



PORT OF SAN FRANCISCO WATERFRONT PLAN UPDATE



12/06/2017

Part 2 Final Summary Report - Working
Group Subcommittee Recommendations

WATERFRONT PLAN UPDATE

Part 2 Final Summary Report Working Group Subcommittee Recommendations

Table of Contents

1. Introduction.....	3
• Part 2 Public Process	
• Guiding Principles for Part 2 Subcommittee Discussions	
• Report Format	
2. Resilience Subcommittee Recommendations.....	8
3. Transportation Subcommittee Recommendations.....	17
4. Land Use Subcommittee Recommendations	25
5. Port Staff Analysis: Financial Requirements and Resources for	34
Subcommittee Recommendations	

Appendix A: List and Links to Subcommittee Supporting Documents and Meeting Information

Appendix B: Land Use Subcommittee Recommendations - Summary of Embarcadero Historic District Development and Leasing Recommendations

Appendix C: Working Group Subcommittees and Advisory Teams Rosters

Appendix D: Public Agency and Consultant Participation

1. INTRODUCTION

In 2015, the Port of San Francisco began a comprehensive public process to update the Port of San Francisco Waterfront Land Use Plan (Waterfront Plan), which has guided Port land use and development decisions since it was adopted in 1997. With direction from the Port Commission, Port Staff established a 32 member Waterfront Plan Working Group comprised of representatives and stakeholders from San Francisco and the Bay Area (Working Group) and seven Waterfront Plan Advisory Teams (Advisory Teams) to help guide this public process and provide recommendations to Port Staff as they draft Waterfront Plan amendments. The Waterfront Plan Update process is organized in three parts:

Part 1 – Orientation and analysis of Port-wide Issues

Ten public meetings were held from November 2015 to July 2016, providing an extensive orientation to the Port in Part 1 of the public process. In those meetings, the Working Group began policy discussions that touched on many topics which will inform amendments to the Waterfront Plan: waterfront resilience; Port historic resource stewardship; land use diversity and regulatory environment; Port finances and capital plan; waterfront open space diversity; water recreation; and transportation.

Part 2 – Working Group policy discussions and recommendations on Port-wide Issues

With direction from the Port Commission and input from the Working Group, Port Staff initiated the Part 2 process, identifying Port-wide policy issues that would be addressed by three subcommittees of the Working Group: Land Use, Resilience (including Environmental Sustainability), and Transportation. [Figure 1](#) provides a flowchart of the Part 2 process. The Subcommittee process facilitated more nimble and focused policy discussions, resulting in the recommendations presented in this Part 2 Summary Report. The Working Group has understood from the outset that planning policy recommendations to update the Waterfront Plan have financial consequences and requirements. Port Staff has supplemented the work of the Subcommittees in preparing a Financial Requirements and Resources Table to identify likely funding and financing sources for each recommendation, presented in Section 5 of this report.

The Land Use, Transportation and Resilience Subcommittees held public meetings from November 2016 to July 2017, and produced Subcommittee Recommendations that were incorporated into a Part 2 Summary of Subcommittee Recommendations, published on September 12, 2017. From September 19 to December 6, 2017, the Working Group held public meetings to review and discuss the Subcommittee Recommendations, and revisions to further address public comments and tradeoff issues. Several public agencies and Advisory Team members contributed to Subcommittee discussions, and consultants provided analysis to inform two specific topics (see Appendix C and D). At its meeting on December 6, 2017, the Working Group unanimously accepted the Part 2 Port-wide Recommendations, as presented in this Final Part 2 Report. One alternative recommendation submitted by a Working Group member who was not able to attend the December 6th meeting is included in this final report, pertaining to Land Use Recommendation #51 regarding Sole Source Proposals (see p. 33).

Part 3 – Public realm policy framework and focus on Northeast and South Beach waterfront subareas

Part 3 of the Port's Waterfront Plan Update public process is intended to build public understanding of how the Working Group's Part 2 Guiding Principles and Port-wide Recommendations advance historic pier rehabilitation and provide policy guidance for improvements on seawall lots. Two distinct but interrelated topics will be addressed during walking tours and open house workshops open to all members of the public: 1) How Waterfront Plan urban design, open space and public access policies will be updated to incorporate "public realm" policies for The Embarcadero; and 2) How Waterfront Plan objectives for the South Beach and Northeast Waterfront subareas will be updated consistent with the Embarcadero "public realm" policies. These two subareas contain the majority of the remaining vacant or unimproved finger piers in the Embarcadero Historic District that have been identified as a priority for rehabilitation and are the focus of the Port's upcoming Request for Interest (RFI) process.

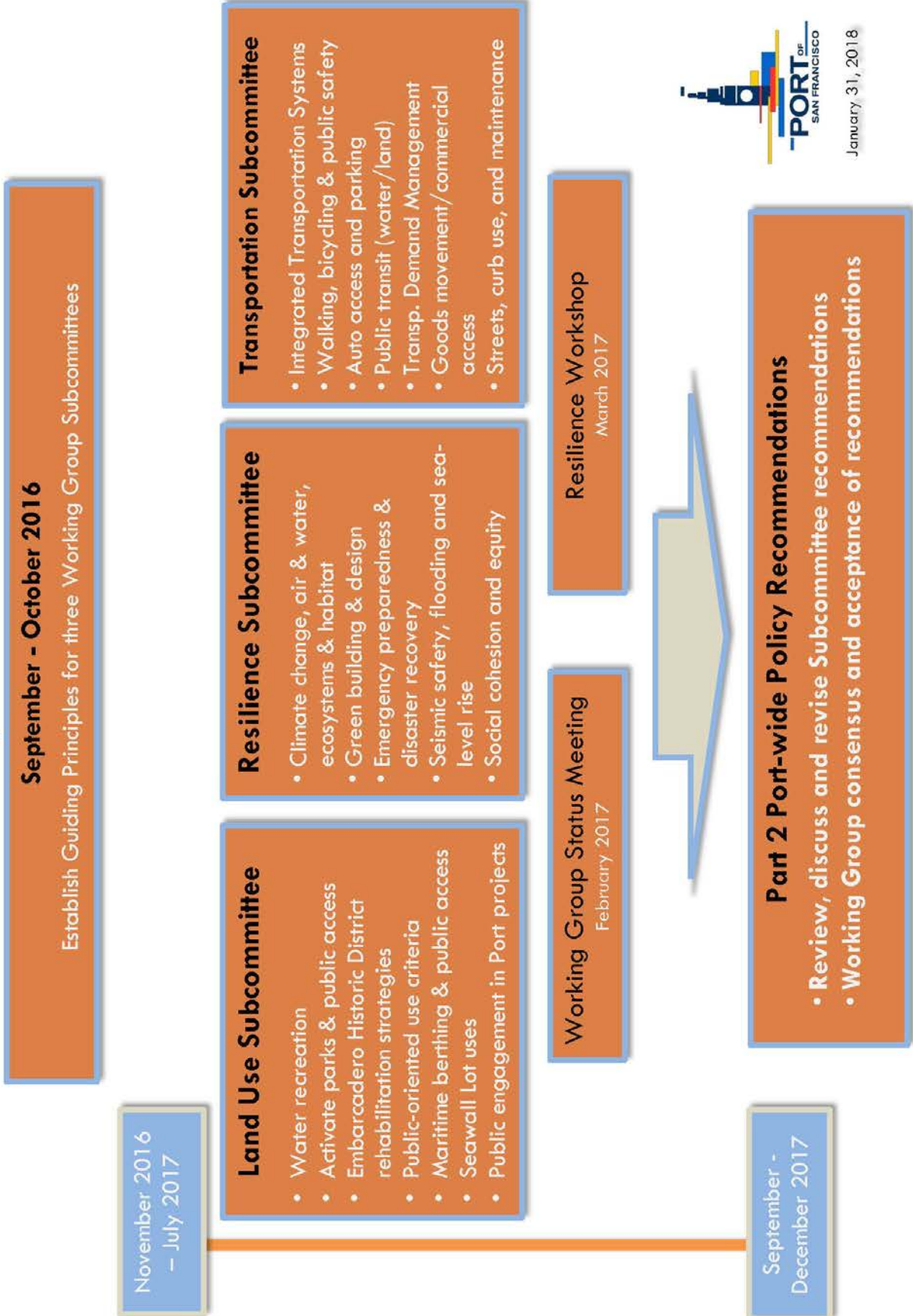
Recommendations endorsed by the Working Group and Port Commission will guide Port staff as they develop draft Waterfront Plan amendments. Currently, the Waterfront Plan consists of two volumes, one which includes land use, transportation, regulatory, and financial goals and policies, and a separate Design & Access Element which includes public access, urban design, and historic resource and preservation goals and policies. Many recommendations in Part 2

call for new goals and policies, and/or significant revisions. Port Staff anticipates that the Waterfront Plan amendments will require content to be reorganized to provide more integrated and coherent policy guidance in a single document.

The staff work to draft amendments to the Waterfront Plan will occur in Spring/Summer 2018. Once complete, Port staff will bring all proposed amendments back to the Port Commission and Working Group, as well as to Port advisory groups, other community organizations, and the general public for public review and comment. In addition, Port staff will continue working with State Lands, BCDC, SF Planning, and other partner agencies to solicit input and resolve policy issues, and all draft amendments will undergo environmental review pursuant to the California Environmental Quality Act.

Waterfront Land Use Plan Update

Part 2 Process: Port-wide Policy Discussions & Recommendations



January 31, 2018

Guiding Principles for Part 2 Subcommittee Discussions

In the fall of 2016, the Working Group met to discuss ground rules and principles that would provide a strong foundation and common goals to support the Part 2 Subcommittee meetings. Based on these meeting discussions, on October 26, 2016 the Working Group accepted the Guiding Principles described in the table below, which also indicates the Subcommittees they most likely affected.

Waterfront Plan Working Group Guiding Principles	Resilience	Transportation	Land Use
1. The Waterfront Plan Update should guide the Port while long-range adaptation planning, engineering, and financing studies to respond to sea level rise and strengthen the Seawall are undertaken by the Port, along with the appropriate City, State, Regional and other authorities.	X		
2. The Waterfront Plan Update also should highlight the need for and make recommendations to guide a Plan of Finance to improve waterfront resilience.	X		
3. The Waterfront Plan Update should enhance the Port's ability to undertake projects that rehabilitate and preserve the Embarcadero Historic District's iconic finger piers and bulkhead buildings.	X		X
4. The Waterfront Plan Update should facilitate desired projects that comply with the Secretary of the Interior Standards for Historic Rehabilitation, bringing them to fruition with greater certainty, efficiency, and transparency.	X		X
5. The Waterfront Plan Update should continue to reflect the Port's maritime commitment and the different maritime-related needs. The Update also should include additional focus on maritime services and berthing, water-borne transportation, and water recreation along the entire Port waterfront.	X	X	X
6. The Waterfront Plan Update should continue to include aspirational goals, but also recognize that choices and trade-offs must be considered to determine priority improvements and investments given the many competing needs for limited Port resources. The Working Group should discuss best alternatives for resilience, transportation, and land use, even if they might not seem acceptable within the existing regulatory framework or with current financial resources. The Working Group also should consider the merits of accessing other public and private financing and funding sources, given that the Port waterfront serves as an important City, regional, State and national resource.	X	X	X
7. Waterfront Plan transportation policies should be updated to align with City and regional transportation goals and priorities, including the City-adopted Transit First and Vision Zero policies among others, to elevate the priority for transportation investments by local and regional transportation agencies to improve access to and along the waterfront.		X	

From November 2016 – July 2017, each Subcommittee met several times to delve deeply into their respective policy topics, often addressing tradeoff issues associated with a range of choices. Advisory Team members and agency staff provided support to each Subcommittee, including background information, subject matter expertise, and answers to questions that arose during the meetings; all meeting materials and notes were posted to the Waterfront Plan Update website. The full Working Group met on February 22, 2017 to bring all parties and the public up to speed on policy discussions midway through Part 2. The recommendations in this Part 2 Summary Report reflect the results of these focused deliberations, and review and public discussion in full Working Group meetings. The final Part 2 recommendations in this report were accepted by the Working Group on December 6, 2017.

Report Format

The Part 2 Summary Report presents the topics and recommendations by subcommittee in Sections 2, 3 and 4, in the following order: Resilience, Transportation and Land Use. The summary of topics, issues, and recommendations for each Subcommittee follows a standard organization of content, as outlined below:

What the Waterfront Plan Currently Says:

A brief discussion of how the topic was addressed in the 1997 Waterfront Plan, if at all.

Waterfront Plan Update Objectives:

A brief discussion of why changes or additions to the 1997 Waterfront Plan are needed.

Recommendations for the Waterfront Plan (by topic).

A summary list of the recommendations accepted by the Working Group, organized in categories that followed the Working Group Subcommittees: Resilience, Transportation, Land Use. The recommendations are organized in much the same way they were addressed in the Subcommittee meetings.

Port staff has identified which policies we believe are appropriate for the Waterfront Plan (shown in the shaded boxes) and which we believe are appropriate for the Port's 5 year Strategic Plan or other Port or City plans. To help distinguish between the Subcommittee recommendations, Resilience Recommendations for the Waterfront Plan are shown in blue-shading, Transportation Recommendations are shown in orange-shading, and Land Use Recommendations are shown in green-shading.

As expected, there are some overlaps between Resilience, Land Use and/or Transportation Subcommittee topics/recommendations; however none of the recommendations are in conflict. As Port Staff prepares draft Waterfront Plan amendments, we will ensure that all the Subcommittee recommendations are coordinated and consistent.

Port Staff also has prepared information on **Financial Requirements and Resources to Support Subcommittee Recommendations**, presented in Section 5 of this Report. This is a staff-generated analysis separate from the recommendations produced by the Working Group, intended to illustrate the types of funding resources that typically would be necessary to implement different types of improvements described in the Working Group Recommendations. This financial matrix is provided for informational purposes and does not guarantee nor constrain the funding requirements and resources that may be necessary or secured for actual future implementation projects.

A listing with links to all supporting background and recommendation memoranda, reports and meeting agendas and notes for all three Subcommittees are provided in Appendix A.

2. RESILIENCE SUBCOMMITTEE RECOMMENDATIONS SUMMARY

The Resilience Subcommittee of the Waterfront Plan Working Group focused on developing two new goals and related policies for the Waterfront Plan Update (WP Update): Environmental Sustainability and Resilience. Unlike the work of the other two Subcommittees, the Resilience Subcommittee focused almost exclusively on guiding development of entirely new Waterfront Plan content. Attendees discussed policy ideas that affect a broad range of Port activities (operations, maintenance, development, leasing, procurement, etc.), with the expectation that some recommendations would be referred to other Port plans and policy documents, such as the Port Strategic Plan, the Emergency Operations Plan, leasing policies, etc. For detailed meeting agendas, background reports, minutes and presentation, please see the links in Appendix A at the end of this Report.

Resilience recommendations for the Waterfront Plan are highlighted in blue shaded boxes. Financial requirements and resources associated with these recommendations are presented in Section 5 of this report.

Environmental Sustainability

What the Waterfront Plan Currently Says

The 1997 Waterfront Land Use Plan includes goals, policies and development standards throughout the Plan that address environmental concerns, but with a relatively light touch, as summarized in [1997 Waterfront Plan Goals, Policies and Development Standards that Address Environmental Sustainability](#). Some have been accomplished (particularly site-specific goals as noted in linked summary); others continue to apply and may be incorporated into the WP Update, including the following:

- Provide “areas for nature, habitat, and environmental restoration” and “places that restore the environment and support wildlife habitat.”
- Provide “places to learn about waterfront activities and the Bay environments.”
- “Comply with all applicable environmental and water quality laws and regulations, and any related policies adopted by the Port Commission ... including storm water drainage policies for new construction and facility improvements.”
- “Protect the environment and ensure compatibility with adjacent uses when authorizing interim uses.”

Waterfront Plan Update Objectives

Since 1997, the City and the Port have developed many more environmental policies and programs that apply to the Port’s maintenance, leasing and redevelopment activities, shoreline habitat and public access projects, and ongoing efforts to remediate environmental contamination and protect water quality. The City and County of San Francisco (“City”) is exceptionally progressive in its environmental policies, making San Francisco a leader in environmentally sustainable local government. As a City department subject to these requirements, the Port incorporates sustainability measures that would be considered leading-edge elsewhere as standard practice. In addition to these City-wide efforts, the Port also has adopted environmental policies and practices unique to its own operations, including goals articulated in the Port of San Francisco Strategic Plan 2016-2021. Long range planning efforts to adapt to sea level rise and strengthen the historic seawall provide the City, the Port, and the public with unprecedented opportunities to ensure that environmental sustainability principles are prioritized in Port planning, development, and infrastructure projects for decades to come.

As a result of these changes, Port Staff has recommended a new environmental sustainability goal and related policies for the WP Update to:

- Elevate environmental stewardship as a key value and goal of the Waterfront Plan;
- Incorporate existing City and Port environmental sustainability requirements that affect waterfront land use, planning, development and construction;
- Align with the Port’s new 2016-2021 Strategic Plan objectives that address environmental sustainability; and

- Ensure that the Port’s land use and planning decision-making processes continue to reflect environmental priorities.

The new environmental sustainability goal should align with the Port’s Strategic Plan Sustainability Goal: “Limit climate change and employ strong environmental stewardship principles ... that protect the environment and promote ecological balance”. It should be broad enough to serve as an umbrella for multiple polices “beneath it”, for example: Implement environmentally sustainable best practices in planning, development, leasing, maintenance, and operations on Port lands.

A. Climate Change and Air Quality

Recommendations for the Waterfront Plan

1. Continue to minimize carbon and other greenhouse gas emissions and maximize carbon capture and sequestration by the Port and its tenants and development partners; consider incentives for carbon emissions reduction measures (e.g. energy efficiency and use of cleaner fuels and technologies), above those already mandated by existing regulations, in Port leasing and development activities. **Staff will coordinate with Transportation Recommendations.**
2. Explore new opportunities and funding sources to improve energy efficiency; generate and use solar, wind or other renewable power; and facilitate use of alternative fuels, consistent with the City’s 0-50-100-Roots policy (e.g., the California Air Resources Board and Department of Conservation may be funding sources for greenhouse gas reduction projects).

Recommendations for Port Strategic Plan

- Evaluate “carbon neutrality” as a goal for Port operations; continue to measure progress toward that goal through the Port’s Climate Action Plan.
- Continue and expand efforts to reduce emissions and promote the use of clean technology for water transportation and maritime operations (e.g. shoreside power, alternative fuels, etc.)
- Enhance data collection and sharing to establish baselines and better measure impacts of climate action policies and projects. To the extent possible, align metrics used to evaluate climate action measures in the Port’s Climate Action Plan with those used by the California Air Resources Board.
- Collaborate with City and regional agencies to share information, pursue joint projects and jointly seek state and federal funding to meet Climate Action goals.

