rincon Park	\$2,500,000
<b>ENVIRONMENTAL PROTECTION &amp; SUSTAINABILITY</b>		
E11	Pier ½ Removal	\$1,645,600
<b>DEVELOPMENT &amp; HISTORIC REHABILITATION</b>		
H1	Pier 1 Historic Rehabilitation	\$54,800,000
H2	Ferry Building Historic Rehabilitation	\$109,000,000
H4	Pier 1½, 3, 5 Historic Rehabilitation	\$65,000,000
H5	Rincon Restaurants	\$12,600,000
Total		\$273,845,600

*Note: Each of the above accomplishments is described in the categorized sections presented in Chapter 4.*

### Recommendations

Port staff offers the following recommendations based on the Port's experience working with the Northeast Waterfront/Ferry Building community:

- Port staff should continue to coordinate and support ongoing efforts for WETA's Downtown Ferry Terminal Phase 2 which is projected to start construction in mid-2015.
- The public and City staff should review and respond to any project changes for the development of Seawall Lot 351 proposed by San Francisco Waterfront Partners.
- Port staff should develop a financially-feasible strategy for the historic rehabilitation of the Agriculture Building which will respond to sea level rise. If the California Legislature adopts the California Historic Tax Credit, the Agriculture Building could be an initial Port candidate for the program.
- BCDC and Port staff should complete the current joint planning process to produce a recommended conceptual design for the Ferry Building Plaza. The conceptual design should be accompanied by a funding and implementation strategy to create attractive and inviting landscape improvements for this important public space.









# SOUTH BEACH / CHINA BASIN

*The South Beach/China Basin subarea extends from the Pier 22½ Fireboat Station to Mariposa Street, south of China Basin Channel and inclusive of the Mission Bay waterfront.*

### **South Beach**

City and redevelopment planning efforts in the 1980's and 90's set the path for the land use changes that converted these prior maritime and industrial lands to the Rincon Hill, South Beach and Mission Bay neighborhoods of today, as well as the context for the Waterfront Plan. South Beach Park and Harbor, Steamboat Point and Delancey Street developments all were developed on Port lands as part of the Rincon Point-South Beach Redevelopment Plan, with later improvements in 2007 to construct a new South Beach Harbor Services and Community Facility and Pier 40 improvements.

This transformation created an attractive opportunity that led to proposals for the development of a new ballpark for the San Francisco Giants. Waterfront Plan policies allowed for smaller sports facilities, but required voter approval for larger sports venues seating more than 22,000. The passage of Proposition D in 1997 and opening of AT&T (originally Pacific Bell) Ballpark in 2000 not only has created identity and a vibrancy in South Beach and Mission Bay, it triggered a public discovery of the beauty and ease of walking The Embarcadero Promenade from the Ferry Building to China Basin and beyond. As part of the City efforts to make way for the project, the Port relocated its Maintenance Center from the ballpark site to Pier 50, south of China Basin. Port Maintenance staff built the various maintenance shops that continue to maintain the Port today.

The Waterfront Plan recognized Piers 30-32 and Seawall Lot 337 as major development opportunity sites that should provide amenities

### **SOUTH BEACH/CHINA BASIN SUBAREA OBJECTIVES**

- Preserve and rationalize existing industrial maritime activities in the area.
- Preserve and improve existing maritime uses that provide focal points for public enjoyment of commercial and recreation-oriented maritime activities.
- Promote activities and public access to make the waterfront inviting and safe, and improve the living environment of the new and emerging Rincon Hill, South Beach and Mission Bay neighborhoods.
- Take advantage of proximity to downtown San Francisco by providing attractions for the general public, while respecting the needs of adjacent residents.
- Create an integrated series of public access improvements that extend a shoreline Portwalk through the area, and provide a unifying pedestrian connection between South Beach and Mission Bay at China Basin Channel.
- Establish high standards in the design of new development that give rise to a new architectural identity for the shoreline north of China Basin Channel.

and attractions at the Port, much like redevelopment planning created adjacent new neighborhoods. Fifteen years ago, Piers 30-32 was regarded as one of the best development opportunities. It was seen as a site that could accommodate maritime mixed use development, combined with major public open space and view opportunities in one of the few places within the Embarcadero Historic District where new architecture could be accommodated. Development projects summarized in Chapter 4H include the Bryant Street Pier, which proposed



a modern new cruise terminal, mixed use development and public access on Piers 30-32, and the Watermark condominiums on a portion of Seawall Lot 330. While the project enjoyed strong public support through the entitlement process, including a height limit increase to 220 feet for the Watermark site, pier substructure costs ultimately undermined the economics to improve Piers 30-32. Only the Watermark was completed.

As discussed in detail in Chapter sections 4H and 4I, development proposals have not found success at Piers 30-32 including 34th America's Cup long-term development and the proposed Golden State Warriors arena project. These events have informed the Port and public of the enormous expense and requirements of waterfront revitalization. The Port Commission has directed Port staff to take stock of the challenges and return with a proposed strategy for Piers 30-32. Given the extent of deterioration, use opportunities are limited without triggering expensive repairs and seismic upgrades to the pier and indicate the continuation of surface parking on the pier deck and occasional layberthing along the east pier face, and interim special events subject to case-by-case review until the Port Commission makes a final decision about the disposition of Piers 30-32.

The future use of Seawall Lot 330 also is open. SB 815 and successor state legislation have made this site, like the rest of the Port's seawall lots between Market Street and Mission Bay, available for housing, office or other non-public trust uses, to raise revenue to finance rehabilitation of historic Port piers or to build parks. Similarly, development of the Watermark on a portion of Seawall Lot 330 generated revenues towards the James R. Herman Cruise Terminal at Pier 27, as well as Brannan Street Wharf.

