

San Francisco Historic Piers Request for Interest

OVERVIEW

Piers 19-23

Agriculture Building
and Ferry Building Environs

Piers 38-40



PACIFIC
WATERFRONT
PARTNERS, LLC

PORTMAN HOLDINGS



Introduction

Pacific Waterfront Partners, LLC (PWP) and Portman Holdings (Portman) have thoroughly studied the Port's Request for Interest and the Waterfront Plan Update. We have selected three major areas of interest, comprising 4 piers and the Agriculture Building.

We have combined our responses in to one online submittal, but are submitting this overview and the attachment for each project proposal as separate appendices via email.



Teams

We have assembled a talented team of consultants, managers and advisers. Some are consistent for all sites, while others are particular to specific sites. We thank them all for their enthusiastic support for this response.

DEVELOPMENT TEAM

Lead Development will be a partnership of:

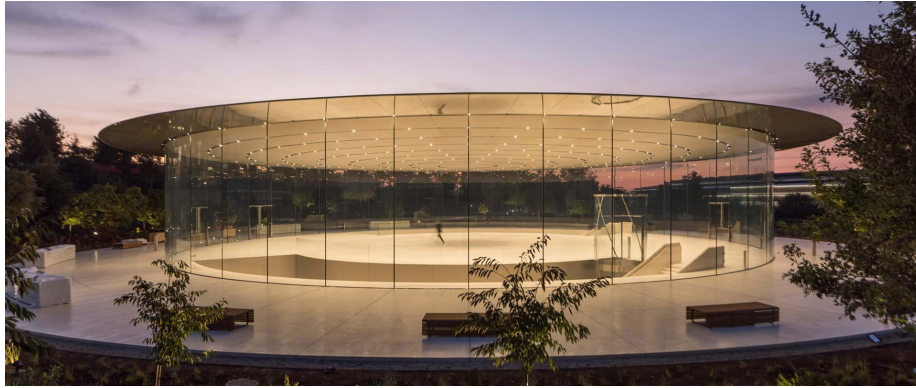
- **Pacific Waterfront Partners, LLC (PWP)**
- **Portman Holdings (PH)**

Development, Project Management and Operations consultants:

- **WeWork**, partners in programming and facilities management and potential investor – Piers 19-23.
- **Tideline**, Water Taxi Center operations – Piers 19-23, 38-40
- **Cornerstone Concilium**, Construction and Project Management consultant for all projects and Tenant at Pier 23 for their Cornerstone Institute.



ARCHITECTS & ENGINEERS



Foster + Partners

Foster + Partners is a global studio for sustainable architecture, urbanism and design, founded by Sir Norman Foster in 1967.



Hornberger + Worstell

San Francisco based architecture and planning firm specializing in hospitality, historic rehabilitation, recreation and wellness, and higher education.



PAGE & TURNBULL

Page & Turnbull is a full-service architecture, design, planning, and preservation firm that transforms the built environment. Founded in 1973.



MW MOSS WONG ASSOCIATE

Roger Wong and Janine Moss were the lead architects on Piers 1 1/2, 3 & 5 development.



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ATTORNEYS

- **Ruben, Junius & Rose**, Land Use
- **Remy Moose Manley**, CEQA
- **Farella Braun + Martel**, Historic Tax Credits
- **CohnReznick**, Historic Tax Credit Auditors
- **Seifel Consulting**, Economic Consultant

FINANCIAL PARTNERS

PWP has partnered with, managed for, and/or arranged financing with:

- **California State Teachers' Retirement System**, (CalSTRS)
- **Invesco**
- **US Bank**
- **Bank of America**
- **First Republic Bank**

Portman Holdings' recent financial partners include, amongst others:

- **AIG Global Real Estate**
- **Canyon Capital Advisors**
- **J.P. Morgan**
- **PCCP**
- **PNC Bank**
- **Regions Bank**
- **SunTrust Bank**

In the past, Portman has typically funded its own entitlement costs and admits financial partners when the projects are fully entitled.

General Observations

We have reviewed the entire process, from the Waterfront Plan update to the scope of this RFI with its 12 piers and the Agriculture building.

We reflected that the redevelopment of the Waterfront, starting with AT&T Park has taken over twenty years and has produced only 9 successful projects out of the 23 pier structures located between Pier 39 and Pier 48.



We understand that the greatest impediment to progress has been the outreach and political climate in which the Port and its development partners have had to operate during that time.

We applaud the Port for taking this approach seeking consensus with the neighbors and their representative through the Plan Update and now this RFI approach to try to find a more predictable, economically feasible program to satisfy all of the stakeholders and way forward with less expensive and time-consuming entitlement processes.

Looking ahead...

We recognize that, should the public process produce a home run and bring about consensus on ideas for, say, ten projects, the Port does not have the resources to prepare and manage ten RFPs.

We therefore would support a process where, should a developer come forward with a proposal that they want to proceed with immediately and that project not be considered as being among the top three most valuable to the Port, the developer be given the option of sponsoring the RFP process. The developer would fund the Port's expenses of outsourcing the preparation of the RFP, analyze responses, and prepare a recommendation to the Port staff on the understanding that, were the successful bidder not be the original sponsor, it would provide funds for the Port to reimburse that sponsor.





Thank you!

PWP has had a relationship with the Port for over 20 years. We have been its tenant and its partner, and have shared in both its successes and its challenges. We deeply appreciate the bonds we have created with the Port staff. We look forward to continuing that relationship and thank you for reviewing our ideas.

“Make no little plans; they have no magic to stir men’s blood” Daniel Burnham