B. Water Quality and Conservation

Recommendations for the Waterfront Plan

3. Pursue leadership opportunities and deepen partnerships with regulatory agencies, research institutions, and advocacy groups (e.g., Regional Water Quality Control Board, California Coastal Conservancy, Bay Planning Coalition, BCD, SF Baykeeper, Mission Creek Conservancy, Save the Bay, etc.) to improve water quality in the Bay through research, data collection and sharing, and broader public education and communication.
4. Engage City Agencies and private development partners to maintain and repair existing, and construct new wastewater infrastructure (e.g., wastewater storage, transport, treatment and discharge structures to reduce combined sewer overflows (CSOs) and make such infrastructure more resilient to sea level rise and extreme weather). Continue to implement the City’s existing Stormwater Management Requirements and, whenever feasible, stretch beyond them to incorporate additional “green infrastructure” to reduce the volume of CSOs and improve the quality of sewer and stormwater runoff and reduce the spread of garbage into the Bay.
5. Continue to remove deleterious fill from the Bay and shoreline, particularly where such fill degrades habitat or water quality (e.g. un-engineered shoreline debris, creosote-treated wood).
6. Promote remediation, redevelopment, and reuse of contaminated sites, particularly where such redevelopment can protect such sites from erosion or inundation.

7. Implement State and local water conservation and water reuse requirements and policies for new construction, renovation, parks and open spaces, and operations and maintenance.
8. Implement City requirements for new and redevelopment projects to design and construct infrastructure to use recycled water from off-site and reuse stormwater and wastewater on-site.
9. Educate maritime tenants and visitors about the water quality risks associated with waterborne invasives (e.g., seaweeds, worms, mollusks, crabs, etc.) and regulations adopted to reduce the spread of invasive species. Where feasible, implement leasing policies, services and facilities to help reduce their spread. The Port will distribute educational materials at boat launches as well as marinas.

Recommendations for Port Strategic Plan

- Expedite the Port’s ongoing program of inspection and repair of under-pier utilities to reduce discharges of wastewater and potable water to the Bay; seek additional opportunities to relocate utilities above-board during renovation or new construction. Prioritize beneficial reuse of dredged materials at approved facilities over in-Bay, ocean, or upland disposal.
- Develop design, maintenance, and operational tools (e.g. solar-powered Big Bellies) to reduce the spread of garbage into the Bay.

C. Natural Resources

Recommendations for the Waterfront Plan

10. Protect and maintain existing natural shorelines and habitat areas, including managing impacts of invasive species, predators, and public access. **Staff will coordinate with Land Use Recommendations.**
11. Incorporate multi-benefit green infrastructure in stormwater management, flood control, and public realm improvements to promote biodiversity and provide ecological value
12. Seek opportunities to build natural infrastructure (e.g. wetlands, horizontal levees, and “living shorelines”) and habitat into shoreline stabilization or improvement projects; prioritize “soft” waterfront edges where feasible and appropriate. **Staff will coordinate with Land Use Recommendations.**
13. Seek opportunities to create a mosaic of different kinds of in-water and shoreline habitat; consider opportunities to integrate habitat into design and construction of in-water structures such as oyster baskets, or textured vertical surfaces.
14. Seek partnerships and funding to support research and implementation of innovative habitat restoration methods that will improve biodiversity and ecological function around the Port and the Bay.
15. Seek locations and opportunities for new and expanded programs and signage along the waterfront to engage and educate local communities and visitors (e.g., existing and planned marinas, boat launches, etc.)

Recommendations for Port Strategic Plan

- Work with partners to remediate contaminated sediment and support Bay-wide efforts to improve sediment quality and healthy fishing in the Bay.
- Continue to work with partners to offer environmental education and community activities at Heron Head’s Park and Pier 94.
- Encourage and collaborate with local stakeholders (tenants, community groups, schools, non-profits and other institutions) to broaden the volunteer and stewardship base, further engage the public in improving the health of the waterfront, and instill a conservation ethic.

D. Green Building, Leasing, and Development

Recommendations for the Waterfront Plan

16. Continue to implement the Port’s Green Building Standards and applicable provisions of the City’s Environment Code in new construction and renovation to meet LEED standards, conserve water, and improve energy efficiency, and use healthier or environmentally preferred building materials.
17. Work toward Zero Waste by implementing Port and City requirements and policies that promote reuse, recycling, and composting in construction and operations.

18. Implement the City's Better Roofs Ordinance, which requires new commercial and residential buildings to install rooftop solar for heat or electricity or a living roof.
19. Seek opportunities to plan land uses and lease Port property to promote "district level" sustainability measures, such as those occurring within the Port's Maritime Eco-Industrial Center, to promote reuse and recycling of materials, and reduce transportation and related air emissions from construction activities on and off Port lands. **Staff will coordinate with Land Use and Transportation Recommendations.**
20. Monitor evolving best practices and explore new technologies to achieve progressively higher levels of resource efficiency and sustainability in leasing and development projects over time; seek opportunities to incorporate new environmental requirements and best management practices in "older" Port leases and lease extensions.

Recommendations for Port Strategic Plan

- Implement integrated pest management practices in Port and tenants' facilities and operations to reduce use of toxic materials in indoor and outdoor environments.
- Market and message a green SF Port in Port development and leasing activities.

Resilience

What the Waterfront Plan Currently Says

Resilience – the capacity of the Port to maintain its function and vitality in the face of natural or human-caused disruptions or disasters – is a new subject for the Waterfront Plan. Although the 1997 Waterfront Plan touched on some policy issues often included in resilience policies today (e.g. preservation of important characteristics and functions of the San Francisco Waterfront, diversity and equity) it did so with a relatively light touch. The Waterfront Plan also preceded current understandings about the nature and extent of the Port's seismic, climate change, and public safety challenges.

Waterfront Plan Update Objectives

Since the Waterfront Plan was adopted in 1997, resilience goals and policies have increasingly made their way into land use planning documents of cities and ports throughout the United States and beyond. Although such policies vary depending on the unique attributes, challenges and priorities of different jurisdictions, common themes include how to prevent, withstand, respond to, and recover from sudden threats (e.g. earthquakes, tsunamis, terrorism) as well as slower moving or evolving threats (e.g. sea level rise, more frequent and severe storms, and other impacts of climate change, lack of social cohesion and equity, etc.)

Like for environmental sustainability, the City and County of San Francisco (CCSF) has taken a leadership role in resilience planning for the City. The Port actively participates in City-wide efforts, while also pursuing compatible policies and projects to protect its unique waterfront assets and businesses. Successful resilience planning for climate change, sea level rise, disaster response, and social equity also requires that local entities like the Port collaborate with agencies beyond their jurisdictional boundaries.

Port staff has recommended a new resilience goal and related policies for the Waterfront Plan Update to:

- Elevate resilience as a key value and goal of the Waterfront Plan;
- Incorporate existing City and Port resilience, emergency preparation and disaster recovery requirements that affect waterfront land use, planning, development and construction;
- Guide the Port's land use and planning decisions to ensure they continue to reflect public values about environmental, urban design, transportation, historic preservation, economic and sustainability values that should be reflected in the Port's resilience planning processes and projects; and
- Inform and coordinate with City and regional resilience planning efforts.

This new Resilience goal should align with the Port's Strategic Plan Resiliency Goal: "Lead the City's efforts in addressing threats from earthquakes and flood risks through research and infrastructure improvements to the

Seawall and Port property”, and also should serve as an umbrella for multiple policies “beneath it”, for example: **Identify and pursue strategies to increase the Port’s resilience to sea level rise, floods, seismic events, and emergencies/disasters, while protecting the Port’s unique historic, maritime, and cultural assets and environment, to the maximum feasible extent.**

E. Emergency Preparation Planning, Training & Mitigation

Recommendations for the Waterfront Plan

21. When evaluating development and leasing options, consider availability of Port facilities and lands needed for the movement of people, goods and debris after an emergency. **Staff will coordinate recommendations 1-5 with Land Use and Transportation Recommendations.**
22. Retain waterside access for loading/unloading vessels, and space to stage people and resources.
23. Maintain flexible areas of Port lands (parks, parking lots, under-developed industrial lands) that can be used for staging response and recovery operations after a disaster.
24. Improve the Port’s ability to facilitate evacuations by strengthening the structures and improving the capacity and flexibility of existing ferry, water-taxi, and other vessel landing facilities and protecting access to them.
25. Continue to monitor and integrate climate change projections into the Port’s emergency planning and preparedness efforts, and assess how SLR may affect critical facilities.

Recommendations for Port Strategic Plan

- Identify where additional facilities may be needed; determine if existing waterfront infrastructure could be modified to enable emergency ferry access (e.g., openings in railings, mooring features, and dual docking capacity).
- Complete Tenant Emergency Guidelines to educate tenants about the nature of potential emergencies and disasters at the Port including how to evaluate their earthquake risks. Work closely with City agencies, first responders, Port tenants and neighbors to maximize emergency preparedness and disaster recovery operations at the Port; foster tenant-to-tenant and tenant-to-neighbor connections to advance disaster readiness and response.
- Identify and protect vulnerable infrastructure and critical service lifelines in high-risk areas (e.g., areas of the Embarcadero roadway subject to inundation in the near term).

Recommendations for Port Emergency Operations or Recovery Plan

- Maintain and update the Port’s Emergency Response Plan, in compliance with applicable City, state and federal regulations.
- Integrate protection of the Port’s historic and cultural resources in the Port EOP for all phases of emergency response and disaster recovery and reconstruction efforts.
- Develop and maintain mutual aid agreements and regional joint exercises with local, regional, and state governments, as well as other relevant agencies.

F. Disaster Response & Recovery

Recommendations for the Waterfront Plan

26. Work closely with the SFMTA, BART, WETA, Golden Gate Ferries, and other regional transportation providers to increase the resiliency of Port, City, and regional transportation facilities and ensure continuity of operations to serve the Port. **Staff will coordinate with Transportation Recommendations.**
27. Continue coordination with emergency managers, tenants, water transit agencies, ferries and private boat operators to facilitate safe and efficient water transport and maritime evacuations; collaborate with regional partners to maximize water-borne movement of supplies, reconstruction materials and debris. **Staff will coordinate with Transportation Recommendations.**

28. Seek state and federal funding for critical disaster mitigation projects, collaborating with other local and regional agencies as needed to maximize success.
29. Utilize green building practices and ensure quality design in rebuilding projects.

Recommendations for Port Strategic Plan

- Develop a long-term recovery plan to bridge the gap between emergency response and long-term recovery of Port activities/operations, including focused attention on cost recovery.
- Continue participation in the San Francisco Lifelines Council and support development of a regional lifelines council of Bay Area cities and agencies; water, energy, transportation, and communication and other “lifeline” providers; and non-governmental organizations, to improve communication and collaboration, share disaster response and recovery planning, and coordinate restoration of lifeline systems as quickly as possible after a disaster; maximize protection of Port assets and operations by partnering with Port public and private neighbors (e.g. National Park Service, business and neighborhood organizations, property managers, etc.) to maximize emergency preparedness and disaster response.

G. Seismic Safety

Recommendations for the Waterfront Plan

30. Improve earthquake safety of the historic Embarcadero Seawall and reduce the potential for seismic damage and disruption to Port facilities, and City transportation and utilities within The Embarcadero and upland properties, without delay. Develop a planning framework so that near-term Seawall seismic improvements are informed by an outlook and strategy for short-, mid-, and long-term sea level rise adaptation.
31. Reduce structural and nonstructural hazards to life safety and minimize property damage resulting from future seismic events.
32. Continue to seismically retrofit vulnerable Port buildings, piers and other infrastructure.
33. Reduce risks to life safety while still preserving the architectural character of buildings and structures important to the unique visual image of the San Francisco waterfront, and increase the likelihood that historically valuable structures will survive future earthquakes.

Recommendations for Port Strategic Plan

- Provide information and guidance to help tenants incorporate earthquake safety in their uses and operations of Port facilities.
- Work with City officials, design professionals, and community members as they develop higher standards for building safety and post-earthquake re-occupancy, ensuring their applicability to the Port’s unique structures.
- Create a database of vulnerable Port buildings, seismic evaluations, and seismic retrofits to track progress, record inventories, and evaluate and report on retrofit data.

Recommendations for Seawall Resilience Project

- Improve earthquake safety of the historic Embarcadero Seawall and reduce the potential for seismic damage and disruption to Port facilities, and City transportation and utilities within The Embarcadero and upland properties, without delay. Develop a planning framework so that near-term Seawall seismic improvements are informed by an outlook and strategy for short-, mid-, and long-term sea level rise adaptation.
- Implement feasible near-term measures that can improve life safety, protect critical infrastructure and assets, and control damage of historic structures.
- Recognize and support the public commitment to maintenance and rehabilitation of structures in the Embarcadero Historic District (including the Seawall), which is a defining feature of San Francisco.

- Include opportunities for ecological and environmental enhancements to the Bay in the Seawall Resilience Project
- Limit disruption during construction, especially to business and transportation, and especially to legacy and maritime tenants.
- Seek a wide variety of local, state, federal and private funding sources.
- Ensure transparency and accountability to the public and all stakeholders

H. Sea Level Rise (SLR) & Flood Protection

Recommendations for the Waterfront Plan

34. The Waterfront Plan goals and policies should guide the Port while long-range adaptation planning, engineering, and financing studies to respond to sea level rise and strengthen the Seawall are undertaken by the Port, along with appropriate City, State and Regional and other authorities.
35. Develop a strategy that includes short, mid- and long-term planning and implementation timeframes and guidelines to ensure that new Port land uses are appropriate in light of rising seas and that new Port projects include appropriate flood protection and SLR adaptations that advance the Port's and City's goals; develop near-term adaptation plans for higher risk assets and areas.
36. Take an agile adaptive management approach to planning and implementing SLR adaptations that reflect evolving best practices and changing conditions; evaluate costs and benefits, monitor results, and adjust future actions accordingly.
37. Consider a wide range of strategies for managing SLR, including armored edges, elevated land or floors, floating development, floodable development, living shorelines or wetlands, limiting land uses, and managed retreat; choose multi-benefit strategies that reflect the unique character, location, and land uses of adjacent neighborhoods as well as the need to maintain resilience in the face of sea-level rise potentially increasing storm intensity and frequency.
38. Seek to achieve a broad range of Waterfront Plan urban design, historic preservation, public access, transportation, maritime, ecological, and recreational goals and other public benefits when designing and constructing Port projects to adapt to sea-level rise; encourage exploration and consideration of long-term aspirational, holistic, multi-benefit solutions.
39. Clean up contaminated lands in ways that consider inundation caused by rising seas.
40. Work closely with the historic preservation community, SHPO, and other interested stakeholders to integrate protection of the Port's historic and cultural resources with resilience planning and design. Develop guidelines for acceptable changes and interventions to maximize protection of historic resources.
41. Leverage existing intergovernmental alliances with City, regional, state and federal partners and form innovative, new partnerships to catalyze policy changes, pilot projects and spur investments to meet the Port's most pressing resilience challenges.
42. Promote public understanding of resilience challenges and opportunities (e.g., SLR adaptation, earthquakes and other disasters, protection of the historic, cultural, and ecological resources) and develop support for planning, funding and implementing resilience improvement measures.
43. When evaluating design alternatives for Port projects, consideration should be given to the following priorities:
 - a. Avoid major changes to the existing form of the waterfront that may prove unnecessary; instead design to support future adaptations, if/when needed.
 - b. Maximize protection of existing working waterfront berthing and dockside operations and future use/adaptation of the waterfront's edge for vessel docking, berthing or tie-ups, including for emergency response operations and water recreation. **Staff will coordinate with Land Use Recommendations.**
 - c. Maximize protection of the Port's historic and cultural resources.
 - d. Avoid significant impediments to existing physical and visual public access and/or provide new or enhanced public access, views, and connections to the Bay. **Staff will coordinate with Land Use Recommendations.**
 - e. Preserve and enhance existing natural shoreline edges to the maximum feasible extent.
 - f. Integrate existing SLR adaptations with retrofits that slow down, capture and reuse water that flows into creeks and the Bay from Port and upland areas.

- g. Use materials for new shoreline edges and in-water structures that foster a rich marine habitat, promote ecological functioning, and enhance the Bay.
- h. Provide inviting connections to and between waterfront public access and open spaces. **Staff will coordinate with Land Use Recommendations**
- i. Incorporate resilience best practices for raising structures or ground floors; protecting and elevating critical power, mechanical, hazardous material, fuel and trash storage and other infrastructure; cladding and bolstering vulnerable building exteriors.
- j. Minimize short-term, construction impacts and maximize long-term improvements to the waterfront's multi-modal transportation network. **Staff will coordinate with Transportation Recommendations**

Recommendations for Port Strategic Plan

- Continue to examine the risk of flooding due to the effects of climate change, including storm surges, changes in precipitation patterns, and SLR, to develop a more-detailed, site-specific understanding of the Port's vulnerability and prioritize action areas.
- Work closely with FEMA and State and City agencies to accurately reflect current flood risks, assess future flood risks, and prepare for extreme disaster events at the Port.
- Develop a publicly-vetted cost benefit analysis framework to evaluate and prioritize public benefits that should be achieved in major resilience and public infrastructure improvements.
- Work proactively with Port maritime and non-maritime tenants, legacy businesses, and development partners to identify early investments in resilience projects, including interim measures that would eliminate or reduce later, more costly repairs or optimize the life of Port assets; explore innovative leasing, financial and other incentives to bring them to fruition.
- Prioritize protection of City and regional transportation and utility networks (e.g., BART, MUNI, Ferry System, sewer and stormwater systems.)

I. Social Cohesion and Equity

Recommendations for the Waterfront Plan

- 44. Identify and protect the maritime, cultural, environmental, and historic assets that are most critical to the Waterfront's sense of place and meaning. **Staff will coordinate with Land Use Recommendations.**
- 45. Ensure that the Port's resilience strategies consider the needs of the most vulnerable people who depend on the Port for jobs, housing, transportation, and recreation.
- 46. Continue cooperative efforts among agencies at all levels to ensure needed redundancy in utility, transportation, and other emergency response and recovery capabilities, especially for the most vulnerable people and places. **Staff will coordinate with Transportation Recommendations.**
- 47. Promote the development and operation of maritime, industrial and other Port uses in a manner that protects the health and well-being of surrounding communities, businesses and local workers. **Staff will coordinate with Land Use Recommendations.**
- 48. Continue to implement the Southern Waterfront Community Benefits and Beautification Policy.
- 49. Meet or exceed mandates for affordable housing in new waterfront communities at Pier 70 and SWL 337. **Staff will coordinate with Land Use Recommendations.**
- 50. Ensure resilience projects are designed and implemented with meaningful involvement from all community members; ensure transparency and accountability to all stakeholders and the public.
- 51. Diversify access to economic opportunities at the Port by:
 - 1. Continuing to meet and, whenever feasible, exceed mandates for Local Hire in all current and future construction projects;
 - 2. Increasing outreach to and partnerships with underserved communities for lease and economic development opportunities;
 - 3. Promoting use of Port industrial facilities for local manufacturing businesses that keep light industrial jobs and business opportunities in San Francisco; and

4. Retaining affordable business space to maintain opportunities for non-profit entities and local and small businesses in the Port's diverse business portfolio.
52. Provide more equitable access along the waterfront by increasing the number of free or low cost activities and events along the waterfront, including activities that promote physical activity, connection with nature, and healthful living for visitors of all ages. **Staff will coordinate with Land Use Recommendations.**
53. Complete the Blue Greenway to bring more waterfront recreation opportunities to the Southern Waterfront. **Staff will coordinate with Land Use Policies.**

Recommendations for Port Strategic Plan

- Utilize the Port's existing advisory group framework, and seek new opportunities to build community and partnerships among Port tenants and adjacent non-Port businesses, neighbors, and community groups to help Port stakeholders understand, prepare for, respond to, and recover from climate change impacts and natural and human caused disasters.
- Educate Port Tenants, employees and advisory group members and other Port stakeholders about the Port's plans and their own responsibilities and capabilities before, during and after disasters; encourage their participation in the SF Fire Department's Neighborhood Emergency Response Team (NERT) Training, and the SFPD Auxiliary Law Enforcement Response Team (ALERT) training to assist first responders during disasters; work with the City to identify "resilience hubs" or "disaster preparedness zones" where waterfront residents, workers and visitors can gather to receive and share information and services during emergencies
- Maximize local business opportunities and jobs in Port resilience projects.
- Identify and engage representatives from maritime and waterfront businesses at risk because of climate change, evaluate vulnerabilities (e.g., effects of climate change on the health and location of fisheries and the fish trade; effects of potential loss of historic fabric on waterfront businesses); and consider planning and development strategies to support the most vulnerable sectors and locations.
- Grow tenant participation in the City's Business Occupancy Resumption Program (BORP) to ensure Port businesses and tenants can resume operations more quickly after a disaster.