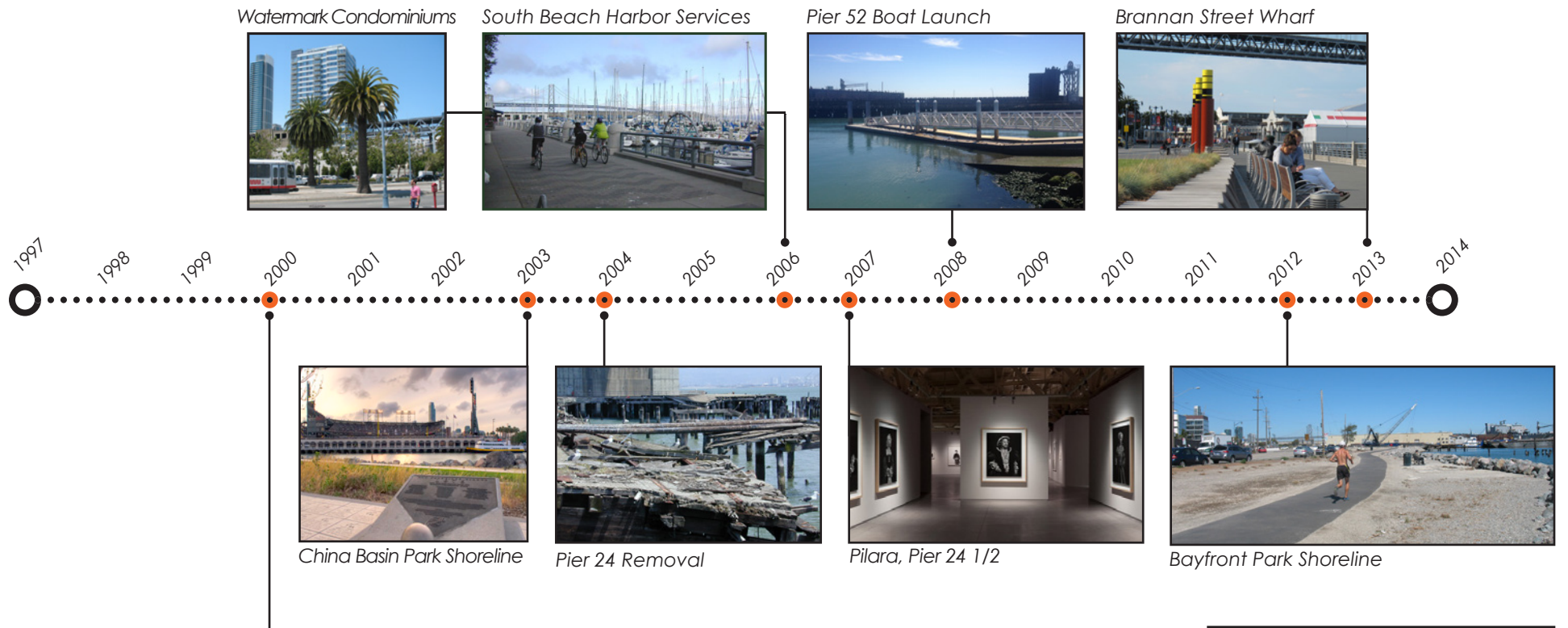
Development of Port lands, together with AT&T Ballpark and new development in South of Market, Transbay Center, Rincon Hill and



Mission Bay, requires commensurate City investment in transportation improvements serving the area. Following on the heels of the transportation strategies implemented pursuant to the People Plan for the 34th America's Cup, the City has formalized strategic transportation planning through the creation of the Waterfront Transportation Assessment (WTA), led by SFMTA. The WTA includes transportation strategies to address existing congested conditions along The Embarcadero and local street network as well as future transportation demand, and includes coordinated strategies with regional transportation agencies. Given the City land use policies on upland as well as Port lands, the City has engaged a more direct and proactive assessment of waterfront transportation conditions and needs than at any other time in the past.

With the help of House Minority Leader Nancy Pelosi, the Port developed a funding strategy to remove condemned Pier 36 that involved a unique partnership with the U.S. Army Corps of Engineers.





AT&T Park

### SOUTH BEACH / CHINA BASIN SUBAREA ACCOMPLISHMENTS TIMELINE

The Waterfront Plan has guided **\$536,611,100** of investment in the South Beach / China Basin subarea since 1997.



South Beach / China Basin Subarea Boundary



*Efforts are underway to rehabilitate and reopen the Pier 38 bulkhead building which had been closed (along with the pier shed) due to safety and code compliance violations.*

The Port accelerated the construction of the Brannan Street Wharf, a 1.3 acre public park, to complete this effort before the 34th America's Cup—ahead of the schedule required by BCDC's Special Area Plan. Under the Special Area Plan, the Port was required to build the park concurrent with development of Piers 30-32.

The Port has targeted leasing and facility improvements to improve the area in smaller moves as well, to enhance public views and provide activation along The Embarcadero Promenade. The Port removed Piers 24 and 34, both of which had been condemned, to improve bay views, pursuant to the BCDC Special Area Plan fill removal policies. The fireboat station at Pier 22½ remains and the San Francisco Fire Department is pursuing plans to expand and modernize this facility while preserving the historic firehouse structure, a designated City landmark. Bulkhead structures have been leased to tenants that have made substantial improvements and provide a more welcoming face to The Embarcadero. This includes the extraordinary photographic collection curated by Pier 24 Photography in the Pier 24 Annex, open

free of charge and maintained by the Pilara Foundation. Efforts also are underway in partnership with TMG Development Corp to rehabilitate and reopen the Pier 38 bulkhead building which had been closed (along with the pier shed) due safety and code compliance violations.

