



**Waterfront Plan Working Group**  
**Land Use Subcommittee Meeting**  
Meeting Notes: November 16, 2016

**Land Use Subcommittee Members Present:** Alice Rogers (chair); Kirk Bennett; Jane Connors; Jon Golinger; Ellen Johnck; Ken Kelton; Stewart Morton, Corinne Woods

**Absent:** Ron Miguel; Karen Pierce; Jasper Rubin; Dee Dee Workman

**Working Group & Advisory Team Present:**

Chris Christensen, Working Group  
Patricia Fonseca, Urban Design Advisory Team  
Andrea Gaffney, BCDC  
Stan Hayes, Land Use Advisory Team  
Adam Mayer, Urban Design Advisory Team  
Don Neuwirth, Open Space Advisory Team  
Amy Patrick, Land Use Advisory Team

**Port Staff:** Diane Oshima; Kari Kilstrom; David Beaupre; Brad Benson; Anne Cook; Aaron Golbus; Norma Guzman; Byron Rhett; Rebecca Benassini

**1. Introductions**

**2. Meeting Plan Overview**

**Alice Rogers, Land Use Subcommittee Chair**

Staff support - Alice has suggested that Port staff will produce and share materials, draft criteria and policy questions for the next two meetings to guide Land Use Subcommittee discussions.

Financial feasibility model - The Port will hire an economic consultant to provide financial feasibility model to support leasing and development discussions and policy questions in the Land Use Subcommittee meetings. The Port also will hire an engineering consultant to provide cost estimates for pier repair and seismic upgrade, to be included in the financial model. Port hopes to see the first financial model analysis by the end of February, to address in Land Use Subcommittee meetings on leasing and development.

Review of Land Use Subcommittee Meeting Plan topics - Proposed dates and topics are subject to change; if the subcommittee does not conclude discussion of agenda topics in one meeting, additional meeting time will be scheduled and will affect timing of subsequent land use topics.

January 11, 2017 – Public Open Space topic will include relevant agencies from the City and BCDC, and discussion of activation of Port parks and public access areas, special event ideas and good neighbor policies

February 2017 – At a date yet to be determined in February, there will be a joint meeting of all three subcommittees to provide guidance about uses, functions and urban and historic design qualities that are publicly valued, to inform new goals and policies for the Waterfront Plan Update to guide future efforts to make the waterfront resilient, such as the Seawall Resilience project.

Subsequent meetings – Additional meeting dates to address leasing and development, and public review processes have not been set yet; the Subcommittee will take time necessary to discuss the topics, and adjust Meeting Plan accordingly.

## **Questions and comments**

### Consultant study

- While difficult to quantify, consider intangible community benefits such as historic preservation in the cost-benefit analyses, other “values” that make a project succeed.
- Staff should compare the return on investment of past projects such as the Ferry Building and Pier 39 improvements that have 10-20 years of experience with true operating costs and revenues, to compare anticipated revenues with actual rent performance. Also look at projects that have not gone forward, and why.
- Can model incorporate a ‘fudge factor’ that reflects the frequent differential between early-estimates of financial feasibility and the true residual-land-values that reflect actual engineering site work and cost estimates?

### Open Space Meeting Plan

- The Port should invite active recreation specialists and approach City agencies and the State Lands Commission to clarify the demand and viability of active recreation on Port land, which is not considered a trust-consistent use. Discuss what is meant by active recreation. Consider regional models, Chelsea piers, etc
- The Port should engage with City agencies to determine whether City is relying upon Port to fulfill community recreation needs, particularly re Dogpatch Public Realm Plan
- Swimming facilities are trust consistent uses and if the Port thinks creatively, swimming facilities may have strong regional pull

### Maritime Meeting Plan

- Cannot assume that the rest of Southern Waterfront will remain industrial, also sea level rise concerns. South of Pier 48 needs to be on this list.
- Speaking to Pier 50-Pier 70 area, what will surround new ferry terminal

### Public review process’

- The public review process discussion should precede address of Port leasing and long-term development. Staff agreed that sequence of topics is subject to further refinement

and more specific draft meeting agendas will be developed for Subcommittee consideration.

### 3. [Map of Public Trust Uses and Improvements](#)

Diane Oshima presented an overview of the Port's work to improve properties for a variety of public trust uses and purposes by category: maritime; public open space; long-term development and leases. The Port has over 500 leases, many of which are leased for short interim lease terms until there is an opportunity for long-term improvements. Of the remaining piers to be improved, some may not be financially feasible due to physical, environmental or economic challenges.

#### **Questions/Comments**

- The Maritime Commerce Advisory Committee has reviewed bathymetry maps that indicate water depths. Plan maps could include dredge depths to assist with the development of policies for maritime berthing.
- Co-location, where two uses complement and enhance each other's operations, appears to be a strong pattern along waterfront, eg Pier 80-96 Maritime Eco-industrial Center, Pier 27 cruise industry and ship-repair combination. Plan should identify and support these important use-relationships.

### 4. [Overview of the Pier 80-96 Maritime Eco-Industrial Strategy](#)

The Piers 80-96 area is a dynamic maritime and industrial complex that incorporates Blue Greenway, and environmental habitat and sustainability. Cargo shipping is a difficult to manage, given the city's shrinking industrial land base, density of other surrounding land uses, and environmental and neighborhood needs. The Eco-Industrial Strategy addresses these needs efficiently, by co-locating maritime and industrial uses that provide source materials close to customers and reducing industrial truck traffic; enable waste products from one operator to be used as source material for other businesses; and support maritime shipping and businesses. Uses include: automobile cargo shipping at Pier 80, bulk construction material cargo shipping at Pier 94, and construction materials businesses such as concrete-batch plants; freight rail yard to serve cargo shipping and City disaster response needs; Bay sand mining operations. The Eco-industrial area includes open "laydown" space for construction and equipment businesses. The Port has worked for many years with Port maritime and industrial tenants, the Southern Waterfront Advisory Committee and Bayview Hunters Point community to improve business and environmental conditions, and generate union and local jobs, as well as advancing Blue Greenway open space, water recreation, and environmental habitat improvements. The Port intends to include amendments in the the Waterfront Plan Update to incorporate the Pier 80-96 Maritime Eco-industrial Strategy.

#### **Questions/Comments**

- A maritime freight plan called to improve freight corridors to maximize goods movements. What improvements are needed to maximize freight capacity? Response:

Port freight rail trains are coordinated with the schedule of Caltrain peninsula commuter trains.

- Acknowledge years of preparation of the Eco-Industrial strategy and improvements by the SWAC and Karen Pierce, SWAC chair; this strategy should be included in the Waterfront Plan update.
- Flexibility seems key. Maritime industry is important, it is part of economic history of the Port and City. Allow uses under this strategy to continue to evolve as needed, to maintain a strong industrial waterfront.

### **Endorsement**

The Land Use Subcommittee unanimously endorsed the Pier 80-96 Maritime Eco-industrial Strategy and support for including in the Waterfront Plan Update.