3. TRANSPORTATION SUBCOMMITTEE RECOMMENDATIONS SUMMARY

Transportation recommendations for the Waterfront Plan are highlighted in orange shaded boxes. Financial requirements and resources associated with these recommendations are presented in Section 5 of this report.

A. Integrated Transportation Systems

What the Waterfront Plan Currently Says

The existing Waterfront Land Use Plan does not discuss integrated Transportation Systems; however there are policies and objectives relating to maximizing use of public transit, limiting long term parking and protecting access for maritime and industrial uses, with the following policy:

- Promote the use of public transit as a primary mode of transportation and maximize the efficient use of new and existing parking facilities, particularly for new development north of China Basin, by implementing any of the following, (where applicable):
 - Establish shared parking among Port-operated parking facilities, and with non-Port parking operations in adjacent areas, which are conveniently located to serve daytime, evening and weekend activities at the Port.
 - Where sufficient nearby parking is not available, provide shuttle service between new development and parking facilities.
 - Limit the amount of available long-term (all day) parking.
 - Promote ride sharing and the use of public transit through the sale of transit passes, provision of van pool/car pool parking spaces, and joint promotional campaigns with transit providers.
 - Provide parking information and signage systems to direct visitors to nearby underutilized parking locations.
- In major developments, encourage ticket sales for all local and regional modes of transportation service to and within San Francisco.
- Plan vehicle staging areas which minimize congestion on nearby streets and adverse impacts on public access.
- Provide attractively designed and inviting passenger waiting and service areas to encourage use of transportation services, whenever feasible.
- Protect industrial truck routes, freeway access, and freight rail access for southern waterfront maritime and industry.
- Support shuttle services.

Waterfront Plan Update Objective

Establish a multimodal transportation system with easy connections between modes to serve the City and the waterfront.

Recommendations for the Waterfront Plan

Integrated Transportation Systems

1. Access to all forms of transportation should consider inclusion, equity and diversity of access to the waterfront regardless of income level, age, residents, visitors or individual abilities.
2. Design new and improve existing streets based upon the City's "Complete Streets" and "Transit First" policies. Streetscapes should reflect a unified, complete design that balances among a wide variety of functions, including storm water management, safe pedestrian travel, use as a public space, bicycle, transit, and vehicle movement, parking and loading requirements, ease of maintenance, and emergency access. Wherever possible, the Port should coordinate street improvement projects to make related improvements simultaneously to construct holistically designed street improvements.
3. Design and maintain key industrial streets to prioritize safe industrial use and safety for other transportation modes.

4. Ensure that consideration of transportation safety is paramount when evaluating transportation improvements along the waterfront, including projects and operations in support of the City's Vision Zero program.
5. Support regional trip to and from the waterfront by prioritizing public transit at key regional trip-generator locations
6. Tailor new mixed-use development and major leasing projects to promote sustainable transportation modes (walking, biking, and public transit) that are universally accessible, and minimize single-occupant vehicle trips. **Staff will coordinate with Land Use Recommendations.**
7. Promote public transit, walking, and bicycling as the primary transportation modes for moving people along the waterfront, and to/from other parts of the City and region.
8. Provide space for and collaborate with other agencies to provide affordable and accessible transportation options to visitors and workers, particularly for major destinations along the waterfront.
9. Develop and maintain a Port-wide, multi-modal wayfinding system to support pedestrian and bicycle travel, directions to nearby transit connections, and access to Port facilities, consistent with City wayfinding guidelines.
10. Integrate pedestrian and bicycle facilities and services (including bike and scooter share) into City and regional transportation and transit systems to support first and last mile trips.
11. Where appropriate and feasible align Port transportation polices with those of SFMTA.

Recommendations for Port Strategic Plan

- Develop a program of transportation improvements and implementation timeframes for Port tenant operations and projects to meet the City's goal of making 80% of all trips (except goods movement) by sustainable walking, biking or public transit/paratransit. Collaborate with the Port's James R. Herman International Cruise Terminal operator to develop a transportation plan that minimizes conflicts and congestion on The Embarcadero, maximizes access for provisioning cruise ships and transportation options for passengers, and increases the efficiency of area intersections and the Pier 27 ground transportation area, while ensuring a safe path of travel for pedestrians and bicyclists.
- In concert with SFMTA, develop policies for use of transportation network companies, including policies to manage vehicle access to large waterfront events and high volume destinations.

B. Walking and Bicycling

What the Waterfront Plan Currently Says

- North of China Basin, route pedestrian paths and circulation in Open Spaces and Public Access areas in new development projects to create a "PortWalk" that maximizes connections with the Bay, the pedestrian promenade along The Embarcadero, and the regional Bay Trail;
- Design public access and open spaces to encourage connections between the City, the waterfront and the Bay.

Waterfront Plan Update Objective

The Port should coordinate with other city and regional agencies to establish a safe and accessible pedestrian and bicycle environment that encourages and supports increased pedestrian and bicycle use to/from and along the waterfront.

Recommendations for the Waterfront Plan

Walking and Bicycling

12. Coordinate with other City agencies where appropriate and lead efforts on Port properties to implement the City's Vision Zero initiatives.
13. [By 2030], implement the Bay Trail as a continuous walking and cycling path along the entire waterfront, from the Aquatic Park to India Basin consistent with the following principles: **Staff will coordinate with Land Use Recommendations.**

- a. As close to the water as possible, moving inland where necessary to accommodate maritime uses or sensitive habitat,
 - b. Separate from auto traffic ([Class I](#) or [Class IV](#)), where feasible,
 - c. Separate walking and cycling paths, where possible,
 - d. Acknowledge maritime industrial access when designing new Bay Trail segments and redesigning existing segments, and
 - e. Integrate with public space design and wayfinding.¹
14. Work to eliminate conflicts between vehicles, bicycles and motorized personal vehicles (e.g., scooters) and pedestrians through improved design and signage.
 15. Coordinate with the SFMTA, SFCTA, SFPW, SF Planning to enhance and improve connections between the waterfront and adjacent neighborhoods with [Green Connections](#) and Blue Greenway Connecting Streets.
 16. Separate truck and rail routes and access points from walking and cycling routes wherever feasible. Where they share the same corridor, provide separated paths, wherever possible; where they intersect, create safe crossings.
 17. Coordinate with SFMTA to ensure that expansion of Bay Area Bike Share supports access to major destinations and transportation hubs along the waterfront.
 18. Provide secure bicycle parking, particularly at high volume destinations and in new Port development.
 19. Coordinate with the SFMTA to create conditions that make bicycling more attractive than driving for most trips, education and intersection improvements that promote awareness, respect and safety for all modes of travel.
 20. Reduce conflicts between vehicles, pedestrians and cyclists by reducing the numbers of vehicle crossings of bike lanes and the Embarcadero Promenade where possible, coordinated with reasonable transportation access needs of Port tenants.

Recommendations for Port Capital Plan

- Provide talking crosswalk signals to the greatest extent possible, including major Port destinations.
- Adjust timing of crosswalk signals to meet the needs of vulnerable populations and provide rest islands for persons with disabilities. Design bicycle and pedestrian facilities to accommodate paratransit access.

Recommendations for Port Strategic Plan

- *In concert with MTA and SFPW Design the Embarcadero Enhancement Project as a Complete Street, fostering improved movement for all modes of travel*

C. Public Transit (Land Transit)

What the Waterfront Plan Currently Says

- Promote the use of public transit as a primary mode of transportation.
- Promote the use of public transit through the sale of transit passes, provision of van pool/car pool parking spaces, and joint promotional campaigns with transit providers.
- In major developments, encourage ticket sales for all local and regional modes of transportation service to and within San Francisco.
- Provide attractively designed and inviting passenger waiting and service areas to encourage use of transportation services, whenever feasible.

Waterfront Plan Update Objectives

- Work with the SFMTA and other public transit agencies to increase transit service levels and ridership, thereby discouraging single-occupancy vehicles and reducing environmental degradation and other societal costs associated with their use.
- Provide public transportation mobility and access for the greatest number of people to the greatest number of services, jobs, educational opportunities, and cultural, tourist and other destinations.

Recommendations for the Waterfront Plan

Public Transit

21. Encourage local and regional transit providers to improve and expand fast, frequent, and reliable service connecting waterfront areas and the City and region. Focus capacity improvements in the following areas:
 - a. Peak and off-peak (midday, nights and weekends) service along The Embarcadero to and from Fisherman's Wharf;
 - b. South of China Basin, from Mission Bay to the Southern Waterfront/India Basin;
 - c. Accessibility improvements to E and F-lines; and
 - d. E-Line extension to Fort Mason.
 - e. Extension of Central Subway from Chinatown to Fisherman's Wharf
22. Support transit through land use policy by locating high density centers within shortest walk to transit stops. **Staff will coordinate with Land Use Recommendations.**
23. Encourage and, where feasible, provide areas for transit providers to locate transit stops and stations, with pedestrian and disabled access, within ¼ mile of major Port destinations.
24. Design Port streets and transit facilities on Port property to support transit reliability, resiliency, and flexibility; actively support similar street designs on Port-adjacent streets. **Staff will coordinate with Resilience Recommendations.**

Recommendation for Port Strategic Plan

- Work with Port tenants to gather employee and visitor transit use data to share with SFMTA to assess transit needs.
- Work with tourist/visitor-serving tenants to promote use of Clipper or Muni Mobile programs to reduce transit delay.

D. Water Transportation

What the Waterfront Plan Currently Says

- Provide attractively designed and inviting passenger waiting and service areas to encourage use of transportation services, whenever feasible.
- Consider water-taxi as a means of reducing traffic
- Continue existing, and promote new and expanded, ferry, excursion boat and water-taxi operations, including new berths and landing facilities, if necessary.
- Provide queuing areas for ferry and excursion boat patrons which protect patrons from inclement weather and have the least possible impact on pedestrian circulation

Waterfront Plan Update Objective

Increase ferry and water taxi ridership.

Recommendations for the Waterfront Plan

Water Transportation

25. Coordinate with WETA, Golden Gate Ferry, California Public Utilities Commission and other commercial water taxi, small ferry and water shuttle operators to establish an integrated, accessible, and federally compliant water transit system, linking Port destinations to one another, and the Port to other destinations around the Bay.
26. Provide land and water area to accommodate expansion of existing and new ferry and water transit terminals and intermodal transportation connections, where needed.
27. Continue to integrate water transit into the Port's emergency response/resiliency strategies. **Staff will coordinate with Resilience Recommendations.**

Recommendation for Port Strategic Plan

- Support WETA's Strategic Plan, particularly as it relates to system expansion (e.g., 2nd BART tube 20 or 30 years away)

E. Goods Movement and Commercial/Industrial Access

What the Waterfront Plan Currently Says

- Protect industrial truck routes, freeway access, and freight rail access for southern waterfront maritime and industry;
- Provide efficiently planned parking and loading facilities to serve the Fisherman's Wharf activities
- Provide safe and adequate truck access routes and truck loading space in this congested tourist area to meet the needs of fishing, retail, and other businesses.
- Carefully design freight service areas for new uses so that they are compatible with the transportation network.
- Design public access improvements in a manner which is compatible with freight rail access to the Port.

Waterfront Plan Update Objective

Preserve and improve mobility and access for the transport of goods for both maritime cargo and operations and production, distribution and commercial and services to, from and along the waterfront.

Recommendations for the Waterfront Plan

Goods Movement and Commercial/Industrial Access

28. Develop, maintain, and enhance a multimodal freight transportation system for the sustainable and reliable movement of goods within and through the City, with safe and efficient truck and freight rail access to Port facilities.
29. Recognize the importance of the freight network to the City's economic health and disaster recovery when making decisions that affect major truck routes and the region's roadway system. **Staff will coordinate with Resilience Recommendations.**
30. Maintain a forum for the freight community to comment and advise the City and other entities on topics of land-based freight transportation facility modifications and enhancements. Coordinate the review of potential operational changes, capital projects, and regulations that may impact freight movement.

F. Curb Use Policy

What the Waterfront Plan Currently Says

- Limit the amount of available long-term (all day) parking.
- Provide efficiently planned parking and loading facilities to serve Fisherman's Wharf activities.
- Provide safe and adequate truck access routes and truck loading space in Fisherman's Wharf's congested tourist area to meet the needs of fishing, retail, and other businesses.
- Plan vehicle staging areas which minimize congestion on nearby streets and adverse impacts on public access.

Waterfront Plan Update Objective

Manage limited Port curb space according to the following priorities, which may vary by Port subarea: (1) pedestrian safety; (2) Muni/transit/paratransit; (3) passenger loading/drop-off, including taxis and transportation network companies; (4) commercial deliveries and truck loading; (6) protected bicycle parking; (7) bike share and scooter share; and (8) visitor parking.

Recommendations for the Waterfront Plan

Curb Use

31. Improve access and traffic flow by identifying curb use priorities for specific Port areas, based on predominant land uses; utilize standard City curb coloring.
32. Where the curb use is parking or commercial loading, price on-street curb use to encourage appropriate turn-over.
33. Evaluate commercial deliveries and freight loading needs for future Port land uses, and provide off street loading areas where feasible. **Staff will coordinate with Land Use Recommendations.**
34. Prohibit residential permit parking, consistent with the public trust.
35. Consider a proprietary or specific zone for tour bus parking, particularly in high-volume areas like Fisherman's Wharf.
36. Repair and update curbs along project sites to align with site activities (i.e. remove vehicular curb cuts and replace with standard curb at locations where vehicular access is removed).

G. Parking and Automobile Access

What the Waterfront Plan Currently Says

- Maximize the efficient use of new and existing parking facilities, particularly for new development by implementing any of the following, (where applicable):
 - Establish shared parking among Port-operated parking facilities, and with non-Port parking operations in adjacent areas, which are conveniently located to serve daytime, evening and weekend activities at the Port.
 - Where sufficient nearby parking is not available, provide shuttle service between new development and parking facilities.
 - Limit the amount of available long-term (all day) parking.
 - Provide parking information and signage systems to direct visitors to nearby underutilized parking locations.
- If there is no alternative seawall parking location, permit limited accessory parking on piers if the parking:
 - Is enclosed or otherwise screened from view.
 - Does not interfere with public access areas.
 - Does not generate significant traffic congestion on The Embarcadero.
 - Complies with applicable BCDC requirements if the pier is in Bay jurisdiction (e.g. "no upland alternative").
- Maximize efficient use of new and existing parking facilities in a manner that does not hamper maritime business operations and minimizes adverse impacts on public access.
- Provide efficiently planned parking and loading facilities to serve Wharf activities.
- Encourage maximum coordination between merchants, fishing industry and existing garage and parking lot operators, and install better signage to fully utilize existing parking (Fisherman's Wharf).

Waterfront Plan Update Objective

Manage the Port's on and off-street parking supply to reduce single-occupancy vehicle trips, improve air quality and pedestrian and bicycle safety, and support other Port policies and objectives.

Recommendations for the Waterfront Plan

Parking and Automobile Access

37. Reduce parking demand and manage supply to improve pedestrian, bicycle and transit mode share, neighborhood livability, safety, business district vitality, vehicle miles traveled (VMT) reduction, and air quality.
38. Provide on- and off-street disabled accessible parking near major destinations along the waterfront.

39. Manage paid on-street parking to encourage parking turnover, customer access, and parking for diverse users.
40. Discourage the development of new automobile parking spaces to achieve land use, transportation, and environmental goals, especially in locations with frequent transit service.
41. Restrict dedicated parking spaces in pier rehabilitation projects to promote transit and reduce vehicle/pedestrian conflicts along Herb Caen Way.
42. Prioritize available parking for maritime, Port tenant and visitor parking; de-emphasize commuter parking.
43. Prohibit bundling of parking with Port lease except for maritime industrial leases (maritime industrial are uses such as cargo, fish processing, harbor services, batching and are not general commercial, retail, or primarily office). Keep parking leases short, flexible and at market rates to facilitate better uses of Port property.
44. Prioritize use of parking spaces for shared and electric vehicle transportation modes that promote the Port's broader sustainability goals/affordability goals without compromising spaces required for disabled parking.
45. Systematically analyze highest and best use of land used for off street parking in the context of the Port's goals and existing City policies; **Staff will coordinate with Land Use Recommendations.**
46. Establish performance and reporting standards for parking uses.

Recommendation for the Port Strategic Plan

Implement parking access and revenue control system (PARCS) functionality on a lot-by-lot basis and determine the most appropriate way for each individual lot to help ensure cost-efficient:

- a. Parking access controls and enforcement
- b. Data collection
- c. Enhanced wayfinding

H. Transportation Demand Management (TDM)

What the Waterfront Plan Currently Says

The existing Waterfront Land Use Plan has two policies relating to Transportation Demand Management (TDM,) that are also not included in the parking or other topic discussion including:

- Support shuttle services
- Promote ridesharing, TDM (ride share, transit passes)

Waterfront Plan Update Objective

Promote sustainable transportation choices and reduce single occupancy vehicle use along the waterfront through a comprehensive set of TDM strategies.

Recommendations for the Waterfront Plan (expand when consultant TDM work scope is complete)

TDM

47. Develop a program of transportation improvements and implementation timeframes for Port tenant operations and projects to meet the City's goal of making 50% of all trips by sustainable walking, biking or public transit, consistent with the City's Climate Action Plan, and a goal of 80% of all trips by non-driving modes by 2030. **Staff will coordinate with Resilience Recommendations.**
48. Establish mode-shift goals for the various sections/subareas of the waterfront, based on the City/Port transportation goals and roadway capacity.
49. Establish an effective TDM toolbox for new and expanded developments, and for renewed leases on Port, including compliance with the City TDM Ordinance and Program.
50. Develop Port-wide and sub-area TDM plans that promote transit use, bicycle and pedestrian networks, shuttles, taxis, transportation network companies (TNC) and other projects and programs on area-wide basis (rather than on a project-by-project basis).

I. **Streets and Street Maintenance**

What the Waterfront Plan Currently Says

The existing Waterfront Land Use Plan has no policies or objectives relating to Streets and Street Maintenance.

Waterfront Plan Update Objective

Rebuild Port streets that are at the end of their useful lives and maintain streets on Port property consistent with industry standards (85 out of 100 pavement condition index).