As Port staff learned during the unsuccessful effort to locate the International Women's Museum in Pier 26 (details in Chapter 4I), the estimated seismic costs to upgrade Piers 26 and 28 are far higher than the costs of buying land, which indicates that development projects at these sites would require significant public subsidy. Port staff, the local neighborhood and the Port Commission need to evaluate whether development of these piers with available sources of public subsidy is financially feasible, or whether another approach – such as continuing to lease these facilities with current uses until pier sheds can no longer be safely occupied – would be a better strategy. At that point, the Port and the public can determine whether saving the Mission-style bulkhead buildings and removing the pier sheds is the right approach.

#### Recommendations

Port staff offers the following recommendations based on the Port's experience working with the South Beach community:

- Port staff should remain involved in and support Waterfront Transportation Assessment planning and implementation efforts, particularly as they relate to transportation management planning for Port development projects and the waterfront. Port and City staff should identify funding options to improve mobility along The Embarcadero.
- Port staff should continue to support efforts to re-open the Pier 38 Bulkhead building and the San Francisco Fire Department's efforts to rehabilitate and modernize the Pier 22½ fire station.



*Seawall Lot 337 on the south side of China Basin Channel, across from AT&T Ballpark, was the subject of a lengthy public planning process.*

- Given the current understanding about the extraordinary expense of pile-supported pier repairs and new utilities and infrastructure, the Port and the local community should evaluate next steps for Piers 30-32. Until the Port Commission makes a decision about the disposition of this site, Piers 30-32 should continue to generate revenue from daily parking and provide periodic layberthing access, including for Fleet Week.
- Port staff and the community should evaluate the financial feasibility of rehabilitating Piers 26 and 28, based on past experience at these sites and current understanding of pier substructure design.

### **China Basin (Mission Bay)**

South of China Basin Channel in Mission Bay, the Port has focused mainly on maintenance and repair of facilities, public open space and amenities, and planning for the future of Seawall Lot 337. The Port relocated and improved a new base for its Maintenance Division at Pier 50, repaired and rehabilitated Pier 48 following a catastrophic fire in 1996, and conducted strategic repairs to Pier 50 substructure to preserve maritime industrial truck access. These projects alone cost \$25.6 million.

In addition, the Port rebuilt and reinforced the Bayfront Park shoreline, south of Pier 54, where the waterfront changes from a constructed seawall to rip rap boulder embankment. This project was financed by 2012 GO Bond park funds because Bayfront Park Shoreline also is a Blue Greenway open space project that created a public access edge for walking, running, and bicycling. The Bayfront Park shoreline provides the finished Bay shoreline to the future Bayfront Park, which will be improved as part of the Mission Bay South Redevelopment Plan.

Other shoreline park and public access improvements in Mission Bay include China Basin Park, a two acre park on the south side of China Basin Channel, across from AT&T Ballpark, and the Pier 52 Public Boat Launch, the only such facility open to the public that allows bay access by trailered motor boats, as well as kayaks and human-powered watercraft. Collectively these improvements, together with Agua Vista Park, located south of 16th Street, provide 3,775 linear feet of waterfront park and public access space on Port lands in Mission Bay.

To increase understanding and planning responses to climate change and sea level rise, Mission Creek is the subject of a collaborative partnership between the Netherlands Knowledge for Climate Program, BCDC,





Photo courtesy of Seawall Lot 337 Associates

*Proposed Mission Rock Square as part of Seawall Lot 337 development*

City and SPUR to study alternative adaptation strategies to protect against rising tides and storm flooding.

As discussed in Chapter 4A, Seawall Lot 337 was the subject of a lengthy public planning process to define land use and development parameters for this 16 acre site, and the rehabilitation of Pier 48. The Waterfront Plan sets the broad frame, but the Seawall Lot 337 planning process focused on site-specifics, to define the character, balance and arrangement of land uses, density, building heights, scale and urban form, parks and public realm and historic preservation. This site planning as well as the public review of the development concepts submitted in response to the RFQ/RFP process was conducted publicly, to build a level of community understanding needed to support the undertaking. During this process, residents expressed a desire for an urban design response to the site building on lessons learned from Mission Bay. In particular, stakeholders expressed a desire for more compact, walkable blocks, engaging ground floor retail uses, a large open space fronting Mission Creek, and building heights up to 300 feet in some locations.

Unlike projects in the northern waterfront which were built in a single phase, Seawall Lot 337 is planned as a long-term, multi-phase effort requiring whole new public infrastructure systems. The financial structure for this development also is unique; the Port negotiated the provisions of SB 815 with State Lands which were approved by the State Legislature, allowing non-trust uses and longer lease terms for specified Port seawall lots, including Seawall Lot 337. SB 815 enables the Port to pursue the desired mix and density of uses defined during the community planning process and RFQ/RFP process. Development of the site is intended to fund the new streets, infrastructure and parks to support a program that can generate revenues to finance open space and historic pier rehabilitation consistent with the requirements of SB 815. The Port plans to propose the formation of an Infrastructure Financing District (IFD) which, similar to the financing structure in the Mission Bay and South Beach redevelopment plans, enables a portion of net new tax revenues from Seawall Lot 337 development to pay for publicly-owned infrastructure and amenities on Port property.

