



Waterfront Plan Update

Resilience Subcommittee

April 19, 2017 Meeting Notes

Subcommittee Members Present: Grant Ballard, Pia Hinckle, Aaron Hyland, Earl James, Peter Summerville, John Tobias

Absent: Mike Buhler, Dilip Trivedi

Other Working Group Members Present: Linda Fadeke-Richardson, Ellen Johnck, Stewart Morton

Advisory Team Members Present: Justin Semion, Bill Tremayne

Port Staff: Carol Bach, Anne Cook, Diane Oshima, Diana Bartram

Agency Staff: Daniel Homsey (CAO), Raymond Manion (SF Environment), Dave Sullivan (DEM), Diana Sokolove (SF Planning)

1. Welcome & Meeting Goals

Chair Pia Hinckle welcomed attendees, introductions were made, and the following meeting goals were discussed.

- [Presentation](#) and Q&A with Boris Delepine (Port) to learn more about how the Port achieves equity in contracting and business opportunities
- [Presentation](#) and Q&A with Daniel Homsey (Office of the Chief Administrator) to learn more about the City's programs to develop connected, resilient communities
- Review and comment on draft Social Cohesion and Equity Policy Ideas
- Review how staff incorporated March 1 workshop input into the Resilience Policy Ideas.

2. Acceptance of [March 29, 2017 Meeting Notes](#)

- The meeting notes were accepted; no changes

3. Background Information for Discussion of Social Equity and Cohesion Policy Ideas

Anne Cook provided an overview of the [Background Report](#) for the topic.

- Most resilience planning efforts today include policies that address “social equity and cohesion”, reflecting a growing consensus that communities with these attributes more quickly respond to and recover from sudden emergencies - like earthquakes - and more slow-moving threats - like sea level rise, homelessness, and unemployment.
- The 1997 Waterfront Plan touched on several topics commonly included in resilience policies today. For example, the Plan calls for a “diverse and exciting array of maritime, commercial, entertainment, civic, open space, recreation and other waterfront activities for all San Franciscans

and visitors to enjoy,” and emphasizes that the interests of all types of users, including seniors, children, people of all cultures, and those with special needs, should be considered when planning new developments.

- The 1997 Waterfront Plan also calls for “Economic Access that Reflects the Diversity of San Francisco”, and encourages diversity in Port contracting, leasing, employment, programs and services. In keeping with this goal, the Port Commission has been steadfast in its pursuit of diversity in Port economic development, leasing and job opportunities.
- While the waterfront is far more active and its uses far more diverse than two decades ago, there is still room for improvement. The Port Commission highlighted its ongoing commitment to diversity and equity by including a new “livability” goal, “ensure Port improvements support social equity and quality of life for San Francisco residents and visitors”, in its recently adopted [2016-2021 Strategic Plan](#).
- The discussions and recommendations from the Resilience Subcommittee, Waterfront Plan Working Group and the public direct Port staff as it develops a new resilience goal and related policies for the Waterfront Plan Update to:
 - Incorporate existing City and Port resilience, emergency preparation and disaster recovery, livability and equity requirements that affect waterfront land use, planning, development and construction;
 - Elevate resilience as a key “value” and goal of the Waterfront Plan;
 - Guide the Port’s land use and planning decisions to ensure they continue to reflect public values about the form and function of the waterfront, especially in light of climate change impacts expected over future decades; and
 - Inform and coordinate with City and regional resilience planning efforts.
- The Waterfront Plan update also should reflect current knowledge of the importance of social equity and cohesion to communities’ ability to respond to and recover from emergencies and disasters, and to thrive.

4. Equity in Port Contracting and Business Opportunities

Boris Delepine, the Port’s Contract Administrator, gave a brief [presentation](#) and answered questions about how the Port meets or exceeds the City of San Francisco’s robust local hire and other job creation and equity goals.

- Every year, the Port engages in a variety of short and long-term contracts (e.g., construction, general services, and professional services), leases, and development agreements. In so doing, the Port complies with federal, state, and local laws to ensure nondiscrimination in contracting, while also expanding economic opportunities for local businesses, including:
 - Port construction, general services, and professional services contracts are subject to San Francisco’s [Local Business Enterprise \(LBE\) Program](#), which was established to expand City contracting opportunities for small San Francisco based firms, and now includes non-profit organizations.
 - The San Francisco [Local Hire Ordinance](#) applies to City-funded construction projects over

\$1,000,000; it requires contractors and their subcontractors to attain a minimum of 30% total work hours by trade per project using San Francisco residents. The Ordinance also requires that 50% of apprentice hours within each trade be performed by San Francisco residents. The Port regularly exceeds the LBE and Local Hire requirements, and strives to award contracts to small local businesses even when not required by the City. See the Port's [March 9, 2017 Staff Report on Contracting Activity](#) for details.