Recommendations for the Waterfront Plan

Street and Street Maintenance

51. Work with the City to upgrade substandard Port streets to Better Streets standards, and transfer street maintenance responsibility to Public Works, when this strategy will enhance access to funding and ensure adequate maintenance.
52. When developing new streets, ensure that adequate long-term financing to maintain the street is budgeted, including traffic signals and signage (e.g., Pier 70 and Seawall Lot 337).
53. Vacate certain Port paper/water streets for water-related and open space uses (e.g., those that currently function as open space or are within the Bay).
54. Evaluate the opportunity to improve multi-modal transportation and open space improvements in conjunction with the Seawall Resiliency Project. **Staff will coordinate with Resilience Recommendations.**

4. LAND USE SUBCOMMITTEE RECOMMENDATIONS SUMMARY

Note: The Land Use Subcommittee recommendations summarized below incorporate details and supporting information in documents endorsed by the Land Use Subcommittee, available in full via this link:

[Final Land Use Recommendations](#)

Land Use Recommendations for the Waterfront Plan are highlighted in green shaded boxes. Financial requirements and resources associated with these recommendations are presented in Section 5 of this report.

A. Water Recreation

What the Waterfront Plan Currently Says

Waterfront Plan goals promote recreational boating and water activities, swimming and fishing (consistent with water quality regulations) in a variety of locations, and include policies and criteria for harbors/marinas, public docks and moorings, public viewing and signage explaining waterfront activities, and public amenities. Plan policies also recommend simpler permitting, design review and other regulatory requirements to maximize water recreation opportunities.

Waterfront Plan Update Objectives

- Strengthen the Plan's priority for maritime and water-dependent uses.
- Include new information and update of water recreation uses, needs and policies including San Francisco Bay Area Water Trail and Blue Greenway.
- Include policies that promote safe and environmentally sensitive water recreation.

Recommendations for the Waterfront Plan

1. Provide low/no cost water recreation access to the Bay, a form of public access/benefit that should be recognized by the Port and BCDC. Recognize the San Francisco Bay Area Water Trail, related water landings and support facilities, and the need for additional transient small boat berthing.
2. Seek and maintain interagency and community partnerships with organizations that promote safe water-oriented recreation opportunities for users of all abilities and economic circumstances.
3. Plan water recreation facilities and related commercial services near desirable destinations to accommodate a broad spectrum of users and to complement existing facilities.
4. Increase opportunities for overnight, secure transient berthing.
5. Implement water recreation projects within a framework that identifies locations of greatest benefit, and solicit new funding sources and partnerships, coordinated with Port funding opportunities identified in Port capital budget planning.
6. Promote public and water recreation user understanding of water safety, maritime vessel operations and environmental protections. **Staff will coordinate with Resilience Recommendations.**

B. Maritime Berthing and Public Access

What the Waterfront Plan Currently Says

Waterfront Plan goals and policies promote maritime berthing, including temporary and layover berthing, for multiple industries, as well as seasonal fish handling at any pier that can safely meet these needs. They also promote a bold, continuous public access network and a diversity of open spaces; and public access around

piers where safe and feasible. Where maritime berthing is needed and safety or operational needs preclude public access, portions of pier aprons may be dedicated exclusively for maritime use, and other portions for public access.

Waterfront Plan Update Objectives

- Recognize and reconcile new parks and public access improvements added over the past 20 years with growing demand for maritime operations and berthing locations in the northern waterfront.
- Recommend policies and criteria to help balance the needs of maritime industries and berthing facilities with public access along pier aprons and the water's edge.

Recommendations for the Waterfront Plan

7. Affirm Port's maritime mission and Maritime Preservation Policy to support diverse maritime and water-dependent industries; identify valuable pier-apron berthing and shed facilities in northern waterfront and deep water berths for various maritime operations all along the waterfront, and centrally located Harbor Services operations.
8. Respond to need for additional, shallower-draft maritime berths for ferries, excursion boats and water taxis.
9. Maintain water depth of 12-feet+ for berthing shallower-draft vessels in northern waterfront. North of Pier 27, provide priority consideration for maritime berthing along south (or east) sides of piers for less exposure to prevailing tides.
10. Promote shared public access on pier aprons where it is: a) safe and compatible with maritime berthing; and b) economically feasible for maritime tenant to maintain public access.
11. Identify the types of maritime operations that preclude or restrict shared public access, due to operational, security or safety issues.
12. Recognize that maritime operations maintain an authentic working waterfront, a purpose that is of interest to the public, even if not compatible with public access.
13. Reflect the positive value that views of maritime operations add to visual public access along the waterfront, and establish criteria that determine when maritime berthing and public access are expected to be compatible and when not; and when views of maritime operations or vessels are valued as positive features of working waterfronts and may fulfill public access objectives. (This issue to be further addressed by Port and BCDC in coordinating amendments to the Waterfront Plan and Special Area Plan)
14. Determine how conflicts between competing maritime/industrial trucks and non-maritime bicycle and pedestrian access along the Bay Trail in the Southern Waterfront can be managed in serve multiple modes of transportation, in a safe manner. **Staff will coordinate with Transportation Recommendations.**

C. Activation of Port Public Parks and Open Spaces

What the Waterfront Plan Currently Says

The Waterfront Plan promotes a diversity of activities, including open space, recreation and other waterfront activities for all San Franciscans and visitors to enjoy. Policies suggest that open spaces and parks include a mix of passive areas and active areas for civic gatherings, urban events, and including activities that appeal to children and seniors. The current Plan stops short of clarifying the distinction between active recreation uses that are available for all visitors to enjoy and consistent with the public trust, versus municipal public park facilities that are oriented for local resident use.

Waterfront Plan Update Objectives

- Evaluate whether active uses are desirable in Port open spaces and if so, in what form such that they can meet public trust objectives.
- Promote a broader range of recreational activities for public use and enjoyment of Port parks by all users, including residents, workers and visitors of all ages.

Recommendations for the Waterfront Plan

15. Provide more recreational uses in Port open spaces that are appropriately sited and designed to serve a balance of local and state public trust needs; improvements should benefit a full spectrum of users --locals, regional visitors, and all ages.
 16. Communicate to the City of San Francisco that the mission of providing municipal park and recreation services for San Francisco residents should not rely upon Port lands subject to public trust requirements, as a substitute for non-trust properties.
 17. Promote park/open space designs that are unique, authentic, and reflect our waterfront story; encourage art and spaces that relate to characteristics of nearby neighborhoods; and connect the public of all ages with nature.
 18. Promote water-dependent recreation in landside open spaces, where feasible. Support active water recreation programs (e.g. Kayaks unlimited, UCSF on Mission Creek).
 19. Include interest points and designs in parks and open space that attract use by youth and teens. Consider how technology and socialization patterns influence their use and enjoyment of outdoor spaces.
 20. Try pilot programs to explore how recreational opportunities can be expanded or diversified. Learn from successfully programmed events that attract diverse populations to the waterfront, while mitigating impacts on affected neighborhoods.
 21. Consider concessionaires that can support active enjoyment of Port parks (e.g. providing recreation equipment, refreshments, and restrooms).
 22. Seek ways to draw attention to underutilized public open space and water recreation areas that are not located along the public access network adjacent to Port streets (e.g. The Embarcadero, Terry Francois Boulevard).
- Staff will coordinate with Resilience (Emergency Response, Sustainability) Recommendations.**

D. Expanded Definition and Criteria for Public-Oriented Uses

What the Waterfront Plan Currently Says

Waterfront Plan goals promote a diversity of uses to achieve a dynamic array of activities along the waterfront for all San Franciscans and visitors to enjoy. Policies define several categories of acceptable public-oriented uses including Artist/Designer studios and galleries; Assembly and Entertainment; Recreational Enterprise; and Academic and Cultural Institutions. Visitor-serving retail, restaurant, hotel and public open space are trust-consistent uses, although hotels are prohibited on piers pursuant to Proposition H, approved in 1990.

Waterfront Plan Update Objectives

Develop recommendations and work with State Lands Commission and BCDC to recognize and support a broader range of public-oriented uses that would further public trust purposes.

Recommendations for the Waterfront Plan

23. Support a diversity of uses that equitably serve and attract visitors of all ages, income levels and abilities from California and the world. Design public-oriented uses to be inclusive (e.g. include lower cost take-out/happy hour offerings from restaurants; more creative public access/public realm design amenities; lobbies open to the public). Focus on creating visitor experiences and a sense of place that is oriented to San Francisco Bay.
24. Prioritize water-oriented and water-dependent uses that are open to the public.
25. Include tenant improvements that invite and enhance visitors' enjoyment of the historic architecture within bulkhead buildings and pier sheds.
26. Balance commercial revenue generation with public-oriented uses and benefits.
27. Provide waterfront views, shoreline public access or direct access to/from the Bay for visitors' enjoyment of the natural environment. **Staff will coordinate with Resilience Recommendations (re Sustainability).**

E. Historic Pier Development and Leasing

What the Waterfront Plan Currently Says

Waterfront Plan goals promote rehabilitation and re-use of Embarcadero Historic District piers and bulkhead buildings to create new public gathering places and business opportunities along the waterfront.

- Public-private development partnerships are key to achieving historic pier rehabilitation and other Waterfront Plan objectives, including investment in maritime facilities, public access and public-oriented uses, new jobs and economic opportunities, improving the financial strength of the Port to further waterfront capital repairs.
- Waterfront Plan interim leasing policies are intended to activate underutilized property pending long-term improvements; interim use policies are generally based on 10-year leases in Northern Waterfront, and up to 30-year terms in Southern Waterfront.

Waterfront Plan Update Objectives

- Develop recommendations for leasing that support financial requirements for basic repairs and capital improvements, provide public-oriented uses, and maintain utilization and public enjoyment of Embarcadero Historic District bulkhead and pier shed facilities.
- Conduct financial model analysis to develop recommendations for long-term development leases that are financially feasible and support full seismic upgrade of Historic District facilities, provide public trust benefits, and incorporate:
 - Updated cost estimates for basic repairs and seismic upgrade of Embarcadero Historic District facilities, and for historic preservation, maritime berthing, public access, and public-oriented use improvements;
 - Analysis of financial and capital requirements and tradeoffs, and lease term requirements for ongoing Port asset management leasing, and long-term development that includes full seismic upgrade.

Recommendations for the Waterfront Plan

Note: The recommendations summarize extensive discussion, analysis and Land Use Subcommittee documents, which are available in full on the Port's website. See [Appendix B](#) for highlighted details.

28. In the Embarcadero Historic District, increase certainty and coordinated inter-agency review of public trust consistency of leases and development projects by using the Public Trust Objectives Matrix. (See Appendix B.)
29. Establish a new framework to support Port leases for short-term (0-10 years), intermediate-term (11-49 years) and long-term (50-66 years) periods, and criteria for pier repairs, uses and public trust benefits to provide feasible asset management strategies needed to maintain the integrity of the Embarcadero Historic District and support the waterfront's evolving needs.
30. Allow intermediate-term (11-49 years) leases to amortize capital repair costs of Embarcadero Historic District facilities, prioritize bulkhead buildings for public-oriented uses to enhance the pedestrian environment along The Embarcadero, and generate Port rental revenue. Intermediate-term leases may occur as a master lease for an entire/most of pier, which may allow seismic improvement to support higher occupancy in limited parts of the facility; Intermediate-term leases managed by the Port within multi-tenant piers are needed to finance repairs but would not likely support seismic improvements. Consistent with Port Building Code standards, allow intermediate-term leases for high revenue, higher occupancy uses (e.g. Production/Distribution/Repair (PDR) or office) in limited areas to finance pier repairs and improvements, without changing the overall industrial, maritime or low/limited occupancy of the pier facility.
31. Allow long-term (50-66 year) leases to support full seismic and structural rehabilitation of the historic piers, sea level rise adaptation, public-oriented uses in bulkhead buildings, maritime and/or public access on pier aprons. Long-term leases require high-revenue generating uses (e.g. public/visitor serving retail, general office/PDR) to finance seismic upgrade and facility improvements and generate Port rental

revenue. Promote development of piers for public-oriented uses but recognize that this will likely require new sources of revenue and/or investment including private fundraising, targeted public investment, or other financially feasible uses to ensure financial feasibility.

32. Support intermediate-term leases which meet revenue needs, support businesses and job opportunities, and support public-oriented uses that front on The Embarcadero Promenade. Piers that offer limited public-oriented uses should be distributed among other developments and attractions and, if feasible, provide areas that may be made available for community or public use as a public benefit.
33. Encourage pilot and pop-up public-oriented uses that promote a dynamic waterfront and small business opportunities.
34. Assess and report successes and outcomes from intermediate-term leases. Monitor and report on pier condition as an integrated part of the Port capital planning cycle and capital budget process.

F. Hotel Use

What the Waterfront Plan Currently Says

Hotels are an unacceptable use on piers or within 100 feet of the shoreline, per the Waterfront Plan and the 1990 adopted Proposition H Ordinance.

Waterfront Plan Update Objectives

- Conduct architectural and financial analysis to determine whether it is feasible to adapt a historic pier shed and bulkhead building for hotel use within the existing pier footprint, while complying with Secretary of Interior historic preservation requirements.
- If hotel is a feasible pier use, discuss whether recommendations should address this public trust use to support Embarcadero Historic District rehabilitation, while also recognizing that it is currently unacceptable under Proposition H.

Recommendations for the Waterfront Plan

35. To assist the Working Group in its deliberations, the Port engaged economic consultants to determine the economic feasibility of adapting and rehabilitating an Embarcadero Historic District finger pier for hotel use, consistent with Secretary of Interior Standards for historic rehabilitation. Such a conversion is currently prohibited by law. The economic analyses showed that such a conversion could be economically feasible, however the Working Group did not reach consensus on recommending that the Port Commission pursue any efforts to change the voter passed initiative that prohibits such conversions.

Note: At the conclusion of the discussions, all except one attending Subcommittee member endorsed the recommendation above. The Subcommittee acknowledged the sensitivity of reconsidering the hotel ban and did not make a recommendation about whether the Proposition H prohibition of pier hotels should be revisited. Further details of the pier hotel discussions are in the May 24 and May 31, 2017 Meeting Notes.

G. Seawall Lot Development

What the Waterfront Plan Currently Says

The Waterfront Plan allows conversion of parking lots on Port seawall lots to higher revenue and other uses (e.g. housing, office, retail, hotel, open space) provided such new uses complement adjacent neighborhoods and provide quality design. Design policies promote physical and visual connections between the City and Port piers at key intervals along the shoreline, including public views of maritime activity, the Bay, bridges and historic architecture.

Waterfront Plan Update Objectives

- Recommend improvements/adjustments, if needed, to existing Plan policies.
- Recommend whether the trust use restriction should be lifted for seawall lots north of Market Street, as was done through State Legislation for seawall lots south of Market Street

Recommendations for the Waterfront Plan

Design and Development

36. Continue Waterfront Plan policies which encourage uses on seawall lots that integrate and connect with the surrounding neighborhood and waterfront.
37. Seawall Lot developments should achieve two desirable goals:
 - a. Incorporate public-oriented uses that enliven the pedestrian/ground level experience in a variety of ways and promote ground floor pedestrian activation
 - b. Provide land uses that support and attract diverse populations (whether oriented to residents, visitors or workers) to the waterfront. **Staff will coordinate with Resilience Recommendations (re Social Equity).**
38. Promote Seawall Lot development design that provides physical and visual access between west and east sides of The Embarcadero, historic piers and bulkhead buildings, and the Bay, and access to a diverse range of users. **Staff will coordinate with Transportation Recommendations.**
39. Activate and clean-up underutilized Seawall Lot areas, and promote new uses/design that enhances the public realm on the west side of The Embarcadero. **Staff will coordinate with Transportation Recommendations.**

Acceptable Uses and Legislation to Lift Trust Restrictions

40. Seek State legislation to lift trust restrictions on the remaining Seawall Lots north of Market Street on a case-by-case basis, if necessary, and ensure that development includes public-oriented use(s) to activate/enhance the public realm.
41. Generate revenue from a broad range of uses, including non-trust uses if needed (e.g. office, residential, general retail) to support Port capital improvements, and invite new ideas to enhance surrounding neighborhoods and connections across The Embarcadero; support development if it advances public goals and is accompanied by robust urban design.
42. Pursue significant financial benefits from Seawall Lot developments that rely on State legislation to support historic rehabilitation of piers, waterfront parks and public access.
43. Parking on Seawall Lots is a trust use which furthers trust objectives by:
 - a. Accommodating Port visitors from the region/state who drive, especially families with children, seniors, those with disabilities, and tour buses.
 - b. Supporting Port businesses, their service needs, and their employees who are currently underserved by transit (i.e. maritime operators, Fisherman's Wharf businesses, Ferry Building Marketplace, Exploratorium).
 - c. Providing revenue stream for Port capital needs on an interim basis, until other uses are approved. **Staff will coordinate with Transportation Policies**
44. Seawall Lot parking uses should be consistent with Transportation Subcommittee recommendations, and informed by further studies of people visiting waterfront, delivery and loading needs, transit and bike use. **Staff will coordinate with Transportation Policies**

H. Public Engagement in the Development/Leasing Process

What the Waterfront Plan Currently Says

The Waterfront Plan includes a pre-development public process flow chart for site-specific development opportunities offered through the competitive solicitation process. This has provided the framework to guide the Port Commission and staff procedures to implement development projects, which includes early consultation with

applicable regulatory agencies, as well as Port advisory committees and community input to define project concepts prior to developer selection.

Waterfront Plan Update Objectives

Update the Waterfront Plan's framework for community engagement and public review process for Port lease and development projects, with particular focus on the three areas described below. The Port Staff manages numerous standing Port Advisory Committees for defined areas of the waterfront, and a Maritime Commerce Advisory Committee that provides Port-wide address of maritime industries. Port Staff seeks Working Group recommendations to update and improve the description of the public process framework in Waterfront Plan as well as update Port Staff procedures to support Port Advisory Committees, and public review and comment opportunities for Port lease proposals and projects.

- Port Advisory Committees: Review/evaluate the Port Advisory Committee process to improve communication with Port Commission; provide community perspective in the developer selection process; enhance and broaden public awareness of Port projects to reach a broader cross-section of citizens.
- Competitive solicitation process for long-term and intermediate-term leases: Update existing pre-development process to support longer lease terms, improve stakeholder engagement, examine specificity of development solicitations, and align solicitation objectives with Waterfront Plan goals.
- Sole source proposals: Recommend public review process for consideration of development proposals that are not received through a competitive solicitation process.

Recommendations for the Waterfront Plan

The recommendations below provide guidance to update the Waterfront Plan community engagement and public review framework, and Port procedures and details for managing Port Advisory Committees, lease solicitations, and coordinated compliance with City contracting and lease approval requirements.

Improving Community Engagement and Port Advisory Groups/Committees (PACs) process

45. PACs should continue to operate on a consensus-building basis.
46. Enhance communication between PACs and Port Commission, including periodic reports, as needed, and encourage Commissioner attendance of Advisory Group meetings.
47. Ensure timely Port staff updates to PAC during project design-development process before final decisions are made.
48. Promote efforts by Port staff and PAC members to engage broader City-wide and, when appropriate, regional citizen participation and input.
49. Provide advance information to keep PACs informed about Port activities and projects, including notice of Port Commission informational presentations and forward calendar items, and special events in PAC area.