The Seawall Lot 337 planning process was overseen by a Port Commission committee, and a Seawall Lot 337 Advisory Panel of community stakeholders. The Advisory Panel juried the development concept submittals and recommended developer selection, which was approved by the full Port Commission. Through this process, the Port Commission selected Seawall Lot 337 Associates, LLC, an affiliate of the San Francisco Giants, as the Port's development partner. The Port's objectives for the site included a large waterfront park in the open space program, an intimate neighborhood scale and building heights including two slender towers of up to 300 feet or more. The Giants have led their own community planning outreach that produced a vision for 3.5 million square feet of development with 8 acres of parks and building heights ranging from 160 to 320 feet. There is a public interest in developing the park at the north end of the site as early as possible, which presents financing challenges.





*Lefty O'Doul Bridge connects the Blue Greenway and The Embarcadero*

As summarized above, changes and improvements in the last 15 years have been dramatic, driven by prior redevelopment plans that have created new neighborhoods adjacent to Port lands. The Port's efforts have been to improve its properties to support and strengthen the emerging neighborhood character and relationships while also recognizing City and regional demands. Relative to other subareas, South Beach has a generous array of public parks and public access, and Port efforts are now focused on the Blue Greenway network south of China Basin Channel. These efforts highlight the need to improve Lefty O'Doul Bridge, in order to develop a stronger public connection between Mission Bay and The Embarcadero. At the same time, this area offers more opportunity for architectural expression in new development. Above all, Port and City staff recognizes the need to invest in public transit and related transportation improvements, to provide

better access for all modes in this congested area of the waterfront.

The summary of accomplishments in the South Beach/China Basin area are shown in Table 4-4. More detail on individual projects are profiled in Chapter 4.

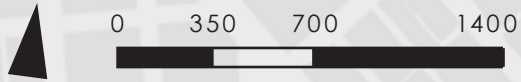
### Recommendations

Port staff offers the following recommendations based on the Port's experience working with the Mission Bay community:

- Given the significant community planning efforts invested in creating a vision for Seawall Lot 337, Port staff should continue to support San Francisco Giants' community engagement through the environmental review and project design process, to transform this parking lot into a new neighborhood addition to Mission Bay. This new Mission Bay neighborhood should be designed for small blocks, large open space, and varying heights of up to 300 feet, consistent with the Port's original competitive solicitation. Project due diligence at the site shows a need for piles of up to 300 feet to support new buildings, which means that buildings must be as high — or likely higher — than surrounding Mission Bay buildings.
- Port and City staff should investigate potential General Obligation Bond funding for waterfront parks at Seawall Lot 337 in order to accelerate parks in the first phase of development.
- Port staff should focus further planning efforts on improving the connection between the Blue Greenway and The Embarcadero Promenade, including addressing how best to manage access on the Lefty O'Doul/Third Street Bridge.



**Figure 3-4 South Beach / China Basin Subarea Accomplishments Map**









**Table 3-4 South Beach / China Basin Subarea Accomplishments**

PROJECT NUMBER	PROJECT NAME	COST
<b>PLANNING</b>		
A6	Seawall Lot 337 “Lot A” Planning Process	-
A10	Blue Greenway Planning	-
A16	Adapting to Rising Tides: Mission Creek San Francisco, CA	-
<b>MARITIME</b>		
B7	South Beach Harbor Repairs & Community Facility	\$6,300,000
B8	China Basin Landing	\$2,900,000
<b>OPEN SPACE</b>		
C6	Brannan Street Wharf	\$26,200,000
C7	South Beach Park Playground	\$1,400,000
C9	China Basin Park	\$1,800,000
C10	Pier 52 Boat Launch	\$3,500,000
C11	Bayfront Park Shoreline	\$2,300,000
<b>ENGINEERING, MAINTENANCE &amp; SECURITY</b>		
D9	Pier 48 Seismic Rehabilitation	\$14,200,000
D10	Pier 48 Apron Repairs	\$400,000
D11	Pier 50 Valley Substructure	\$1,400,000
D12	401 Terry Francois Blvd ADA improvements	\$340,000
D18	Pier 50 Emergency Power	\$750,000

PROJECT NUMBER	PROJECT NAME	COST
<b>ENVIRONMENTAL PROTECTION &amp; SUSTAINABILITY</b>		
E12	Pier 24 Fill Removal	\$657,300
E13	Pier 34 Fill Removal	\$851,200
E13	Pier 36 Fill Removal	\$2,212,600
<b>TRANSPORTATION</b>		
F2	China Basin Landing	-
<b>REAL ESTATE</b>		
G6	Pier 24 Annex	\$12,500,000
G7	Pier 26 Annex	\$900,000
G8	Mission Rock Resort	\$1,000,000
<b>DEVELOPMENT &amp; HISTORIC REHABILITATION</b>		
H3	The Watermark	\$100,000,000
<b>UNIQUE DEVELOPMENT OPPORTUNITIES</b>		
I1	Pacific Bell/AT&T Ballpark	\$357,000,000
I3	34th America’s Cup Regatta	-
Total		\$536,611,100

*Note: Each of the above accomplishments is described in the categorized sections presented in Chapter 4.*

