

# APPENDIX A

## 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](#)

## **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.

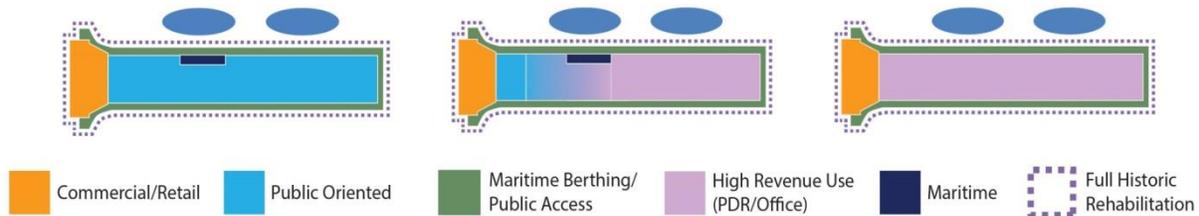
## Public Trust Objectives for Embarcadero Historic District Finger Piers

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                             |
|---|--|--|---|---|---------------------------|---|--|---|
| <b>Most Desirable for Trust</b><br> | 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.)  |
| <b>Least Desirable for Trust</b>  | 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: 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.

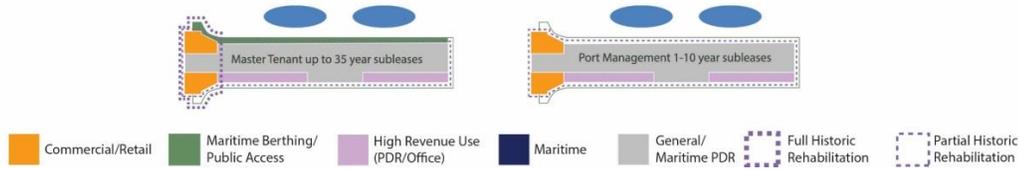
Public trust objectives are achieved, including:

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: 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.

#### Moderate Historic Rehabilitation

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.

#### Limited Historic Rehabilitation

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

Public trust objectives can be achieved, including:

1. Partial historic rehabilitation of pier within the Embarcadero Historic District, consistent with Secretary of the Interior Standards
2. Partial seismic and structural repairs (substructure and superstructure) as required by Building Code; arrest physical deterioration; transfer some maintenance responsibilities to tenant
3. Limited repair and improvement of pier apron for active re-use
4. Maritime berthing/operations along operable pier aprons and within shed, as needed
5. Maximum feasible\* public access along *operable* pier aprons which may be physical and/or visual access, consistent with safety and operational requirements of maritime berthing operations
6. Public/visitor serving 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 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. High-revenue generating uses permitted in limited portion of the pier shed and upper-floor bulkhead (e.g. PDR/general office) consistent with Building Code, to finance investment/debt

Public trust objectives can be achieved, including:

- 1) Rehabilitation undertaken by tenant will be consistent with Secretary of the Interior Standards
- 2) Limited structural repairs (superstructure) as required by Building Code; arrest physical deterioration; transfer some maintenance responsibilities to tenant
- 3) Maritime berthing/operations along operable pier aprons and within shed, as needed
- 4) Public/visitor serving uses at the pedestrian level in the bulkhead buildings, adjacent to The Embarcadero promenade (e.g. restaurant, commercial recreation, visitor retail)
- 5) Additional public oriented uses 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) High-revenue generating uses permitted in limited portion of the pier shed and upper-floor bulkhead (e.g. PDR/general office) consistent with Building Code, to finance investment/debt