Competitive Solicitation

50. Port staff should provide Community Input Process for Competitive Solicitation for:
 - Long-term, non-maritime development opportunities for Embarcadero Historic District piers (including bulkhead buildings), Seawall Lots, and other Port properties.
 - Intermediate-term master lease opportunities for majority or entire Embarcadero Historic District piers (including bulkhead buildings) except for intermediate-term leases for maritime only businesses in the Embarcadero Historic District and other Port facilities.
 - Lease opportunities that would convert maritime/industrial/PDR space to new retail, restaurant or other public-oriented use in bulkhead buildings, piers or other Port facilities. (*Solicitations to re-tenant existing retail/restaurant spaces are not subject to this request*)

Recommended steps for competitive solicitation opportunities should include:

- a. Port Commission meeting and public comments to consider preparation of a competitive lease/development solicitation opportunity after review of Port staff report describing competitive

- solicitation opportunity, including requirements and key Waterfront Plan and public trust goals and objectives;
- b. Community review and input by PAC, city and regional stakeholders to determine community and public trust values and priorities to be reflected in the lease/development solicitation opportunity;
- c. Port Commission meeting and public comments, and authorization to issue the competitive lease/development solicitation opportunity, and establish a Review Panel process to evaluate and score response submittals consistent with City Contract Monitoring Division rules and standards. Review Panel should include a development expert, Port staff member, a PAC member, and a member providing city or regional stakeholder perspective. PAC representatives and public should attend Port Commission meeting to provide public comments prior to Port Commission authorization of competitive solicitation opportunity.
- d. Evaluation of responding lease/development proposals by Port staff for compliance with minimum qualifications, financial capability, and references; and by Review Panel for scoring developer interviews and responses.
- e. Port Commission informational public meeting to receive presentations from qualified developer respondents, receive Port Commission, PAC and public comments.
- f. Port Commission consideration of developer selection, after review of Port staff report of Review Panel and Port staff scores and recommendation.

Sole Source Proposals

51. Under the San Francisco Administrative Code and the Waterfront Plan, it is City and Port policy to competitively-bid development opportunities. If and when the Port receives unsolicited proposals for unique development opportunities, the Port may only enter a sole source lease for such opportunities if the Board of Supervisors finds that it would be impractical or impossible to follow competitive bidding procedures. These are recommended steps for Port Commission consideration of unsolicited (Sole Source) proposals:
- a. Require developer to provide written submittal that describes the proposal, any community outreach completed to date, specific ways in which the project will achieve Waterfront Plan and public trust goals and objectives, and reasons that support waiving the competitive solicitation process.
 - b. Port Advisory Committee meeting(s), for review and comment on the proposal, if not already completed and described above.
 - c. Port Commission informational meeting and public comments on Sole Source proposal, including review of information in Item a above.
 - d. Board of Supervisors public hearing and consideration of waiving City competitive solicitation leasing policy provisions.

Alternative Recommendation - The Working Group reviewed the following alternative proposal for Recommendation #51 submitted by one member of the Working Group, but did not accept this language in the Final Part 2 Recommendations.

“The development teams for all commercial developments on Port property shall be selected through a public request for qualifications (RFQ) process. The RFQ may include site-specific criteria, and that certain uses and features be included, if deemed desirable by the Waterfront Land Use plan and/or by community consultation, but no RFQ shall be written in a way that permits only one potential bidder.”

Southern Waterfront Lease Guidelines

52. Update Southern Waterfront Interim Lease Guidelines (originally established in 2004 prior to Pier 70 and Blue Greenway plans, and Pier 80-96 Maritime Eco-Industrial Strategy) to include the following:

Short-term leasing:

- a. Limit location of heavy industrial uses away from adjacent neighborhoods, and include lease provisions to minimize external impacts on neighborhood, as applicable. **Staff will coordinate with Resilience Recommendations.**
- b. Provide 10-day notice and review of information on proposed lease to Central Waterfront Advisory Group (CWAG) and Southern Waterfront Advisory Committee (SWAC) before the lease is

approved, and opportunity to request review at a CWAG or SWAC meeting, to receive public input prior to lease approval.

Pier 80-96 Maritime Eco-Industrial Strategy Area (Intermediate or Long-term leases):

- a. Provide regular Port Commission and SWAC informational updates and community engagement on maritime marketing lease proposals.
- b. Schedule Port Commission informational presentation for intermediate-term or long-term lease opportunity
- c. Schedule SWAC meeting to discuss lease opportunity, solicit community input to report back to Port Commission
- d. Any opportunity for intermediate-term or long-term lease follows competitive solicitation process as proposed for piers and seawall lots (See Recommendation 51).

Other Leasing

53. Board of Supervisors - Under current policy, Port non-maritime leases of 10 years or more and \$1 million (or more) in annual rental revenue are required to secure approval by the Board of Supervisors after Port Commission approval. Public comment opportunities are provided in Port Commission and Board of Supervisor hearings. For any such intermediate-term, non-maritime leases that are not covered by Recommendation #50, the Port should take the following steps prior to authorization by the Port Commission and approval by the Board of Supervisors:

- a. Schedule a Port Commission informational public meeting regarding the proposed lease and related capital investment, and proposed lease term necessary to amortize cost of facility improvements;
- b. Present the proposed lease for Port Advisory Committee review and comment, including a description of the proposed capital investment in the pier to warrant the intermediate lease term;
- c. Port Commission meeting to receive Port Advisory Committee and public comments and lease authorization, prior to consideration and approval by the Board of Supervisors.

54. No additional required process - The following types of leases do not require separate public review, however intermediate leases (over 10-years) would be reviewed by Port Commission and Board of Supervisors:

- a. Short-term (0-10yr) leases (except in Southern Waterfront), and turnover leasing for maritime, light-industrial/PDR, existing office, retail, restaurant spaces.
- b. Intermediate lease renewal/re-lease for existing public-oriented use, including restaurant and retail, in historic bulkhead building.

5. PORT STAFF ANALYSIS: FINANCIAL REQUIREMENTS AND RESOURCES FOR ALL SUBCOMMITTEE RECOMMENDATIONS

Port staff prepared the table below for the Working Group's information regarding possible funding sources for Waterfront Plan policy recommendations. This is a staff-generated analysis, intended to illustrate the types of funding resources that typically would be necessary to implement different types of improvements described in the Working Group recommendations. This financial matrix is provided for informational purposes and does not guarantee nor constrain the funding requirements and resources that may be necessary or secured for actual future implementation projects.

The following general comments apply to all funding opportunities. Additional comments that apply to specific policy topics are imbedded in green rows within the table.

- Funding opportunities identified with an 'X' indicate an alignment between work required to meet that policy objective and generally eligible uses of each funding source. Many of these sources, particularly federal, state, and regional funds, general obligation bonds, other city funds, and philanthropy, are highly competitive; the identification of a possible source does not guarantee that funds can be secured for the Port's priority work, only that a viable source may be available and could be pursued. Other funding sources, like infrastructure financing districts and assessment districts, generally are limited to long-term development projects and require a substantial commitment of Port staff time and sometimes state and/or local legislation to secure.
- As documented and discussed extensively in Working Group public meetings, the Port's capital resources are limited and fall far short of the investment required to keep assets in "State of Good Repair" and many desired community benefit improvements. The Port has expanded partnerships with City and public agencies, private and non-profit partners, and developed tools to expand or newly tap private and public financing. They are reflected in the funding and financing categories in this table.
- Many Subcommittee recommendations would rely on the same funding sources, meaning that new initiatives will need to "compete" for funding - as well as staff time to manage the initiatives - alongside other new and existing Port programs and projects.
- Many program or capital costs could be borne in part or in full by Port development partners and tenants, which could affect their returns and, if the costs are recovered through reduced rents or rent credits, could reduce revenues to the Port's Harbor Fund.
- Given their narrow profit margins, maritime businesses are particularly vulnerable to rising costs associated with new programs and policies; small and legacy businesses and non-profit organizations also may be vulnerable.
- The Port's two-year Capital Budget, funded through a set-aside of approximately 25% of Port Operating Revenue, allocates funds to a variety of pier structure repairs, dredging, utility, open space, greening and alternative energy, life-safety, and other projects. All funding proposals undergo review against criteria that align with goals of the Waterfront Plan to determine which projects should be funded in a given year.
- The Port is improving its capital planning and budget process by adding a 5-Year Capital Improvement Program (CIP), providing the Port Commission and the public with earlier review and consideration of upcoming projects and expected financial resources.
- Interested members of the public should regularly participate in Port Commission meetings that focus on capital planning and budgeting, to best understand and influence the process and criteria for determining how waterfront maintenance, repairs and improvements are determined.

Potential Funding Sources														
Policy Areas	Cost/Revenue Cost, Revenue, Neutral	Port Capital (C); Operating (O); Debt (D)	Federal Funds	State Funds	Regional Funds	General Obligation Bonds	Other City Funds	Agency Partners	Infrastructure Financing District	Assessment Districts	Historic Tax Credits	Public/Private/ Non- profit Partnership	Port Tenant	Philanthropy

LAND USE SUBCOMMITTEE

Water Recreation - Federal/State/Regional sources earmarked for recreational boating (e.g. Cal Boating, Coastal Conservancy, ABAG Bay Area Water Trail) and related improvements. IFD and Assessment districts may include projects with water recreation facilities (e.g. Pier 70, Mission Rock).														
1, 3. Provide low/no cost water recreation access to the Bay and recognize San Francisco Bay Water Trail and related landings, support facilities, and need for transient small boat berthing. Plan water recreation facilities near desirable destinations to accommodate multiple users, and complement existing facilities.	C	C, O	X	X	X	X						X		
2. Seek and maintain interagency and community partnerships with organizations that promote water-oriented recreation for people of all abilities and economic circumstances.	C	O						X						
4. Increase opportunities for overnight transient berthing.	C,R	C, O		X					X	X		X		X
5. Implement water recreation projects at locations of greatest benefit; solicit new funding sources, coordinate with Port funding opportunities in capital budget planning.	C	C, O		X					X	X		X		X
6. Promote understanding of water safety, maritime vessel operations and environmental protections by all recreation users	C	O												
Maritime Berthing/Access - Pier aprons may be funded with Port capital, or project funds (generally, maritime tenants do not provide major capital improvements). Maritime berthing improvements include apron repair, floats/gangways, and gates. Fed/State/Regional funds may be available for ferry landing facilities; City has contributed to fund ferry project design.														
7, 8. Affirm Port's maritime mission and Maritime Preservation Policy for diverse maritime and water-dependent industries. Identify valuable pier-apron berthing and shed facilities in northern waterfront for maritime operations. Respond to need for additional, shallower-draft maritime berths for ferries, excursion boats and water taxis.	C	C	X	X	X		X					X	X	
9. Maintain water depth of 12-feet+ for berthing in North Waterfront; prioritize south /east aprons north of Pier 27.	C	C												
10. Promote shared public access on pier aprons where it is compatible with maritime, and economically feasible for tenant to maintain public access.	C	C										X	X	
11. Identify the types of maritime operations that preclude or restrict shared public access due to operational security or safety issues.	N	O												
12, 13. Recognize that Maritime operations maintain an authentic working waterfront that is of public interest, even if not compatible with public access. Reflect the positive value that views of maritime operations add to visual public access; establish criteria that determine when maritime berthing and public access are compatible and when not, and when views of maritime operations are valued as positive features of working waterfronts and may fulfill public access objectives.	N													
14. Determine how conflicts between competing maritime/industrial trucks and non-maritime bicycle and pedestrian access in the Southern Waterfront can be managed to serve multiple modes in a safe manner.	N, C	C, O												
Activation of Port Parks and Open Spaces - Capital improvements and operational/maintenance costs to activate parks and open space may be funded with Port capital or project/tenant fees. City General Obligation Bonds for parks is another potential funding source, particularly for new construction. IFD and Assessment districts may include projects with park/open space facilities.														
15, 16. Provide more recreational uses in Port open spaces that are appropriately sited/designed to serve a full spectrum of users: local, regional visitors and all ages. Communicate to the City that the mission of providing municipal park/rec services should not rely on Port/trust land.	C	C				X			X	X		X		X

Potential Funding Sources														
Policy Areas	Cost/Revenue Cost, Revenue, Neutral	Port Capital (C); Operating (O); Debt (D)	Federal Funds	State Funds	Regional Funds	General Obligation Bonds	Other City Funds	Agency Partners	Infrastructure Financing District	Assessment Districts	Historic Tax Credits	Public/Private/ Non- profit Partnership	Port Tenant	Philanthropy

17. Promote unique, authentic park designs and reflect our waterfront story; encourage art and local character features.	C	C				X			X	X		X		X
17, 18. Promote water-dependent recreation, where feasible. Support active water recreation programs. Promote connecting the public of all ages with nature.	N								X	X				
19. Include interest points and designs that attract use by youth and teens. Consider how technology and socialization patterns influence their use and enjoyment of outdoor spaces.	C	O												
20. Try pilot programs to expand recreation opportunities. Learn from successfully programmed events that attract diverse populations while mitigating impacts on affected neighborhoods.	C	C, O				X								
21. Consider concessionaires that can support active enjoyment of parks (supplying equipment, restrooms, etc.)	N	O												
22. Seek ways to draw attention to underutilized open space and water recreation	C	C, O												

Public-oriented Use Criteria - Public-oriented uses and historic pier rehabilitation requires significant capital investment, and may be funded with new projects, i.e. public-private partnerships, or philanthropy. Infrastructure Financing Districts, Assessment Districts, and/or Historic Tax Credits may apply to such project to offset a portion of total costs. GO Bonds may fund parks/open space improvements that meet these criteria.

23. Support a diversity of uses that equitably serve and attract visitors of all ages, income levels and abilities from CA and the world (e.g. lower cost food options, creative public access design). Focus on creating visitor experiences and a sense of place that is oriented to San Francisco Bay.	N, C	C, O				X				X		X	X	X
24. Prioritize water-oriented and water-dependent uses	C	C				X				X		X	X	X
25. Include tenant improvements that invite and enhance visitor enjoyment of historic architecture in piers/bulkheads	C	C								X		X	X	
26. Balance commercial revenue with public-oriented uses/benefits	C	C								X		X	X	X
27. Provide waterfront views, shoreline or direct Bay access for visitors enjoyment of the natural environment	C	C				X				X		X	X	X

Historic Pier Rehabilitation - Public-oriented uses and historic pier rehabilitation require significant capital investment, and may be funded with new long term leases that require major investment, i.e. public-private partnerships, or philanthropy. Infrastructure Financing Districts, Assessment Districts, and/or Historic Tax Credits of up to 20% may apply to such projects to offset a portion of total costs.

28, 29. In the Embarcadero Historic District, increase certainty and coordinated inter-agency review of public trust consistency by using the Public Trust Objectives Matrix (Appendix B). Establish a new framework to support Port leases for short-term (0-10 years), intermediate term (11-49), and long-term (50-66) periods, and criteria for pier repairs, uses and public trust benefits to provide feasible asset management strategies needed to maintain the integrity of the District and support waterfront's evolving needs.	N	O												
30. Allow intermediate term leases to amortize capital repair costs of Embarcadero Historic District facilities, prioritize bulkhead buildings for public-oriented uses to enhance Embarcadero pedestrian environment, and generate Port rental revenue. Such leases may occur as a master lease of an entire/most of pier which may allow seismic improvements to support higher occupancy in limited parts of the facility. Such leases managed by the Port within multi-tenant piers are needed to finance repairs, but would not likely support seismic improvements. Allow intermediate-term leases for high revenue, higher occupancy uses (e.g. PDR or office) in limited areas to finance pier improvements.	R	C, O										X	X	X

Potential Funding Sources														
Policy Areas	Cost/Revenue Cost, Revenue, Neutral	Port Capital (C); Operating (O); Debt (D)	Federal Funds	State Funds	Regional Funds	General Obligation Bonds	Other City Funds	Agency Partners	Infrastructure Financing District	Assessment Districts	Historic Tax Credits	Public/Private/ Non- profit Partnership	Port Tenant	Philanthropy

31. Allow long-term leases for full structural/seismic rehabilitation of historic piers, SLR adaptation, public-oriented uses in bulkhead buildings and maritime and/or public access use of aprons. Such leases require high-revenue generating uses (e.g. public/visitor serving retail, office, PDR) to finance improvements. Public oriented uses likely require new sources of revenue and/or investment including private fundraising, targeted public investment or other financially feasible uses to ensure feasibility.	R	C,O							X	X	X	X	X	X
32, 33. Support intermediate-leases that meet revenue needs, support business/job opportunities and support public-oriented uses that front on The Embarcadero. Distribute piers with limited public uses among other developments and attractions and, if feasible, provide areas for community/public use. Encourage pilot and pop-up public oriented uses that promote a dynamic mix of uses and small business opportunities.	N	C,O										X	X	X
34. For intermediate leases: Assess and report successes and outcomes; monitor and report on pier condition during capital planning/budget cycle.	C	O										X	X	X

Hotel use – Hotels are an unacceptable use on piers per the Waterfront Plan and 1990 adopted Proposition H Ordinance, but are an acceptable public trust use. Discussion considered whether hotel could be a revenue generating use to support Embarcadero Historic District rehabilitation but did not make a recommendation to revisit the Proposition H hotel prohibition.

35. Economic analysis determined that it is financially feasible to adapt and rehabilitate a historic finger pier for hotel use, however the Working Group did not reach consensus on recommending that the Port Commission pursue change to the voter passed initiative that prohibits such conversions.	N													
---	---	--	--	--	--	--	--	--	--	--	--	--	--	--

Seawall lot Development - Seawall lot development requires significant capital investment, likely funded with public-private partnerships. Infrastructure Financing or Assessment Districts could be applied to offset a portion of total costs and provide funding for pier and other waterfront improvements in the District. Fed/State/Regional grant funds may be available for streetscape improvements. A broader range of higher revenue uses could generate revenue for the Port Harbor Fund.