# South Beach / China Basin Acceptable Land Use Table (1,2,3,4)

## Table Notes

- 1 This table focuses primarily on acceptable long-term uses for the sites described. The Plan also allows other interim uses on Port property, which uses are not identified in this table. See Chapter 3 for a description of interim use policies.
  - 2 Refer to Chapter 3 and Chapter 4 for General Land Use Policies and specific Development Standards which apply to the acceptable uses and sites identified in this table.
  - 3 Definitions of land uses are included in Appendix C, Glossary of Terms.
  - 4 Uses are subject to further review for compliance with the Public Trust, BCDC and Planning Commission policies, which will vary depending on factors specific to the use proposal such as 1) pier condition, or extent of proposed repairs in the China Basin segment, 2) the mix of uses, project design or any fill requirements in the South Beach segment, or 3) whether the use is proposed within a National Register historic resource. (See Chapter 3 and 5 for further discussion of waterfront regulations).
  - 5 The table identifies acceptable maritime and maritime support activities best suited for the sites in this area. However, the Port Commission retains the authority to use Port sites for any maritime uses, subject to BCDC San Francisco Waterfront Special Area Plan policies regarding Open Water Basins and Other Open Water Areas in the South Beach segment, pp. 24 and 26.
  - 6 Unless otherwise indicated, "E/I" indicates existing general office uses in structures on the pier deck, which are allowed as interim uses pursuant to the interim use policies in Chapter 3.
  - 7 Historic ships are not allowed on the south side of Pier 32, consistent with BCDC Special Area Plan Policies.
- \* Refer to discussion of the China Basin Mixed Use Opportunity Area in Chapter 4 for conditions for determining whether a ballpark is an acceptable land use.
- \* \* Seawall Lot 337 was previously included within the 1991 Mission Bay Plan which has been rescinded and replaced with the Mission Bay Guidelines. The uses for this site will be re-evaluated by the Port. Portions of Seawall Lots 338-339 under Port ownership are within the Mission Bay South Redevelopment Plan area. See Mission Bay South Redevelopment Plan for acceptable land uses for the portions of Seawall Lots 338-339 within the Mission Bay South Redevelopment Plan area.





# SOUTHERN WATERFRONT





*The Southern Waterfront extends from Mariposa Street, to India Basin in Bayview Hunters Point.*

The Southern Waterfront remains the home of the Port's ship repair and cargo maritime industries. The Port has worked closely with the Central Waterfront Advisory Group (CWAG), Southern Waterfront Advisory Committee (SWAC) and Maritime Commerce Advisory Committee (MCAC) to support and promote new maritime business opportunities. At the same time, the Port also has focused on reimagining Pier 70, in order to save the precious collection of historic buildings here that reflect San Francisco's ship building and manufacturing history, and improve the shore for public access. This hybrid agenda for waterfront improvement also reflects the City's larger efforts to balance industrial and mixed use development demands, and create new public open space, as promoted in the Eastern Neighborhoods and Blue Greenway Plans.

### **Pier 70 and Warm Water Cove**

Since the Waterfront Plan was first adopted in 1997, the Port has been focused on finding a way to preserve and rehabilitate the Union Iron Works and Bethlehem Steel Headquarters buildings on 20th Street, near Illinois Street. Early efforts by AMB Development Inc, and the San Francisco Arts Consortium failed, and informed the Port of the need to develop a clear vision for Pier 70 in its entirety. After a three year public planning process led by the Port in coordination with the Planning Department, the Pier 70 Preferred Master Plan was completed in 2010. These efforts were followed by competitive solicitations to 1) rehabilitate six important historic resources along 20th Street, including Building 113, the Union Iron Works Machine Shop; and 2) develop a 28 acre Waterfront Site, including new site infrastructure, streets and parks, historic rehabilitation, and new development to provide financial support for the whole of Pier 70. In April 2014, the new Union Iron

### **SOUTHERN WATERFRONT SUBAREA OBJECTIVES**

- Maximize the utilization of existing cargo terminal facilities.
- Pursue financing mechanisms to develop competitively priced maritime support facilities in the S Waterfront.
- Maximize the productivity of Port assets through interim use of property reserved for maritime expansion.
- Development of non-maritime land uses that would be beneficial to the Port and compatible with maritime activities should be considered in areas which are surplus to long-term maritime needs.
- Promote non-maritime activities in and around three historic Union Iron Works buildings to facilitate the revitalization of an area that survives as an example of San Francisco's earliest maritime industry.
- Reserve or improve areas which will provide opportunities for the protection of wildlife habitat and for passive and active recreational uses.
- Enhance the public's appreciation of the waterfront by providing greater opportunities for access in a manner which does not compromise the efficiency of maritime operations.

Works Historic District at Pier 70 was listed on the National Register of Historic Places. On July 22, 2014, the Board of Supervisors approved the lease and related transaction documents with Orton Development, Inc., which will enable Orton to commence work to save the 20th Street Historic Buildings in 2014-15.



*Building 113 at the Union Iron Works Historic District, Pier 70*

The Port is concurrently planning Phase 1 of Crane Cove Park with General Obligation Bond funding approved by San Francisco voters. Crane Cove Park, expected to start construction in 2015, will be a unique open space, including Slipway #4, a contributing resource to the Union Iron Works Historic District – a new seven acre park with a mix of uses overlooking San Francisco Bay and active ship repair operations at Pier 70.

Forest City has been working with the Port for several years to develop a use program for the 28 acre Waterfront Site. Early conceptual design includes a mix of office, market rate and affordable residential, retail and maker uses, centered around high quality, diverse open space and rehabilitation of historic Buildings 2, 12, and 21. Forest City has proposed a ballot measure for the November 2014 election to rezone the site from 40 feet to 90 feet, consistent with some of the conceptual urban design analysis produced by the Port during the Pier 70 Preferred Master Plan process. Port and Office of Economic and Workforce Development staff continue to work with Forest City to realize a financially-feasible vision for the Waterfront Site that can be approved in 2016 and meet the objectives of the Port's competitive offering.



*Warm Water Cove Park*

Finally, the Port and its ship repair operator BAE Systems, San Francisco Ship Repair have made significant investment in Drydock #2, to allow repair of larger, post-Panamax vessels and to install shoreside power to reduce air emissions. The parties are negotiating a new lease for the active ship repair area that will spur required investment to the Port's Drydock #2, preserve ship repair jobs, rationalize industrial use of the site, and provide an opportunity to rehabilitate historic resources within the shipyard. A principal goal of the Pier 70 Preferred Master Plan was to develop a mix of uses that would allow ship repair to continue at the site.