- The Port also strives to maximize local hiring in its lease and development deals (e.g., in the Port's 2016 lease to Pasha Automotive Services (Pasha), Pasha committed to hire 50% of new employees from San Francisco Supervisorial District 10; in the Port's recent RFQ for new restaurant lease at Pier 33 (the former Butterfly restaurant site) respondents proposals will be scored, in part, based on their community engagement plan.)
- The Port works with local contractors to encourage the bidding and securing of Port construction contracts and to provide opportunities for small local businesses to bid on commercial and retail business opportunities. (e.g., outreach to neighborhood and minority based Chambers of Commerce; smaller bid packages so smaller local contractors can bid; contract bid office in the Bayview for easy access to small local contractors.)
- The Port also works in partnership with other City agencies to advance a myriad of equity, health, environmental, and other goals in its contracts, leases, and development agreements, including:
 - [Nondiscrimination in Contracts and Benefits \(Equal Benefits\)](#)
 - [Minimum Compensation Ordinance](#)
 - [First Source Hiring Program \(FSHP\)](#)
 - [Health Care Accountability Ordinance](#)
 - **Environmental Provisions in contracts, leases, and development agreements** are described in the [Environmental Background Report](#).
- *Comments: In response to a query about the impact of housing costs on the ability of the Port to meet its local hire and other equity goals, Boris explained that the number of certified businesses has been steadily dropping, except it has increased over the past 6 months, perhaps reflecting more professional services and less construction contracting opportunities. The Port doesn't track the number of local employees in local certified firms. Local hire percentages generally have increased over the years, but now appear to have plateaued at around 30%*
- *In response to a query about whether the Port knows if its contractors and tenants pay prevailing/living wages, Boris explained that they are required to comply with City ordinances in their Port contracts, but compliance is overseen by the City's Contract Management Division, not the Port.*
- *In response to a query about how one would find business opportunities at the Port, staff provided the following source: <http://sfport.com/business-opportunities-port>.*

5. Equity in Waterfront Recreation and Environment

Since the 1997 adoption of the Waterfront Plan, the Port Commission has adopted the Port of San Francisco [Policy for Southern Waterfront Community Benefits and Beautification](#) and [The Blue Greenway](#) to advance a more equitable distribution of waterfront business and recreation opportunities in the Southern Waterfront. These programs extend jobs, recreational opportunities and environmental improvements to the historically under-served Southern Waterfront. [The San Francisco Biodiversity Program](#) also recognizes that equitable access to, awareness, and experience of nature are fundamental to health, wellness, quality of life, and sustainable communities, and that natural systems can support San Francisco's adaptation into a climate-protected and ecological city.

6. City and Port Resilience Planning Efforts

As discussed in previous meetings, in 2016, the CCSF released [Resilient San Francisco – Stronger Today, Stronger Tomorrow](#) (Resilient SF) – a strategic vision that identifies six interconnected resilience challenges facing the City - earthquakes, climate change, sea level rise, infrastructure, social inequity, and unaffordability – and sets forth four actionable goals to address them. The policy ideas discussed at the March 29th Resilience Subcommittee meeting align most closely with Resilient SF's first two goals:

1. [Plan and Prepare for Tomorrow](#) – includes earthquake preparedness and recovery.
2. [Mitigate, Adapt and Retrofit](#) – includes threats of earthquakes and rising seas.

Policy ideas discussed at the April 19th meeting align most closely with the remaining two goals:

3. [Ensure Housing for San Franciscans Today and After a Disaster](#) (The Port has been able to support residential uses in only a few specific circumstances because residential use is not generally a permitted use on public trust lands).
4. [Empower Neighbors and Neighborhoods through Improved Connections](#)

In pursuit of the 4th goal listed above, the City runs an [Empowered Communities Program](#), which offers training and technical support for communities to create a neighborhood-level resilience strategy. Daniel Homsey, Director of Neighborhood Empowerment Network, gave a [presentation](#) about how the City's Empowered Communities Programs Neighborhood HUB initiative supports neighborhoods as they create a local network of organizations that advances neighborhood resilience. Principles and strategies from the EmpowerSF program that are relevant to Port resilience efforts include:

- Social capital is a valuable asset. Having stable, resilient neighbors will enable the Port to focus on its own response/recovery in an emergency.
- Psychological preparedness that is developed by neighborhood-level resilience planning is key to a rapid and successful recovery from disaster. Spontaneous triage, feeding and sheltering, which are facilitated when neighbors plan together, are the backbones of effective response. These activities will be needed before City institutions can respond.
- Recovery also requires space for assembly and evacuation, which can be identified in advance of a disaster more readily when neighbors know each other and know what resources and needs exist within their community.
- The capabilities that the Port has to offer include power generation, shelter, and emergency communications.
- The Port can start improving its resilience by working with tenants to ensure they have Continuity of Operations (COOP) plans.

Comments: In response to a query about how the HUB model fits into the City's broader emergency response system, Daniel explained how it is a part of and coordinated with the Community Response System.

7. Comments on Draft Policy Ideas

Prior to the meeting, Port staff provided [Policy Ideas for Discussion – Social Equity and Cohesion](#). Staff reminded attendees that Subcommittee policy discussions will provide guidance to Port Staff as they draft proposed updates to the [1997 Waterfront Land Use Plan](#). The discussions are on-going and iterative, and will require further revision and reconciliation with ideas generated in the Land Use and Transportation Subcommittee meetings, full Working Group meetings, and other public forums, before ultimately being considered by the Port Commission. The policy ideas provided are in regular text below, followed by comments in italics that were received during the April 19th meeting. See [the Background Report](#) for additional policy context for each of these topics.

General

1. Identify and protect the maritime, cultural, environmental, and historic assets that are most critical to the Waterfront's sense of place and meaning.
Comment: Emphasize that resilience planning and projects provide opportunities, not just challenges.
2. 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.
Comment: The City, not the Port, is best able to define/identify those who are "most vulnerable", so collaboration is important.
3. 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.
Comment: Should consider on-site power generation/storage capability, composting toilets, and other resilience infrastructure.
4. 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.
5. Continue to implement the Southern Waterfront Community Benefits and Beautification Policy.

Housing (Cross-over policies with Land Use Subcommittee)

6. Meet or exceed mandates for affordable housing in new waterfront communities at Pier 70 and SWL 337.

Improved Connections

7. Ensure resilience projects are designed and implemented with meaningful involvement from all community members; ensure transparency and accountability to all stakeholders and the public.
8. Leverage 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.
Comment: Need to build trust and reciprocity before disasters occur. Connection with groups like NEN's (Neighborhood Empowerment Networks) that are located adjacent but off-Port property can also help the Port educate and develop support for bond

measure and other funding required for resilience projects amongst stakeholders not directly connected to the Port.

9. Educate Port Tenants, employees and advisory group members and other Port stakeholders on *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.

Comments: The Port needs to understand what its tenants and neighbors are planning and have to offer in the event of an emergency. For example, is the Exploratorium prepared to shelter large number of children who might be stuck there in an emergency? The Port also should reach out to neighbors and community organizations that are less connected to the Port to build capacity and broaden support networks. Need to plan ahead for triage areas and build competency so that people know where to go and what to do, even if the disaster that occurs was not specifically planned for.

Jobs and Business Opportunities

10. Maximize local business opportunities and jobs in Port resilience projects.
11. 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.
12. 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.
13. 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.

Waterfront Recreation (cross-over policies with Land Use Subcommittee)

14. 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.

Comment: Perhaps should further emphasize the importance of equitable access to nature, recreation, and healthful living.

15. Complete the Blue Greenway to bring more waterfront recreation opportunities to the Southern Waterfront.

8. Discussion of March 1, 2017 Designing for Resilience Workshop

Anne Cook walked the Resilience Committee through a [Draft Table](#) Staff prepared that summarizes comments received during the March 1, 2017 Designing for Resilience Workshop and indicates how staff has incorporated them into Draft Policy Ideas for Subcommittee consideration.

9. Next Steps

The Subcommittee will take a hiatus after the April 19th meeting so staff can further study policy ideas discussed, and integrate them with other Port, City, and regional resilience planning efforts and the work of the Land Use and Transportation Subcommittees.

- May 3rd – Transportation Subcommittee Meeting
- May 10th – Land Use Subcommittee Meeting
- May 24th – Land Use Subcommittee Meeting