36, 37. Encourage SWL uses that integrate and connect with the surrounding neighborhood and waterfront, and enliven pedestrian/ground level experience with public-oriented uses.	N													
38, 39. Improve connections between east/west sides of Embarcadero, and enhance the public realm on the west side of The Embarcadero.	C	C	X	X	X			X				X	X	X
40-45. Legislation to lift trust restrictions on the remaining seawall lots north of Market Street should be considered on a case-by-case basis, if necessary, and include public-oriented uses to enhance public realm. Generate revenue from a broad range of uses, including non-trust uses if needed to support Port capital improvements, and generate significant financial benefits to support historic pier rehab, parks and access and support a diverse population of users.	R	O						X	X	X		X		
43, 44. Parking on seawall lots furthers trust objectives by accommodating waterfront visitors, supporting Port business, and generating Port revenue. Parking policies should be coordinated with Transportation Subcommittee recs, and be informed by further study of visitor patterns and business needs.	C	C, O						X		X		X		

Potential Funding Sources														
Policy Areas	Cost/Revenue Cost, Revenue, Neutral	Port Capital (C); Operating (O); Debt (D)	Federal Funds	State Funds	Regional Funds	General Obligation Bonds	Other City Funds	Agency Partners	Infrastructure Financing District	Assessment Districts	Historic Tax Credits	Public/Private/ Non- profit Partnership	Port Tenant	Philanthropy

Public Engagement in Development/Leasing Process - Enhancing public engagement in the Port development and leasing process requires some additional staff/operational costs, but facilitates community input and support for waterfront projects. Inter-agency efforts to streamline the entitlement process increase certainty and reduce the cost of development.														
Port Advisory Groups/Committees (PACs)														
45, 46. PACs should operate on consensus-building basis; provide periodic reports to Port Commission, as needed.	N													
47-49. Port staff should provide project updates to PAC prior to final decisions; seek broader City-wide citizen participation; provide advance notice to PACs of relevant Port Commission calendar items and special events.	C	O												
Competitive Solicitation														
50a-f. Competitive solicitation process steps include Port Commission and Port Advisory Committee meetings and public comments prior to authorizing competitive solicitation opportunity; a Review Panel process with community representatives to interview respondents; and Port Commission hearings to select developer.	N	O												
Sole Source Proposal														
51a-d. City and Port policy is to competitively-bid development opportunities. If/when Port receives unsolicited proposals, require developer written submittal of reasons to waive competitive solicitation requirement, and ways in which project will achieve Plan goals, for review by Port Advisory Committee, Port Commission and Board of Supervisors.	N	O												
Southern Waterfront Lease Guidelines														
52a-d. 10-day notice prior to approval of short-term leases. Follow competitive solicitation process in Recommendation 51 above, and provide regular SWC updates for intermediate and long-term leases.	N	O												
Other Leasing														
53, 54. Board of Supervisors approval required for 10+ year non-maritime leases generating \$1+million annual rental revenue, prior to which intermediate-term non-maritime leases not covered by #50 will be reviewed by Port Advisory Committee and Commission. Additional, separate review process is not required for certain short-term leases (0-10 yrs.) or intermediate term lease renewals for existing public oriented uses in bulkhead buildings.	N													

RESILIENCE SUBCOMMITTEE
ENVIRONMENTAL SUSTAINABILITY The Port looks to a variety of funding sources to implement its environmental programs and projects, especially state and regional funds, as well as agency and public private partnerships.
Climate Change & Air Quality - Most air quality projects are funded by partnerships between Port and development partners or tenants. Opportunities for regional, state, or federal funding may present themselves, and the Port could compete for such funding when projects that are a good fit are poised and Port staff resources can be dedicated (e.g., the California Air Resources Board and the Department of Conservation could be funding sources for greenhouse gas reduction projects.)

Potential Funding Sources														
Policy Areas	Cost/Revenue Cost, Revenue, Neutral	Port Capital (C); Operating (O); Debt (D)	Federal Funds	State Funds	Regional Funds	General Obligation Bonds	Other City Funds	Agency Partners	Infrastructure Financing District	Assessment Districts	Historic Tax Credits	Public/Private/ Non- profit Partnership	Port Tenant	Philanthropy

1. Continue to minimize carbon and other greenhouse gas emissions and maximize carbon capture and sequestration by the Port and its tenants and development partners; consider incentives for carbon emissions reduction measures (e.g. energy efficiency and use of cleaner fuels and technologies), above those already mandated by existing regulations, in Port leasing and development activities.	C	O,C		X	X							X	X	
2. Explore new opportunities to improve energy efficiency; generate and use solar, wind or other renewable power; and facilitate use of alternative fuels, consistent with the City's 0-50-100-Roots policy. (e.g., the California Air Resources Board and Department of Conservation may be funding sources for greenhouse gas reduction projects)	C,R	O,C		X	X		X					X	X	

Water Quality & Conservation - Most stormwater and other water quality improvements are designed and constructed, over time, in conjunction with larger capital, development, or tenant improvement projects. The Port often incurs costs for on-going maintenance, or lost revenue due to land occupied by green infrastructure. Fill removal projects can be incorporated into new development or construction, and in some cases grant funds are available for fill removal.

3. Pursue leadership opportunities and partnerships with regulatory agencies, research institutions and advocacy groups to improve water quality in the Bay through research and broader public education/communication.	C	O		X	X			X				X		X
4. Engage City Agencies and private development partners to maintain/repair existing/new wastewater infrastructure to reduce combined sewer overflows. Continue to implement the City's existing Storm water Management Requirements and stretch beyond them, when feasible, to incorporate additional "green infrastructure" to reduce the volume of overflows and improve the quality of sewer/storm water runoff and reduce the spread of garbage into the Bay.	C	O,C		X			X	X				X	X	
5. Continue to remove deleterious fill from the Bay and shoreline, particularly where such fill degrades habitat or water quality (e.g. un-engineered shoreline debris, creosote-treated wood).	C	O,C	X	X	X							X	X	
6. Promote remediation, redevelopment, and reuse of contaminated sites, particularly where such redevelopment can protect such sites from erosion or inundation.	C,R	O,C							X			X	X	
7. Implement State and local water conservation and water reuse requirements and policies for new construction, renovation, parks and open spaces, and operations and maintenance.	C	O,C										X	X	
8. Implement City requirements for new and redevelopment projects to design and construct infrastructure to use recycled water from off-site and reuse stormwater and wastewater on-site.	C	O,C										X	X	
9. Educate maritime tenants and visitors, and implement leasing policies where feasible, to reduce the spread of waterborne invasives (e.g. seaweeds, worms, mollusks, etc)	N													

Natural Resources – Natural resource enhancement project are most likely to be funded as part of larger development projects or by regional or state grants. Where such projects are not implemented by a development partner or other third party, they would typically require significant investment of Port staff time to plan, design, manage, and pursue funding, as well as funding for implementation.

10. Protect and maintain existing natural shorelines and habitat areas, including managing impacts of invasive species, predators, and public access.	C	O		X	X			X				X		
11. Incorporate multi-benefit green infrastructure in stormwater management, flood control, and public realm improvements to promote biodiversity and provide ecological value.	C	O		X	X			X				X		

Potential Funding Sources														
Policy Areas	Cost/Revenue Cost, Revenue, Neutral	Port Capital (C); Operating (O); Debt (D)	Federal Funds	State Funds	Regional Funds	General Obligation Bonds	Other City Funds	Agency Partners	Infrastructure Financing District	Assessment Districts	Historic Tax Credits	Public/Private/ Non- profit Partnership	Port Tenant	Philanthropy

12. Seek opportunities to build natural infrastructure (e.g. wetlands, horizontal levees, and “living shorelines”) and habitat into shoreline stabilization or improvement projects; prioritize “soft” waterfront edges where feasible and appropriate.	C	C		X	X			X				X		
13. Seek opportunities to create a mosaic of different kinds of in-water and shoreline habitat; consider opportunities to integrate habitat into design and construction of in-water structures such as oyster baskets, or textured vertical surfaces.	C	O,C		X	X							X	X	
14. Seek partnerships and funding to support research and implementation of innovative habitat restoration methods that will improve biodiversity and ecological function around the Port and the Bay.	C	O	X	X	X			X				X		X
15. Seek locations and opportunities for new and expanded programs and signage along the waterfront to engage and educate local communities and visitors (e.g., existing and planned marinas, boat launches, etc.)	C	O,C		X	X			X				X	X	X

Green Building, Leasing & Development – Green building and related sustainability measures associated with new development are typically implemented by the Port’s development partners, tenants, or other third parties. Implementation of these measures may increase development costs and therefore may impact the Port’s financial or other benefits from development projects.

16. Continue to implement the Port’s Green Building Standards and applicable provisions of the City’s Environment Code in new construction and renovation to meet LEED standards, conserve water, and improve energy efficiency, and use healthier or environmentally preferred building materials.	C	O, C					X					X	X	
17. Work toward Zero Waste by implementing Port and City requirements and policies that promote reuse, recycling, and composting in construction and operations.	C	O, C					X					X	X	
18. Implement the City’s Better Roofs Ordinance, which requires new commercial and residential buildings to install rooftop solar for heat or electricity, or a living roof.	C,R	O, C										X	X	
19. Seek opportunities to plan land uses and lease Port property to promote “district level” sustainability measures, such as those occurring within the Port’s Maritime Eco-Industrial Center, to promote reuse and recycling of materials, and reduce transportation and related air emissions from construction activities on and off Port lands.	C	O, C							X			X	X	
20. Monitor evolving best practices and explore new technologies to achieve progressively higher levels of resource efficiency and sustainability in leasing and development projects over time; seek opportunities to incorporate new environmental requirements and best management practices in “older” Port leases and lease extensions.	C	O, C										X	X	

Emergency Preparedness, Disaster Response & Recovery
The Department of Homeland Security provides funding for local and regional emergency preparedness planning and disaster recovery programs and projects, though these funding programs are very specific and competitive. Federal, state and regional funds may be available for ferry landing facilities.

21. When evaluating development and leasing options, consider availability of Port facilities and lands needed for the movement of people, goods and debris after an emergency.	N	O												
22. Retain waterside access for loading/unloading vessels, and space to stage people and resources.	N	O												
23. Maintain flexible areas of Port lands (parks, parking lots, under-developed industrial lands) that can be used for staging response and recovery operations after a disaster.	N	O	X											

Potential Funding Sources														
Policy Areas	Cost/Revenue Cost, Revenue, Neutral	Port Capital (C); Operating (O); Debt (D)	Federal Funds	State Funds	Regional Funds	General Obligation Bonds	Other City Funds	Agency Partners	Infrastructure Financing District	Assessment Districts	Historic Tax Credits	Public/Private/ Non- profit Partnership	Port Tenant	Philanthropy

24. Improve the Port's ability to facilitate evacuations by strengthening the structures and improving the capacity and flexibility of existing ferry, water-taxi, and other vessel landing facilities and protecting access to them.	C	C, O,	X	X	X	X	X	X				X	X	
25. Continue to monitor and integrate climate change projections into the Port's emergency planning and preparedness efforts, and assess how SLR may affect critical facilities.	C	O												
26. Work closely with the SFMTA, BART, WETA, Golden Gate Ferries, and other regional transportation providers to increase the resiliency of Port, City and regional transportation facilities and ensure continuity of operations to serve the Port.	C	O,C	X	X										
27. Continue coordination with emergency managers, tenants, water transit agencies, ferries and private boat operators to facilitate safe and efficient water transport and maritime evacuations; collaborate with regional partners to maximize water-borne movement of supplies, reconstruction materials and debris.	C	O												
28. Seek state and federal funding for critical disaster mitigation projects, collaborating with other local and regional agencies as needed to maximize success.	C	C	X	X										
29. Utilize green building practices and ensure quality design in rebuilding projects.	N													

Seismic Safety - A wide range of financing and cost recovery tools are being analyzed to fund the Port's long-term, multi-phase Seawall Resiliency Project. A narrower range of funding options likely would be available for single building/pier projects.

30. Improve earthquake safety of the historic Embarcadero Seawall and reduce the potential for seismic damage and disruption to Port facilities, and City transportation and utilities within The Embarcadero and upland properties, without delay. Develop a planning framework so that near-term Seawall seismic improvements are informed by an outlook and strategy for short-, mid-, and long-term sea level rise adaptation.	C	O,C, D	X	X	X	X	X	X	X	X	X	X	X	
31. Reduce structural and nonstructural hazards to life safety and minimize property damage resulting from future seismic events.	C	O,C, D	X	X		X						X	X	
32. Continue to seismically retrofit vulnerable Port buildings, piers and other infrastructure.	C	O,C, D	X	X		X				X		X	X	
33. Reduce risks to life safety while still preserving the architectural character of buildings and structures important to the unique visual image of the San Francisco waterfront, and increase the likelihood that historically valuable structures will survive future earthquakes.	C	O,C, D	X	X		X				X		X	X	

Sea Level Rise & Flood Protection - The Port and City will not be able to finance all the ongoing, large-scale infrastructure projects that will be required over many decades to protect the City from rising seas and flooding caused by climate change. Innovative partnerships will need to be developed among regional, state, and federal agencies and private industry and businesses to meet the Port's most pressing challenges.

34. Waterfront Plan goals and policies should guide the Port while long-range adaptation studies to respond to sea level rise and strengthen the Seawall are undertaken by the Port, City and other authorities.	N													
35. Develop a strategy that includes short, mid- and long-term planning and implementation timeframes and guidelines to ensure that new Port land uses are appropriate in light of rising seas and that new Port projects include appropriate flood protection and SLR adaptations that advance the Port's and City's goals; develop near-term adaptation plans for higher risk assets and areas.	C	O						X						

Potential Funding Sources														
Policy Areas	Cost/Revenue Cost, Revenue, Neutral	Port Capital (C); Operating (O); Debt (D)	Federal Funds	State Funds	Regional Funds	General Obligation Bonds	Other City Funds	Agency Partners	Infrastructure Financing District	Assessment Districts	Historic Tax Credits	Public/Private/ Non- profit Partnership	Port Tenant	Philanthropy

36. Take an agile adaptive management approach to planning and implementing SLR adaptations that reflect evolving best practices and changing conditions; evaluate costs and benefits, monitor results, and adjust future actions accordingly.	C	O						X						
37. Consider a wide range of strategies for managing SLR, including armored edges, elevated land or floors, floating development, floodable development, living shorelines or wetlands, limiting land uses, and managed retreat; choose multi-benefit strategies that reflect the unique character, location, and land uses of adjacent neighborhoods as well as the need to maintain resilience in the face of sea level rise potentially increasing storm intensity and frequency.	C	O						X						
38. Seek to achieve a broad range of Waterfront Plan urban design, historic preservation, public access, transportation, maritime, ecological, and recreational goals and other public benefits when designing and constructing Port projects to adapt to sea level rise. Encourage long-term aspirational, holistic, multi-benefit solutions.	C	C, O	X	X	X	X	X	X			X	X	X	
39. Clean up contaminated lands in ways that consider inundation caused by rising seas.	C	O, C									X	X		
40. Work closely with the historic preservation community, SHPO, and other interested stakeholders to integrate protection of the Port's historic and cultural resources with resilience planning and design. Develop guidelines for acceptable changes and interventions to maximize protection of historic resources.	C	O						X						X
41. Leverage existing intergovernmental alliances with City, regional, state and federal partners and form innovative, new partnerships to catalyze policy changes, pilot projects and spur investments to meet the Port's most pressing resilience challenges.	C	O						X						
42. Promote public understanding of resilience challenges and opportunities (e.g., SLR adaptation, earthquakes and other disasters, protection of the historic, cultural, and ecological resources) and develop support for planning, funding and implementing resilience improvement measures.	C	O												
43. When evaluating design alternatives for Port projects, consideration should be given to the following priorities: a. Avoid major changes to the existing form of the waterfront that may prove unnecessary; instead design to support future adaptations, if/when needed. b. Maximize protection of existing working waterfront berthing and dockside operations and future use/adaptation of the waterfront's edge for vessel docking, berthing or tie-ups, including for emergency response operations and water recreation. c. Maximize protection of the Port's historic and cultural resources. d. Avoid significant impediments to existing physical and visual public access and/or provide new or enhanced public access, views, and connections to the Bay. e. Preserve and enhance existing natural shoreline edges to the maximum feasible extent. f. Integrate existing SLR adaptations with retrofits that slow down, capture and reuse water that flows into creeks and the Bay from Port and upland areas. g. Use materials for new shoreline edges and in-water structures that foster a rich marine habitat, promote ecological functioning, and enhance the Bay. h. Provide inviting connections to and between waterfront public access and open spaces. i. Incorporate resilience best practices for raising	C	O												

Policy Areas	Potential Funding Sources												
	Cost/Revenue Cost, Revenue, Neutral	Port Capital (C); Operating (O); Debt (D)	Federal Funds	State Funds	Regional Funds	General Obligation Bonds	Other City Funds	Agency Partners	Infrastructure Financing District	Assessment Districts	Historic Tax Credits	Public/Private/ Non- profit Partnership	Port Tenant

structures or ground floors; protecting and elevating critical power, mechanical, hazardous material, fuel and trash storage and other infrastructure; cladding and bolstering vulnerable building exteriors.														
j. Minimize short-term, construction impacts and maximize long-term improvements to the waterfront's multi-modal transportation network.														
Social Cohesion & Equity - Investments in social cohesion and equity that affect land use and resultant revenue to Port would typically be made by Port's development partners or tenants. Implementation of other policies is more likely to be supported by Port and other agencies.														
44. Identify and protect the maritime, cultural, environmental, and historic assets that are most critical to the Waterfront's sense of place and meaning.	C	C,O	X	X				X			X			X
45. Ensure that the Port's resilience strategies consider the needs of the most vulnerable people who depend on the Port for jobs, housing, transportation, and recreation.	C	O						X						
46. Continue cooperative efforts among agencies at all levels to ensure needed redundancy in utility, transportation, and other emergency response and recovery capabilities, especially for the most vulnerable people and places.	C	O	X	X	X			X						
47. Promote the development and operation of maritime, industrial and other Port uses in a manner that protects the health and well-being of surrounding communities, businesses and local workers.	C	O						X					X	
48. Continue to implement the Southern Waterfront Community Benefits and Beautification Policy.	C	C,O									X	X		
49. Meet or exceed mandates for affordable housing in new waterfront communities at Pier 70 and SWL 337.	C	O												
50. Ensure resilience projects are designed and implemented with meaningful involvement from all community members; ensure transparency and accountability to all stakeholders and the public.	C	O												
51. Diversify access to economic opportunities at the Port by: a. Continuing to meet and, whenever feasible, exceed mandates for Local Hire in all current and future construction projects; b. Increasing outreach to and partnerships with underserved communities for lease and economic development opportunities; c. Promoting use of Port industrial facilities for local manufacturing businesses that keep light industrial jobs and business opportunities in San Francisco; and d. Retaining affordable business space to maintain opportunities for non-profit entities and local and small businesses in the Port's diverse business portfolio.	C	O						X			X	X		
52. Provide more equitable access along the waterfront by increasing the number of free or low cost activities and events along the waterfront, including activities that promote physical activity, connection with nature, and healthful living for visitors of all ages.	C	O				X					X			X
53. Complete the Blue Greenway to bring more waterfront recreation opportunities to the Southern Waterfront.	C	C,O			X	X			X	X	X			X

Potential Funding Sources														
Policy Areas	Cost/Revenue Cost, Revenue, Neutral	Port Capital (C); Operating (O); Debt (D)	Federal Funds	State Funds	Regional Funds	General Obligation Bonds	Other City Funds	Agency Partners	Infrastructure Financing District	Assessment Districts	Historic Tax Credits	Public/Private / Non- profit Partnership	Port Tenant	Philanthropy

TRANSPORTATION SUBCOMMITTEE

Integrated Transportation Systems Funding for Integrated Transportation Systems will largely be through individual projects budgets that collectively enhance the system as a whole. Larger scale capital and planning projects that cross multiple transportation modes may be funded through collaborative funding sources.