The Port and the Department of Public Works have collaborated to improve Warm Water Park, formerly "Tire Beach", by removing discarded tires and other refuse, planting native plants and installing picnic tables, and hosting periodic park clean up days to keep the area clean.

These coordinated efforts have the promise of marrying maritime industry, public open space, historic rehabilitation and a new, urban mixed use neighborhood in a dynamic waterfront neighborhood over the next decade. Port staff is deeply appreciative of the public support and for the hard work of its partners toward realizing this vision.

The summary of accomplishments in the Southern Waterfront area are shown in Table 4-5. More detail on individual projects are profiled in Chapter 4.

#### Recommendations

Port staff offers the following recommendations based on the Port's experience working with the Southern Waterfront community:

- Master planning in this area is complete. Port and City staff should continue to engage the public regarding conceptual planning for the Pier 70 Waterfront Site with Forest City. Voters will have the opportunity to weigh in on heights for the area in November, 2014.
- Port and City staff should investigate whether General Obligation Bond or other public funding is available to help build major open space in the Waterfront Site earlier than current project phasing will allow.
- Subject to further discussions with the Port's Central Waterfront Advisory Group and area residents, Port and City staff should explore entitling the 20th & Illinois site and the PG&E Hoedown Yard (which the City has an option to purchase and sell for a higher and better use) in a separate process from Forest City's planned Special Use District. Such an effort could complement Orton's planned development of the 20th Street Historic Buildings.

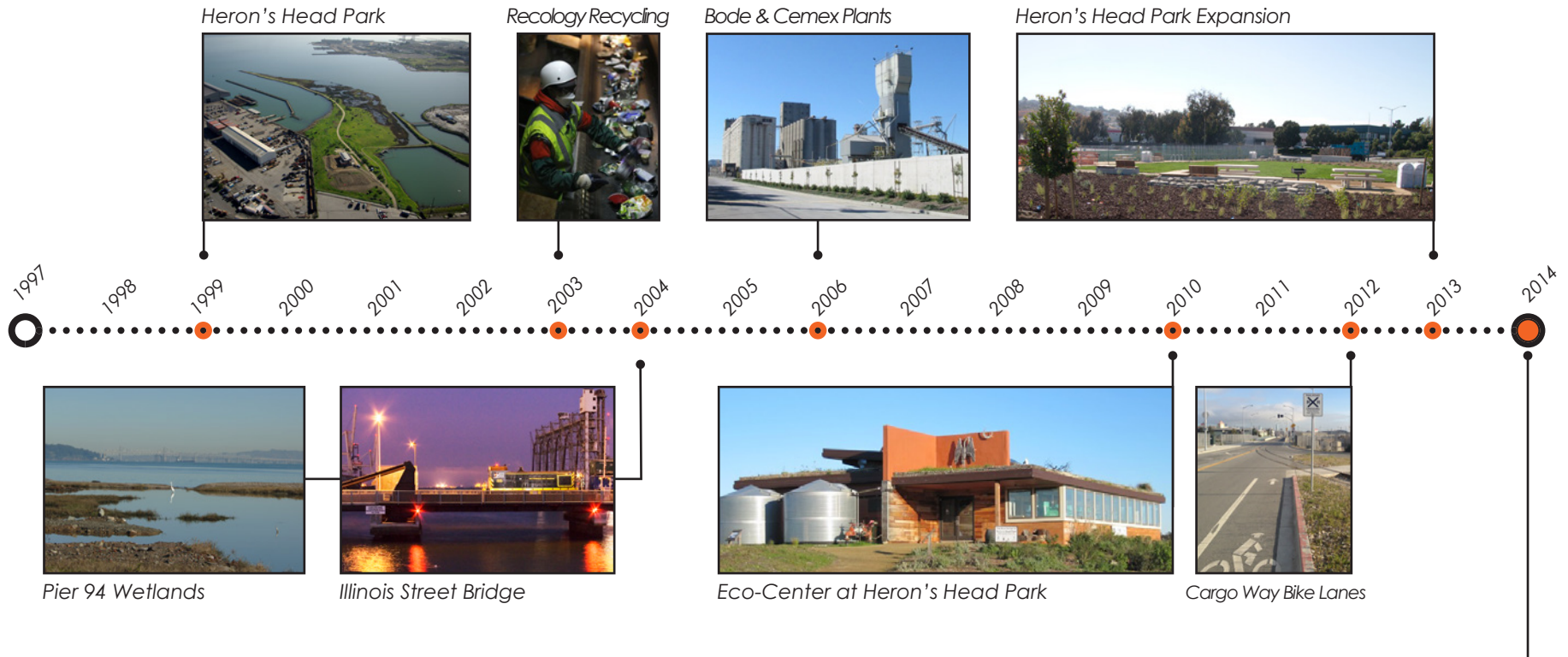
- Port staff should complete negotiations for a new lease with BAE Systems for ship repair. Long-term, the Port should begin planning for the replacement in 15-20 years of its main ship repair facility, Drydock #2.
- After Phase 1 of Crane Cove Park is complete (2016), and the Port has identified funding for Phase 2, Port staff should re-engage the public regarding designs for Phase 2 of the park.

#### ***Western Pacific Property, Pier 80 and Piers 90-96***

The Port has been busy improving maritime commerce in Pier 80 and Piers 90-96 since adoption of the Waterfront Plan. The Port developed the Illinois Street Bridge, providing direct truck and freight rail access to Pier 80 and its cargo terminals at Pier 92-96 south of Islais Creek. In 2005, the Port repositioned Pier 80 from containerized cargo to breakbulk and project cargoes such as steel and wind mills. For Piers 94-96, the Port has converted from container to bulk cargo shipping, a successful transition to support a maritime-based construction materials industry in San Francisco. What has emerged is an Eco-Industrial Park, whereby adjacent tenants (such as concrete batching and sand mining tenants) utilize each other's materials with minimal transportation cost. The area is also home to some of the Port's most successful, native parks and open space.