1. Access to all forms of transportation should consider inclusion, equity and diversity of access to waterfront.	N/A													
2. Design streets based on City's "Complete Streets" and "Transit First" policies, reflecting a unified design that balances among a variety of functions. Where possible, coordinate street and related improvement projects.	N	C,O	X	X	X		X	X	X	X			X	
3. Design and maintain key industrial streets to prioritize safe industrial use and safety for other transportation modes.	C	C	X	X	X		X	X	X	X				
4. Ensure that consideration of transportation safety is paramount when evaluating transportation improvements along the waterfront, including projects and operations in support of the City's Vision Zero program.	N	O						X						
5. Support regional trip to and from the waterfront by prioritizing public transit at key regional trip-generator locations	N	O	X	X	X	X	X	X					X	
6. Tailor new mixed-use development and major leasing projects to promote sustainable transportation modes (walking, biking, and public transit) that are universally accessible, and minimize single-occupant vehicle trips.	N							X				X		
7. Promote public transit, walking, and bicycling as the primary transportation modes for moving people along the waterfront, and to/from other parts of the City and region.	N	O	X	X	X	X	X	X						
8. Provide space for and collaborate with other agencies to provide affordable and accessible transportation options to visitors and workers, particularly for major destinations along the waterfront.	N	C,O	X	X	X		X	X	X					
9. Develop and maintain a Port-wide, multi-modal wayfinding system to support pedestrian and bicycle travel, directions to nearby transit connections, and access to Port facilities, consistent with City wayfinding guidelines														
10. Integrate pedestrian and bicycle facilities and services (including bike and scooter share) into City and regional transportation and transit systems to support first and last mile trips.	N	O	X	X	X	X	X	X				X		
11. Where appropriate and feasible, align Port transportation polices with those of SFMTA.	N	O						X						

Walking and Bicycling - The Port collaborates with SFCTA, SFMTA and SFPW on most pedestrian and bicycle improvements, often

Potential Funding Sources														
Policy Areas	Cost/Revenue Cost, Revenue, Neutral	Port Capital (C); Operating (O); Debt (D)	Federal Funds	State Funds	Regional Funds	General Obligation Bonds	Other City Funds	Agency Partners	Infrastructure Financing District	Assessment Districts	Historic Tax Credits	Public/Private/ Non- profit Partnership	Port Tenant	Philanthropy

investing its own capital to fund projects. The Port also has successfully partnered with the Coastal Conservancy and Association of Bay Area Governments for funding of projects that are along the Bay Trail or provide improved public access along the Bay Trail.														
12. Coordinate with other City agencies where appropriate and lead efforts on Port properties to implement the City's Vision Zero initiatives.	C	O	X	X	X			X	X	X				
13. [By 2030], implement the Bay Trail as a continuous walking and cycling path along the entire waterfront, from the Aquatic Park to India Basin consistent with the following principles: a. As close to the water as possible, moving inland where necessary to accommodate maritime uses or sensitive habitat, b. Separate from auto traffic (Class I or Class IV), where feasible, c. Separate walking and cycling paths, where possible, d. Acknowledge maritime industrial access when designing new Bay Trail segments and redesigning existing segments, and e. Integrate with public space design and wayfinding.	C	C,O	X	X	X	X	X	X						
14. Work to eliminate conflicts between vehicles, bicycles and motorized personal vehicles (e.g., scooters) and pedestrians with improved design/signage.	C	C	X	X	X	X	X	X						
15. Coordinate with the SFMTA, SFCTA, SFPW, SF Planning to enhance and improve connections between the waterfront and adjacent neighborhoods with Green Connections and Blue Greenway Connecting Streets.	C	C	X	X	X	X	X	X						
16. Separate truck and rail routes and access points from walking and cycling routes wherever feasible. Where they share the same corridor, provide separated paths, wherever possible; where they intersect, create safe crossings.	C	C	X	X	X	X	X	X	X	X				
17. Coordinate with SFMTA to ensure that expansion of Bay Area Bike Share supports access to major destinations and transportation hubs along the waterfront.	N	O		X	X			X						
18. Provide secure bicycle parking, particularly at high volume destinations and in new Port development	C	C	X	X	X	X	X	X						
19. Coordinate with the SFMTA to create conditions that make bicycling more attractive than driving for most trips, education and intersection improvements that promote awareness, respect and safety for all modes of travel.	C	C	X	X	X	X	X	X						
20. Reduce conflicts between vehicles, pedestrians and cyclists by reducing the numbers of vehicle crossings of bike lanes and the Embarcadero Promenade where possible, coordinated with reasonable transportation access needs of Port tenants.	C	C	X	X	X	X	X	X	X	X				
Public Transit – Land The Port relies on transits agencies that swerve and operate on Port property to fund projects that support their agencies. The Port will partner with the agencies where appropriate to leverage resources. The Port has also been funding certain capital projects to support water transit.														

Potential Funding Sources														
Policy Areas	Cost/Revenue Cost, Revenue, Neutral	Port Capital (C); Operating (O); Debt (D)	Federal Funds	State Funds	Regional Funds	General Obligation Bonds	Other City Funds	Agency Partners	Infrastructure Financing District	Assessment Districts	Historic Tax Credits	Public/Private / Non- profit Partnership	Port Tenant	Philanthropy

21. Encourage local and regional transit providers to improve and expand fast, frequent, and reliable service connecting waterfront areas and the City and region. Focus capacity improvements in the following areas: a. Peak and off-peak (midday, nights and weekends) service along The Embarcadero to and from Fisherman's Wharf; b. South of China Basin, from Mission Bay to the Southern Waterfront/India Basin; c. Accessibility improvements to E and F-lines; and d. E-Line extension to Fort Mason. e. Extension of Central Subway from Chinatown to Fisherman's Wharf	N	O	X	X	X	X	X	X						
22. Support transit through land use policy by locating high density centers within shortest walk to transit stops.	N	O												
23. Encourage and, where feasible, provide areas for transit providers to locate transit stops and stations, with pedestrian and disabled access, within ¼ mile of major Port destinations.	C	O	X	X	X	X	X	X						
24. Design Port streets and transit facilities on Port property to support transit reliability, resiliency, and flexibility; actively support similar street designs on Port-adjacent streets.	N	C	X	X	X	X	X	X						

Water Transportation - The Port has delivered water transit facilities through a number of capital resources, including utilizing its own capital, partnering with transit providers and requesting tenants to make improvements to support water taxis.

25. Coordinate with WETA, Golden Gate Ferry, CPUC, and other commercial water taxi, small ferry and water shuttle operators to establish an integrated, accessible, and federally compliant water transit system, linking Port destinations to one another, and the Port to other destinations around the Bay.	C	C	X	X	X	X	X	X				X	X	
26. Provide land and water area to accommodate expansion of existing and new ferry and water transit terminals and intermodal transportation connections, where needed.	C	O	X	X	X	X	X	X						
27. Continue to integrate water transit into the Port's emergency response/resiliency strategies.	C	C	X	X	X	X	X	X						

Goods Movement & Commercial/Industrial Access - The Port has invested significantly in facilities to support goods movement, future improvements will likely require federal, regional and local sources of funds.

28. Develop, maintain, and enhance a multimodal freight transportation system for the sustainable and reliable movement of goods within and through the City, with safe and efficient truck and freight rail access to Port facilities.	C	C	X	X	X	X	X	X	X	X		X	X	
29. Recognize the importance of the freight network to the City's economic health and disaster recovery when making decisions that affect major truck routes and the region's roadway system.	N	O												
30. Maintain a forum for the freight community to comment and advise the City and other entities on topics of land-based freight transportation facility modifications and enhancements. Coordinate the review of potential operational changes, capital projects, and regulations that may impact freight movement.	N	O												

Curb Use Policy - The Port coordinates closely with the SFMTA on curb use policy. Improvements to better manage curb use would typically fall within the Port's operating budget, through work orders to SFMTA.

31. Improve access and traffic flow by identifying curb use priorities for specific Port areas, based on predominant land uses; utilize standard City curb coloring.	N	O		X	X		X							
--	---	---	--	---	---	--	---	--	--	--	--	--	--	--

Policy Areas	Potential Funding Sources												
	Cost/Revenue Cost, Revenue, Neutral	Port Capital (C); Operating (O); Debt (D)	Federal Funds	State Funds	Regional Funds	General Obligation Bonds	Other City Funds	Agency Partners	Infrastructure Financing District	Assessment Districts	Historic Tax Credits	Public/Private / Non- profit Partnership	Port Tenant

32. Where the curb use is parking or commercial loading, price on-street curb use to encourage appropriate turnover.	N	O					X							
33. Evaluate commercial deliveries and freight loading needs for future Port land uses, and provide off street loading areas where feasible.	N	O												
34. Prohibit residential permit parking, consistent with the public trust.	N	O												
35. Consider a proprietary or specific zone for tour bus parking, particularly in high-volume areas like Fisherman's Wharf.	R	O												
36. Repair and update curbs along project sites to align with site activities (i.e. remove vehicular curb cuts and replace with standard curb at locations where vehicular access is removed).	C	C				X	X		X					

Parking and Automobile Access - Improvements required to support off street parking improvements are typically funded through the Port's capital budget or sometimes a requirement of the Port tenant (parking operator)

37. Reduce parking demand and manage supply to improve pedestrian, bicycle and transit mode share, neighborhood livability, safety, business district vitality, vehicle miles traveled (VMT) reduction, and air quality.	N	O					X							
38. Provide on- and off-street disabled accessible parking near major destinations along the waterfront.	N	O												
39. Manage paid on-street parking to encourage parking turnover, customer access, and parking for diverse users.	N	O												
40. Discourage the development of new automobile parking spaces to achieve land use, transportation, and environmental goals, especially in locations with frequent transit service.	N	O												
41. Restrict dedicated parking spaces in pier rehabilitation projects to promote transit and reduce vehicle/pedestrian conflicts along Herb Caen Way.	R	O												
42. Prioritize available parking for maritime, Port tenant and visitor parking; de-emphasize commuter parking.	N	O												
43. Prohibit bundling of parking with Port leases (except maritime industrial), and keep parking leases short and flexible to facilitate better uses of Port property.	N	O												
44. Prioritize use of parking spaces for shared and electric vehicle transportation modes that promote the Port's broader sustainability/affordability goals without compromising spaces required for disabled parking.	N	O												
45. Systematically analyze highest and best use of land used for off street parking in the context of the Port's goals and existing City policies.	N	O												
46. Establish performance and reporting standards for parking uses.	N	O												

Transportation Demand Management - The Port is currently working with a consultant and SFMTA to determine the feasibility and options for A Port TDM. If deemed feasible, the Port will look at several methods to funds it. (this section will be updated, once the feasibility analysis is completed)

47. Develop a program of transportation improvements and implementation timeframes for Port tenant operations and projects to meet the City's goal of making 50% of all trips by sustainable walking, biking or public transit, consistent with the City's Climate Action Plan, and a goal of 80% of all trips by non-driving modes by 2030.	C	O					X	X					X	
48. Establish mode-shift goals for the various sections/subareas of the waterfront, based on the City/Port transportation goals and roadway capacity.	N	O						X						

Potential Funding Sources														
Policy Areas	Cost/Revenue Cost, Revenue, Neutral	Port Capital (C); Operating (O); Debt (D)	Federal Funds	State Funds	Regional Funds	General Obligation Bonds	Other City Funds	Agency Partners	Infrastructure Financing District	Assessment Districts	Historic Tax Credits	Public/Private / Non- profit Partnership	Port Tenant	Philanthropy

49. Establish an effective TDM toolbox for new and expanded developments, and for renewed leases on Port, including compliance with the City TDM Ordinance and Program.	C	O					X	X						
50. Develop Port-wide and sub-area TDM plans that promote transit use, bicycle and pedestrian networks, shuttles, taxis, transportation network companies, and other projects and programs on area-wide basis (rather than on a project-by-project basis).	C	O			X		X	X						
Streets & Street Maintenance The Port will need to work closely with both SF Public Works and SFCTA to develop a funding plan to improve Port streets to bring them up to SFPW standards. The Port receives no gas tax or other City revenues to maintain or improve its streets.														
51. Work with the City to upgrade substandard Port streets to Better Streets standards, and transfer street maintenance responsibility to Public Works, when this strategy will enhance access to funding and ensure adequate maintenance.	C	C,O	X	X	X	X	X	X						
52. When developing new streets, ensure that adequate long-term financing to maintain the street is budgeted, including traffic signals and signage (e.g., Pier 70 and Seawall Lot 337).	N	O					X		X	X		X		
53. Vacate certain Port paper/water streets for water-related and open space uses (e.g., those that currently function as open space or are within the Bay)	N	O												
54. Evaluate the opportunity to improve multi-modal transportation and open space improvements in conjunction with the Seawall Resiliency Project. Coordinate with Resilience Recommendations.	N	O												

APPENDIX A

List and Links to Subcommittee Supporting Documents and Meeting Information

Resilience Documents - Links

For further details regarding the Resilience Subcommittee Meetings, please click on the following documents or contact Anne Cook at anne.cook@sfpport.com or Carol Bach at carol.bach@sfpport.com.

Meeting #1 - November 2, 2016: Environmental Sustainability

- [Agenda](#) | [Meeting Notes](#)
- [Draft Resilience Subcommittee Meeting Plan](#)
- [Environmental Sustainability Background Report](#)
- [PPT Presentation](#)
- [Draft Outline for Waterfront Plan Environmental Sustainability Goal & Policies](#)

Meeting #2 - November 30, 2016: Emergency Preparedness & Disaster Recovery, Collaborations Required for Successful Resilience Planning

- [Agenda](#) | [Meeting Notes](#) | [PPT Presentation on Preparedness and Sea Level Rise Planning](#)
- [Sea Level Rise Action Plan](#)
- [Water Emergency Transportation Authority 2016 Strategic Plan](#)
- [BCDC Staff Report - Workshop Series on Rising Sea Levels](#)

Meeting #3 – February 1, 2017: Environmental Sustainability

- [Agenda](#) | [Final Meeting Notes](#)
- [Draft Resilience Subcommittee Status Report](#)
- [Summary of Environmental Policy Discussions to Date](#)
- [Policy and Discussion Ideas for Environmental Sustainability](#)

Meeting #4 - April 19, 2017: Social Equity and Cohesion

- [Agenda and Supporting Links](#)
- [Final Meeting Notes](#)
- [Policy Ideas for Discussion - Social Equity and Cohesion](#)

March 1, 2017: Working Group Designing for Resilience Workshop

- [Agenda](#)
- [Presentation on Designing for Resilience](#)
- [Summary of Table Reports and Wall Notes](#)

Meeting#5 - March 29, 2017: Emergency Preparedness & Disaster Recovery, Sea Level Rise & Flood Protection, Seismic Safety

- [Agenda and Supporting Links](#)
- [Final Meeting Notes](#)

- [Resilience Policy Ideas for Discussion](#)

Transportation Documents - Links

Meeting 4 - May 3, 2017 Draft Policy Guidance

- [Agenda](#)
- [Waterfront Transportation Policy Guidance](#)

Meeting 3- January 25, 2017 - Parking and Transportation Demand Management

- [Agenda | Draft Meeting Notes](#)
- [Presentation on Parking and TDM](#)
- [Background document on Transportation Demand Management \(TDM\)](#)

Meeting 2- December 7, 2016 - Land Transit and Pedestrian and Bike Access

- [Agenda | Meeting Notes | Presentation on Land Transit and Pedestrian and Bike Access](#)
- [Transportation Subcommittee Draft Waterfront Plan Policy Options](#)
- [Seattle Dept. of Transportation - Presentation on Curb Space](#)
- [Part 1 Transportation Presentation and Part 1 Meeting Notes](#)

Meeting 1 - November 9, 2016 - Goods Movement & Water Transportation

- [Agenda | Meeting Notes | Presentation on Goods Movement and Water Transportation](#)
- [Supporting documents and useful links](#)

Land Use Documents - Links

Final Land Use Subcommittee Recommendations

This link includes all accepted memos and detailed documentation of the Land Use Subcommittee Recommendations, organized by topic.

Final Land Use Recommendations

July 20, 2017 Meeting: Community Engagement & Public Process

- [Agenda](#)
- [Final Accepted Meeting Notes for July 20](#)
- [Final Recommendations for Port Advisory Groups](#)
- [Final Recommendations for Development Public Process](#)

July 12, 2017 Meeting: Seawall Lots

- [Agenda](#)
- [Final Accepted Meeting Notes](#)
- [Final Seawall Lot Recommendations](#)


June 21, 2017 Meeting: Seawall Lots

- [Agenda](#)
- [Final Accepted Meeting Notes](#)

June 7, 2017 Meeting: Public Oriented Uses & Seawall Lots

-  [Agenda](#)
-  [Seawall Lot Powerpoint Presentation](#)
- [Public Oriented Use Criteria FINALACCEPTED](#)

May 31, 2017 Meeting: Embarcadero Historic District Leasing & Development (including Hotels on Piers) & Public-oriented Uses

-  [2017-05-31 Agenda.pdf](#)
- [May 10, 2017 Draft Meeting Notes | Final Meeting Notes](#)
- [Policy Guidance Recommendations for Embarcadero Historic District Leasing & Development](#)
- [Draft Public-oriented Use Criteria](#)

May 24, 2017 Public oriented Uses, Embarcadero Historic District Leasing & Development (including Hotels on Piers)

- [Agenda](#)
- [Policy Guidance Recommendations for Embarcadero Historic District Leasing & Development](#)
- [Draft Public-oriented Use Criteria](#)

May 10, 2017 Embarcadero Historic District Leasing & Development

- [Agenda](#)
- [May 10, 2017 Draft Meeting Notes | Final Meeting Notes](#)
- [April 12, 2017 Draft Meeting Notes | Final Meeting Notes](#)
- [Examples of existing leased illustrative of EPS Long-term and Intermediate-term lease scenarios for Embarcadero Historic District piers](#)
- [Embarcadero Historic District Pier Condition Information](#)

April 12, 2017 Meeting: Public Trust Objectives for Embarcadero Historical District Leasing & Development

- [Agenda and Supporting Links](#)
- [April 12, 2017 Draft Meeting Notes | Final Meeting Notes](#)
- [March 22, 2017 Draft Meeting Notes | Final Meeting Notes](#)
- [March 15, 2017 Draft Meeting Notes | Final Meeting Notes](#)
- [Final Policy Recommendations on Open Space Activation, Revised](#)
- [Handout - Trust Objectives for Finger Piers | Handout - Intermediate Rehab Options, Historic Piers](#)
- [Presentation on Feasibility Analysis: Historic Pier Rehabilitation with Notes](#)

March 22, 2017 Meeting: Open Space Activation; Preliminary results of EPS Financial Analysis of Leasing + Development Scenarios

- [Agenda and Supporting Links](#)
- [Draft Meeting Notes | Final Meeting Notes](#)
- [Draft Policy Recommendations on Open Space Activation, Revised](#)
- [Final Policy Recommendations on Open Space Activation, Revised](#)
- [Presentation on Feasibility Analysis: Historic Pier Rehabilitation | Presentation with Notes](#)

March 15, 2017 Meeting: Open Space Activation; Review Port Development Process; Past Development Projects

- [Agenda and Supporting Links | Presentation on the Development Process Part 1](#)
- [Draft Meeting Notes | Final Meeting Notes](#)
- [Draft Policy Recommendations on Open Space Activation](#)
- [Past Development Projects](#)

February 8, 2017 Meeting: Water Recreation, Maritime Berthing + Public Access; Active uses in Port Parks + public open spaces

- [Agenda and supporting links | Presentation on Active Uses in Open Spaces](#)
- [Draft Meeting Notes | Final Meeting Notes](#)
- [Memo on Draft Policy Guidance for Water Recreation and Berthing Access - Amended Clean Version](#)
- [Memo on Draft Policy Guidance for Water Recreation and Berthing Access - Redlined Version](#)
- [Memo on Final Policy Guidance for Water Recreation and Berthing Access - Final Accepted](#)

January 18, 2017 Meeting: Water Recreation, Maritime Berth + Public Access; EPS Economic Model; Land uses to be considered; Activation Uses in Port Parks

- [Agenda and supporting links](#)
- [Meeting Notes](#)
- [Final Policy Recommendations for Water Recreation, Maritime Berthing and Public Access](#)
- [Presentation on Economic Feasibility Analysis Methodology](#)

December 14, 2016 Meeting: Water Recreation and Maritime Berth & Public Access

- [Agenda and supporting links](#)
- [Meeting Notes](#)
- [Presentation on Water Recreation, Maritime Berthing, and Public Access](#)

November 16, 2016 Subcommittee Meeting Plan; Land Use Context Map; Piers 80 - 96 Maritime Eco-Industrial Strategy

- [Agenda and Background Materials and Supporting Links](#)
- [Meeting Notes](#)
- [Presentation on Public Trust Objectives and Piers 80-96 Eco-Industrial Strategy](#)

APPENDIX B

Embarcadero Historic District Development and Leasing Land Use Subcommittee Recommendations Summary

Issues to Address

- Continued rehabilitation, repair and reuse of Embarcadero Historic District properties are a public priority and primary trust purpose; people value historic rehabilitation projects completed to date.
- Costs to repair and rehabilitate Historic District properties have grown substantially, driving the need for longer amortization periods and lease terms beyond 10 years, the timeframe generally used by State Lands and BCDC to define “Interim Uses”.
- Lack of a clearly defined public trust objective framework adds uncertainty in the entitlement process for historic rehabilitation lease and development projects.
- There is strong public desire to promote a diversity of public-oriented uses beyond traditional visitor-oriented retail and restaurant trust uses in the Historic District, particularly in bulkhead buildings, to enhance the pedestrian experience along The Embarcadero Promenade.
- More revenue-generating uses are needed to meet financial feasibility requirements for development projects which include maritime berthing, public access and public-oriented uses, and Historic District stewardship that complies with Secretary Standards.

Recommendations

- Recognize and use the Public Trust Objectives Matrix (Attachment 1) as the framework to provide more certainty and definition of the form and type of public trust benefits to be sought in Embarcadero Historic District leases and development projects.
- Allow short-term (0-10 years), intermediate-term (11-49 years) and long-term (50-66 years) leases to provide a broader range of feasible asset management strategies that encourage capital investment to maintain the integrity of the Historic District, and support the waterfront’s evolving needs.
- Continue to allow a full range of uses in short-term leases of piers
- Allow high revenue-producing uses in intermediate and long-term leases, to support financial feasibility requirements of pier projects, and include public trust benefits described in the Public Trust Objectives Matrix and further detail below.

Appendix B-1: Public Trust Objectives for Embarcadero Historic District Finger Piers

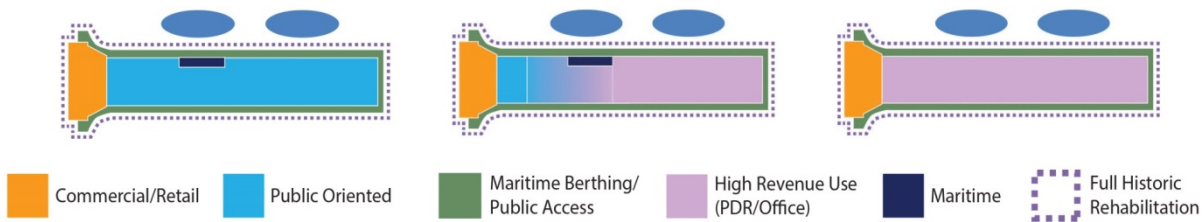
There are multiple public trust objectives for Embarcadero Historic District piers and bulkhead structures, which are described in the column headings of this matrix. Within each trust objective category, the matrix describes characteristics that are most desirable for the trust in that category, scaling down to those that are least desirable. Depending on mix of uses, level of repair, capital investment and revenue generation, projects provide different combinations of public trust benefits. This matrix provides a framework of definitions and standards to improve understanding and predictability in achieving public trust benefit objectives.

	Historic Preservation of the Trust Asset (comply with Secretary Stds.)	Seismic/Life Safety Improvements to the Trust Asset	Exterior Public Access and/or Maritime Improvements	Facility Capital Repairs and Improvements	Revenue generation	Interior Uses Serving Trust Purposes (use types)	Interior Uses Serving Trust Purposes – (amount of area occupied)	Lease Term/ Flexibility that allows facility to accommodate changing uses
<p>Most Desirable for Trust</p>	Full historic rehabilitation to Sec. Int. Standards	Full substructure and superstructure repair and seismic upgrade	Full repair and improvement of apron for public access and/or maritime use	High capital investment	High revenue generation	Traditional trust uses: maritime office, visitor-serving, retail/restaurant, water-related recreation, public access	Entire bulkhead building and pier shed	No lease – allows most flexibility to respond to trust use needs and market demand
	Partial historic rehabilitation (bulkhead only; or bulkhead + partial shed)	Superstructure repair, but no or partial substructure repair; partial seismic upgrade (e.g. seismic joint between bulkhead and shed)	Repair and improvement substantial portion of apron for public access and/or maritime use	Medium capital investment	Medium revenue generation	Public attraction uses: museum/gallery, general indoor recreation, entertainment, specialty (local/maker) retail/manufacture	Entire ground floor of bulkhead building; portions of shed and/or upper floor bulkhead	Short term lease (1-10 yrs.)
	No rehabilitation, but tenant improvements, maintenance of some/all buildings	No major repairs or seismic upgrades, but tenant improvements, maintenance of some/all buildings.	Limited public access/maritime use, as can be supported by existing condition of apron with minor repairs	Limited capital investment	Low revenue generation	General retail, institutional uses, government uses	Portion of ground floor of bulkhead.	Medium term lease (between 10 and 50 yrs.)
<p>Least Desirable for Trust</p>	Vacant, deterioration	Vacant, deterioration	No public access/maritime use of apron	No capital investment	No revenue generation	Private Uses (general office; R&D)	None	Long term lease (50-66 yrs) – least flexibility to meet evolving trust needs and market opportunities
<p>The levels at which trust objectives in each category are achieved determines the amount of capital investment required in a facility, and the amount of rental revenue sufficient to finance capital improvements and generate revenue for the Port.</p>				<p>Port projects vary widely in the mix of uses and degree of facility improvement. While short-term leases are considered desirable because they afford the most flexibility to respond quickly to Port needs, long-term leases that enable a project to finance major capital investments and provide a mix of traditional trust uses, public-oriented, commercial or PDR uses also are desirable and provide high trust value.</p>				

Appendix B-2: Long-term Leases

Waterfront Plan Land Use Subcommittee

Analysis of **LONG TERM Rehabilitation Options** - Embarcadero Historic District Piers



Long-term Leases (50-66 years)

Long-term leases require outside investment sources to finance the full seismic and structural rehabilitation of historic piers and deliver other public trust benefits, described below. The high cost of capital improvements require high-revenue uses (e.g. public/visitor serving retail, general office/tech PDR) to make projects financially feasible. Public-oriented uses (e.g. cultural or recreation) are highly desirable when they provide program and design that promote access to historic structures and appreciation of Port architecture and maritime history. However, many public-oriented uses are low revenue generators, which rely on a mix with high revenue uses to be financially feasible. The long-term pier rehabilitation recommendations support public-oriented use program in some or all of the pier, but recognize that additional types funding (e.g. private fundraising, philanthropy) will likely be required to subsidize pier rehabilitation costs.

Public trust objectives are achieved, including:

1. Full historic rehabilitation of pier within the Embarcadero Historic District, consistent with Secretary of the Interior Standards
2. Full seismic and structural repairs (substructure and superstructure) as required by Building Code, including long-term maintenance by tenant
3. Full repair and improvement of pier apron for active re-use
4. Maritime berthing/operations along pier aprons and within shed, as needed
5. Maximum feasible public access along pier aprons which may be physical and/or visual access, consistent with safety and operational requirements of maritime berthing operations
6. Public-oriented uses at the pedestrian level in the bulkhead buildings, adjacent to The Embarcadero Promenade (e.g. restaurant, commercial recreation, visitor retail)
7. Additional public-oriented use within the pier shed is encouraged, where feasible, for retail, restaurant, recreation or cultural events or activities.
8. High-revenue generating uses permitted in the pier shed and upper-floor bulkhead (e.g. PDR/general office) to finance high investment/debt
9. Public-oriented uses permitted in the pier shed that, if low-revenue generating, may finance high investment with new revenue sources such as private fundraising or targeted public investment.

Appendix B-3: Intermediate-term Leases

Waterfront Plan Land Use Subcommittee

Analysis of INTERMEDIATE TERM Rehabilitation Options - Embarcadero Historic District Piers



Intermediate-term leases (11-49 years) Intermediate-term leases are needed to continue productive use of historic piers for a mix of lower occupancy maritime, light industrial and commercial uses that don't require full seismic rehabilitation of the pier. Lease terms of longer than 10 years are needed to enable tenants to amortize the high and growing cost of preservation and repairs. Intermediate-term leases may be provided through a master lease for an entire pier ("moderate historic rehabilitation"), or for a significant investment in a very limited portion of a pier ("limited historic rehabilitation"). Each achieves important public trust objectives, described below.	
<p>Moderate Historic Rehabilitation</p> <p>For intermediate-term master leases (for an entire pier or majority of the facility), which may include seismic repairs for a portion of facility (e.g. bulkhead building), and other structural repairs to the pier.</p>	<p>Limited Historic Rehabilitation</p> <p>For intermediate-term leases in multi-tenant facilities managed by the Port, where a high-revenue tenant invests more for repairs, or historic rehabilitation in a discrete portion of the pier, with no seismic upgrades. (Port manages the overall tenant lease mix, including short-term leases, to optimize utilization of the pier facility.) Deteriorated pier aprons would not be repaired unless needed for tenant operation or Fire Code requirements</p>
<p>Public trust objectives can be achieved, including:</p> <ol style="list-style-type: none"> 1. <u>Partial historic rehabilitation</u> of pier within the Embarcadero Historic District, consistent with Secretary of the Interior Standards 2. <u>Partial seismic and structural repairs</u> (substructure and superstructure) as required by Building Code; arrest physical deterioration; transfer some maintenance responsibilities to tenant 3. <u>Limited repair and improvement of pier apron</u> for active re-use 4. <u>Maritime berthing/operations</u> along operable pier aprons and within shed, as needed 5. Maximum feasible* <u>public access along operable</u> pier aprons which may be physical and/or visual access, consistent with safety and operational requirements of maritime berthing operations 6. <u>Public/visitor serving uses</u> at the pedestrian level in the bulkhead buildings, adjacent to The Embarcadero promenade (e.g. restaurant, commercial recreation, visitor retail) 7. <u>Additional public oriented use</u> within the pier is encouraged, where feasible, such as temporary and changing pilot or pop-up opportunities for retail, restaurant, recreation or cultural events or activities consistent with Building Code 8. <u>High-revenue generating uses permitted in limited portion of the pier shed and upper-floor bulkhead</u> (e.g. PDR/general office) consistent with Building Code, to finance investment/debt 	<p>Public trust objectives can be achieved, including:</p> <ol style="list-style-type: none"> 1) <u>Rehabilitation</u> undertaken by tenant will be consistent with Secretary of the Interior Standards 2) <u>Limited structural repairs</u> (superstructure) as required by Building Code; arrest physical deterioration; transfer some maintenance responsibilities to tenant 3) <u>Maritime berthing/operations</u> along operable pier aprons and within shed, as needed 4) <u>Public/visitor serving uses</u> at the pedestrian level in the bulkhead buildings, adjacent to The Embarcadero promenade (e.g. restaurant, commercial recreation, visitor retail) 5) <u>Additional public oriented uses</u> within the pier will be encouraged, where feasible, such as temporary and changing pilot or pop-up opportunities for retail, restaurant, recreation or cultural events or activities 6) <u>High-revenue generating uses permitted in limited portion of the pier shed and upper-floor bulkhead</u> (e.g. PDR/general office) consistent with Building Code, to finance investment/debt

APPENDIX C

Working Group Subcommittees and Advisory Teams Rosters

Waterfront Land Use Plan Update



Working Group Land Use Subcommittee Roster

Alice Rogers (chair)

- South Beach/Rincon/Mission Bay Neighborhood Association
- Transbay Joint Powers Authority CAC
- SF Parks Alliance Policy Council member/District 6
- South Park/Central Soma business owner and resident

Lawrence Beard

- Kayaks Unlimited Chairman
- Longtime canoer and kayaker
- Water access activist

Kirk Bennett

- Retired Port employee, Real Estate, Maritime, and Planning & Development Divisions.
- Positions at Port included: Manager, Waterfront Development Projects; and Manager, Fisherman's Wharf & Northern Waterfront.
- Currently, resident of Brentwood, Contra Costa County

Jane Connors/Stewart Morton

NEWAG Co-representatives

Jane Connors

- Ferry Building property manager
- Sustainable business practice leader

Stewart Morton

- SF Architectural Heritage founder
- SF Landmarks Preservation Advisory Board
- Telegraph Hill Dwellers

Jon Golinger

- Environmental Attorney
- Campaign Director, No Wall on the Waterfront

Ellen Johnck

- Maritime Commerce Advisory Committee (MCAC), Co-Chair

Ron Miguel

- Former SF Planning Commission
- Potrero Hill Boosters and Dogpatch Neighborhood Assn.

Karen Pierce

- Southern Waterfront Advisory Committee (SWAC) representative
- SF Public Health Dept. Project Manager for Public Health Accreditation
- Member: Southeast Working Group for the SF PUC; SFGH Training and Education Program for Underserved Populations Community Advisory Board
- Native San Franciscan, Bayview Hunters Point resident

Jasper Rubin

- SFSU Faculty; former SF Planning Department Planner
- Inner Sunset resident

Corinne Woods

- Central Waterfront Advisory Group (CWAG), Co-Chair

DeeDee Workman

- SF Chamber of Commerce, VP Public Policy
- SF Beautiful (former ED)
- SF Graffiti Advisory Board, Seat 14
- Bernal Heights resident

Other Working Group Members

- **Janice Li**, Working Group Co-chair
- **Rudy Nothenberg**, Working Group Co-chair
- **Reid Boggiano**, State Lands Commission

Port Staff Contacts

- Diane.Oshima@sfport.com
- Kari.Kilstrom@sfport.com

APPENDIX C

Working Group Subcommittees and Advisory Teams Rosters



Waterfront Land Use Plan Update

Working Group Resilience Subcommittee Roster

Pia Hinckle (chair)

- The FruitGuys Community Fund Board
- Dolphin Swimming & Boating Club

Grant Ballard

- Ecologist, Point Blue Conservation Science
- Baylands Ecosystem Habitat Goals Update steering committee
- Our Coast Our Future project leader

Mike Buhler/Aaron Hyland

Mike Buhler

- SF Heritage, Executive Director
- National Trust for Historic Preservation

Aaron Hyland (alternate)

- SF Historic Preservation Commissioner
- AIASF president

Earl James

- Geologist/environmental consultant (Erler & Kalinowski)
- Cole Valley resident

Peter Summerville

- Treasure Island Development Authority, Project Manager
- Richmond District resident

John Tobias

- Interest in housing and social justice
- Hunters Point/Bayview resident

Dilip Trivedi

- Coastal & Marine Engineer, Moffatt & Nichol
- SF Sea Level Rise Committee; BCDC Policies for a Rising Bay

Other Working Group Members

- **Janice Li**, Working Group Co-chair
- **Rudy Nothenberg**, Working Group Co-chair
- **Reid Boggiano**, State Lands Commission

Port Staff Contacts

- Carol.Bach@sfport.com
- Anne.Cook@sfport.com

APPENDIX C

Working Group Subcommittees and Advisory Teams Rosters



Waterfront Land Use Plan Update

Working Group Transportation Subcommittee Roster

Linda Fadeke Richardson (chair)

- Board of Directors, Treasure Island Development Authority; India Basin Waterfront Parks Planning Task Force
- Former Commissioner for BCDC, SF Planning; and SF Environment.
- Bayview Hunters Point Project Area Committee - Chair, Land Use, Planning and Transportation.
- Environmental Justice, Sustainability Development Expert, Co-Founder, Southeast Alliance for Environmental Justice; Bayview - India Basin resident

Troy Campbell

- Fisherman's Wharf Advisory Group (FWAG)
- Executive Director, Fisherman's Wharf Community Benefit District

Kevin Carroll

- Hotel Council of SF, Executive Director
- Workforce Investment Board SF, Chair
- San Francisco Travel Association, Board
- Alliance for Jobs and Sustainable Growth, Board

Jeffrey Congdon

- Kidder Mathews, Executive VP
- Commercial real estate transactions and financing

Chris Christensen

- Dispatcher, International Longshore Warehouse Union (ILWU), Local 10
- Executive Board, Local 10 Northern California District Council
- President, Bay Area Longshoremen's Memorial Association

Carolyn Horgan

- President, Blue and Gold Fleet
- Maritime Commerce Advisory Committee

Tom Radulovich

- Livable City Executive Director
- BCDC-Port Working Group member

Christina Rubke

- San Francisco Municipal Transportation Agency, Board
- Bay Area Association of Disabled Sailors, Commodore

Anne Turner

APPENDIX C

Working Group Subcommittees and Advisory Teams Rosters

- Retired public library director; 2014-15 Civil Grand Jury
- SF Towers senior housing resident

Other Working Group Members

- **Janice Li**, Working Group Co-chair
- **Rudy Nothenberg**, Working Group Co-chair
- **Reid Boggiano**, State Lands Commission

Port Staff Contacts

- David.Beaupre@sfport.com
- Brad.Benson@sfport.com

APPENDIX C
Working Group Subcommittees and Advisory Teams Rosters



Waterfront Land Use Plan 2016-18

Waterfront Plan Advisory Team Roster

Resilience

Max Loewenstein
Keith Primdahl
Teresa Rea
Justin Semion
Bill Tremayne
Anthony Veerkamp

Recreation/ Open Space

Bo Barnes
Suzanne Bushnell
Stuart Hills
Barry Kendall
Kenneth Ogle

Transportation

Bruce Agid
Mike Gougherty
Kyle Lamson
Peter Martin
Nathan Nayman

Financial/ Economy

Scott Gentner/ Taylor Safford
Kurt Kober
Viv Shifei Li
Tom Lockard

Maritime

Joe Burgard
Veronica Sanchez
John Super David
Thomas Tom Walker
Joe Wyman

Waterfront Urban Design

Claire Bonham-Carter Steaven
Campbell
Charles Chase
Patricia Fonseca
Melissa Jones Ellen
Lou Adam Mayer Cass
Smith Richard Tsai
Howard Wong
Urban Works Agency

Land Use Mix/ Neighborhood Planning

Joe Boss
Tim Colen
Stan Hayes
Melissa Litwicki
Amy Patrick
Chris Tolles
Dale Riehart
Patrick Valentino
Fran Weld

APPENDIX D

Public Agency and Consultant Participation

Public Agencies

- San Francisco Planning Department
- Bay Area Conservation and Development Commission
- California State Lands Commission
- Association of Bay Area Government, Water Trail Division
- Water Emergency Transportation Authority (WETA)
- Golden Gate Bridge Highway and Transportation District
- San Francisco Municipal Transportation Agency
- Metropolitan Transportation Commission
- San Francisco Department of the Environment
- San Francisco Department of Emergency Management
- San Francisco Neighborhood Empowerment Network
- San Francisco Office of Resilience and Recovery

Consultants

- Nelson Nygaard/Seifel Consulting
 - D&A Communications
- EPS Economic & Planning Systems
 - Waterfront Land Use Plan Update Real Estate Feasibility Study*
 - Moffat and Nichol
SITELAB
 - Lynn Sedway
Carey and Company