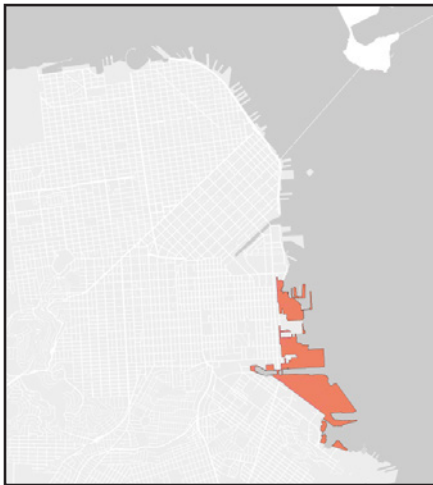
The Eco-Industrial Park has brought new investment with the construction of two new concrete batching plants at Pier 92, which utilize sand from sand mining operations located on adjacent Port property and import gravel from British Columbia through Pier 96. The Eco-Industrial Park also includes Recycle Central at Pier 96 which handles blue bin recyclables and office paper recycling for the City. The Port's open space efforts in this area of the waterfront have been the largest and most successful to date. With major investments in Heron's Head Park,





**SOUTHERN WATERFRONT ACCOMPLISHMENTS TIMELINE**

The Waterfront Plan has guided **\$412,295,000** of investment in the Southern Waterfront since 1997.



Southern Waterfront Subarea Boundary



Bayview Rise



the Eco-Center and the Pier 94 wetlands interspersed among the Port's industrial tenants, the Port's southern waterfront is a unique mix of maritime industrial uses and open space, providing economic opportunities and recreation to residents in the area. Since the adoption of the Waterfront Plan, the area has seen \$412 million in public and private investment.

The Port has invested substantial public planning in the Southern Waterfront, including the community process focused on the Backlands in 2007. That process concluded with a finding that with the depths of required piles in the area, single-story warehouses on the site would not be financially feasible. Later community planning efforts embraced the Eco-Industrial Park concept as a means of providing economic development opportunities to area residents and to fund beautification efforts. The Port Commission adopted a Southern Waterfront Community Benefits policy and a companion special fund to further the goals of economic access and beautification of the area.

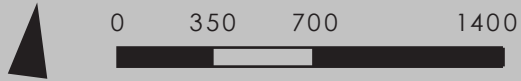
There are major opportunities in the Port's southern waterfront. Port staff is evaluating the feasibility of exporting electric cars from Pier 80 and iron-ore from Pier 96. The Port and the Department of Public Works are examining the feasibility of an asphalt plant with a maritime component at Pier 94 to serve the City's asphalt batching needs, enabling increased recycling of asphalt and fitting into the Eco-Industrial Park theme for the area. Port staff has developed an initial plan for improvements to enable leasing of the Pier 94-96 Backlands that are supported by area waterfront constituents. The former Western Pacific Property east of the Muni Metro storage facility north of Pier 80, is an opportunity site for industrial development and a new waterfront park, consistent with Blue-Greenway Design Guidelines. The Port continues to implement the Blue-Greenway vision for Islais Creek, including Bayview Gateway. The Port has fragments of shoreline property south of Pier 98, including a set of "paper streets" in the footprint of the former PG&E Hunters Point Power Plant site which could be used for a higher and better use.

## Recommendations

Port staff offers the following recommendations based on the Port's experience working with the Southern Waterfront community:

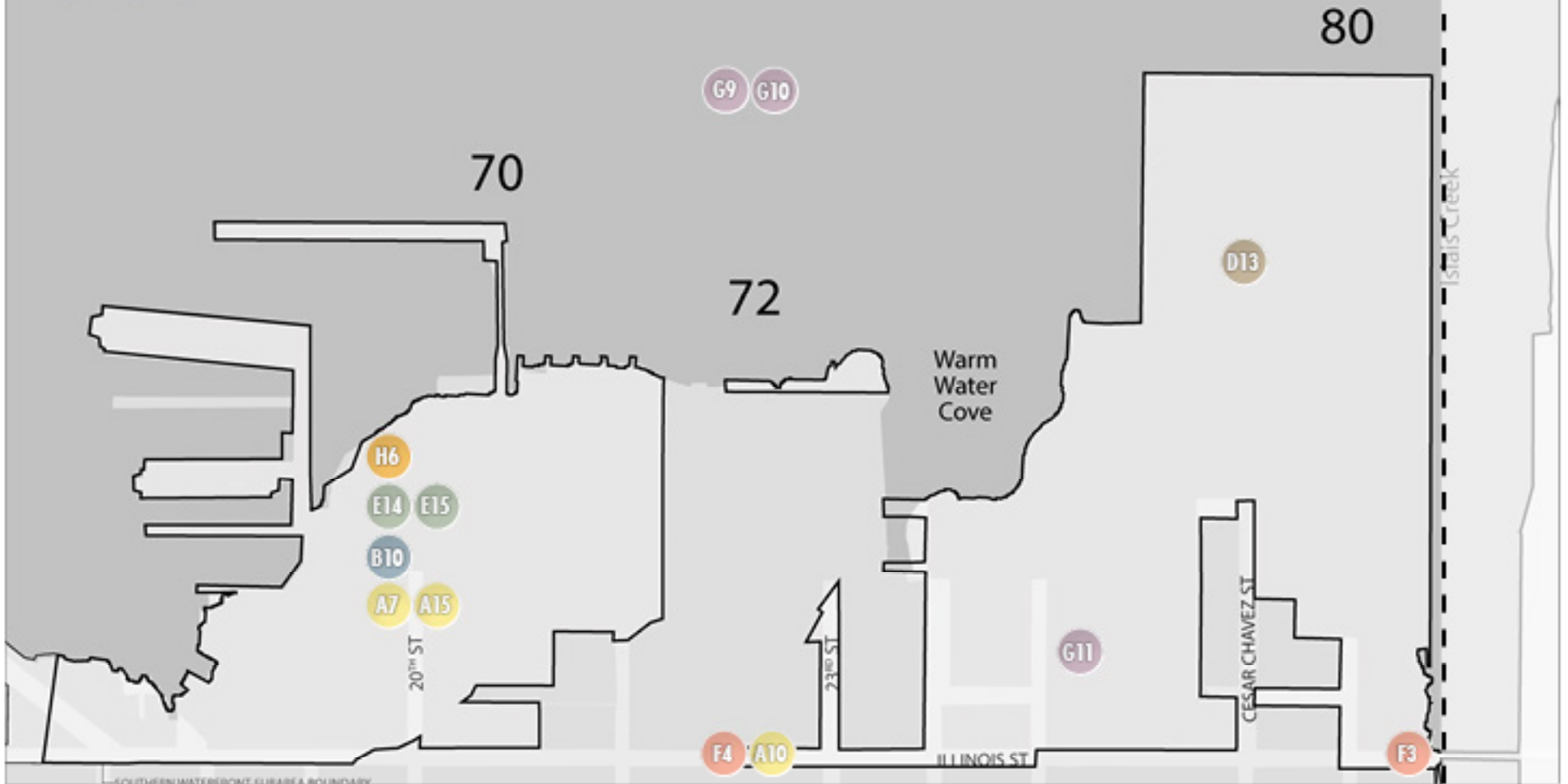
- Port staff should continue to market Pier 80 for export of cars and Pier 96 for iron-ore export, with review by the Maritime Commerce Advisory Committee and the Southern Waterfront Advisory Committee (SWAC).
- Port staff should revive planning for the Backlands, including the most recent plan to install paving, utilities and stormwater improvements to enable leasing of the Backlands.
- Port staff should meet with Recology to examine whether it makes sense to re-locate their concrete crushing operation on the Backlands to a northern portion of the Backlands that is an option in the current lease. This move could free up portions of the Backlands for maritime use.
- The Port should continue efforts to secure General Obligation Bond and other funding to complete other open space improvements identified in the Blue Greenway Plan, including Warm Water Cove and open space improvements along Islais Creek, including Tulare Park.
- Port and City staff should collaborate to find funding to upgrade Cargo Way, a major neighborhood arterial, and Amador Street which serves the Port's Eco-Industrial Park.
- Port staff should collaborate with PG&E, SWAC and City staff regarding the highest and best use of the Port's paper streets south of Pier 98, which could be public open space.

Figure 3-5 Southern Waterfront Subarea Accomplishments Map



ENTIRE SUBAREA

- A2
- A3
- A12









**Table 3-5 Southern Waterfront Subarea Accomplishments**

PROJECT NUMBER	PROJECT NAME	COST	PROJECT NUMBER	PROJECT NAME	COST
<b>PLANNING</b>			<b>ENVIRONMENTAL PROTECTION &amp; SUSTAINABILITY</b>		
A2	Southern Waterfront Maritime Industrial Planning	-	E14	Pier 70 Shorepower	\$5,700,000
A3	Southern Waterfront Final Supplemental Environmental Impact Report	-	E15	Pier 70 Environmental Risk Management Plan	\$1,700,000
A7	Pier 70 Preferred Master Plan	-	<b>TRANSPORTATION</b>		
A10	Blue Greenway Planning	-	F3	Illinois Street Bridge	\$27,000,000
A12	Southern Waterfront Maritime, Industrial and Shoreline Access Planning	-	F4	Illinois Street Bicycle Lanes	\$300,000
A15	Union Iron Works Historic District at Pier 70	-	F6	Cargo Way Bicycle Lanes	\$445,000
<b>MARITIME</b>			F9	Quint Street Lead Freight Rail Improvement	-
B10	Pier 70 Drydock #2	\$5,000,000	<b>REAL ESTATE</b>		
B11	Pier 94 Dry Bulk Terminal	-	G9	Trans Bay Cable (9.4 Miles of Cable)	\$5,500,000
B12	Quint Street Lead Freight Rail Improvements	\$3,300,000	G10	ZA-1 Embarcadero - Potrero 230kV Cable (3.5 Miles of Cable)	-
<b>OPEN SPACE</b>			G11	Muni Metro East	\$230,000,000
C12	Bayview Gateway	\$4,700,000	G12	Bode Gravel Company	\$5,000,000
C13	Islais Landing	\$350,000	G13	Cemex	\$6,000,000
C14	Pier 94 Wetlands	\$1,000,000	G14	Recology	\$35,200,000
C15	Heron's Head Park	\$3,700,000	<b>DEVELOPMENT &amp; HISTORIC REHABILITATION</b>		
C16	EcoCenter at Heron's head Park	-	H6	Pier 70 20th Street Historic Buildings	\$76,000,000
<b>ENGINEERING, MAINTENANCE &amp; SECURITY</b>			Total		\$412,295,000
D13	Pier 80 Shed Roof Replacements	\$1,000,000	<p><i>Note: Each of the above accomplishments is described in the categorized sections presented in Chapter 4.</i></p>		
D14	Amador Street Extension	\$400,000			

