

ONE TREASURE ISLAND

# Interim Implementation Plan

07.10.23

# AGENDA

- 01** Introduction
- 02** Site Analysis
- 03** Stakeholder Interviews
- 04** Case Studies
- 05** Action Plan (Retail, Special Events, & Community Facilities)
- 06** Lease Objectives
- 07** Funding Alternatives
- 08** Appendices

01

# Introduction

**Treasure Island is developing a near-term Active Space Implementation Plan, centered on promoting mixed-income inclusion, and responsive to the realities of current economic challenges.**

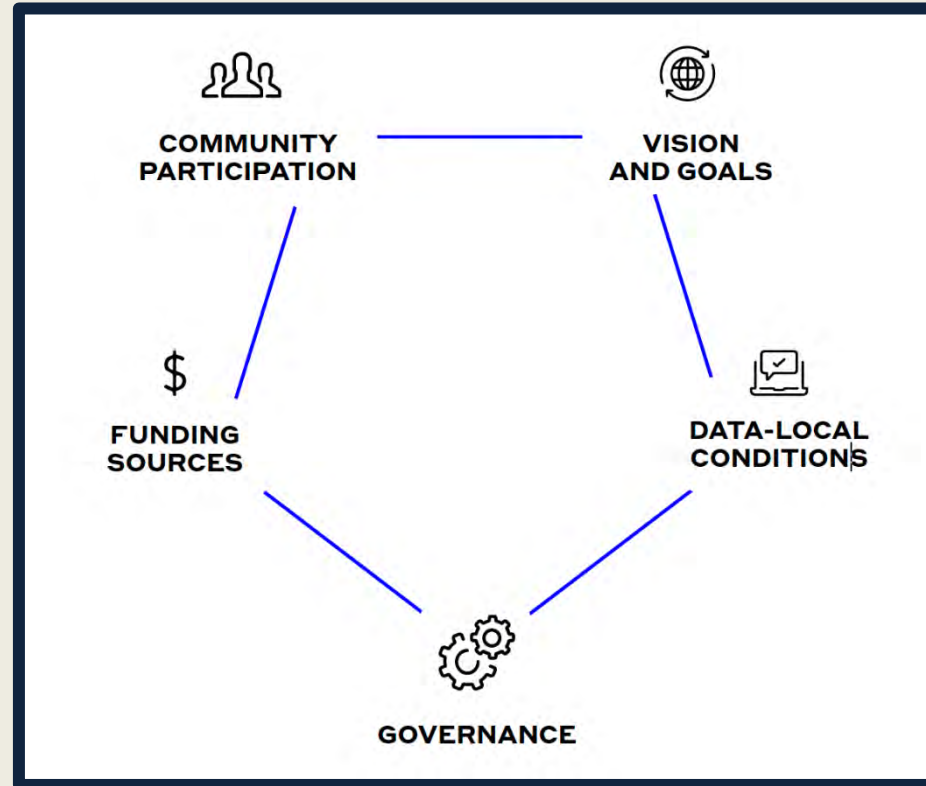
### Key Elements:

- Community Participation
- Setting a Vision
- Understanding Local Conditions
- Leadership + Governance
- Financing Strategy
- Success Metrics

# Our Approach

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*Facilitate equitable planning by connecting the dots between strategy, financing, and impact on the local experience.*



# Where We've Been – Project Scope

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- 1. Project Kickoff:** Review background information and facilitate a visioning meeting to align on project goals.
- 2. Retail Demand Analysis:** Analysis + demand overview, case studies, opportunity site analyses, and lease terms.
- 3. Special Events and Community Facilities Analysis:** Prepare a comprehensive matrix of facility opportunities and constraints based on interview insights and provided and potential locations.
- 4. Funding Strategies:** Formulate funding strategies for interim period based on analysis and findings from retail + community facilities analyses.
- 5. Implementation Action Items:** Propose funding and institutional partners, ideas to enhance business and community engagement, lease terms + conditions, and marketing and actions.
- 6. Meetings + Stakeholder Engagement:** Bi-weekly working team progress presentations and final presentations to TIDA Board + CAB.

02

# Site Analysis



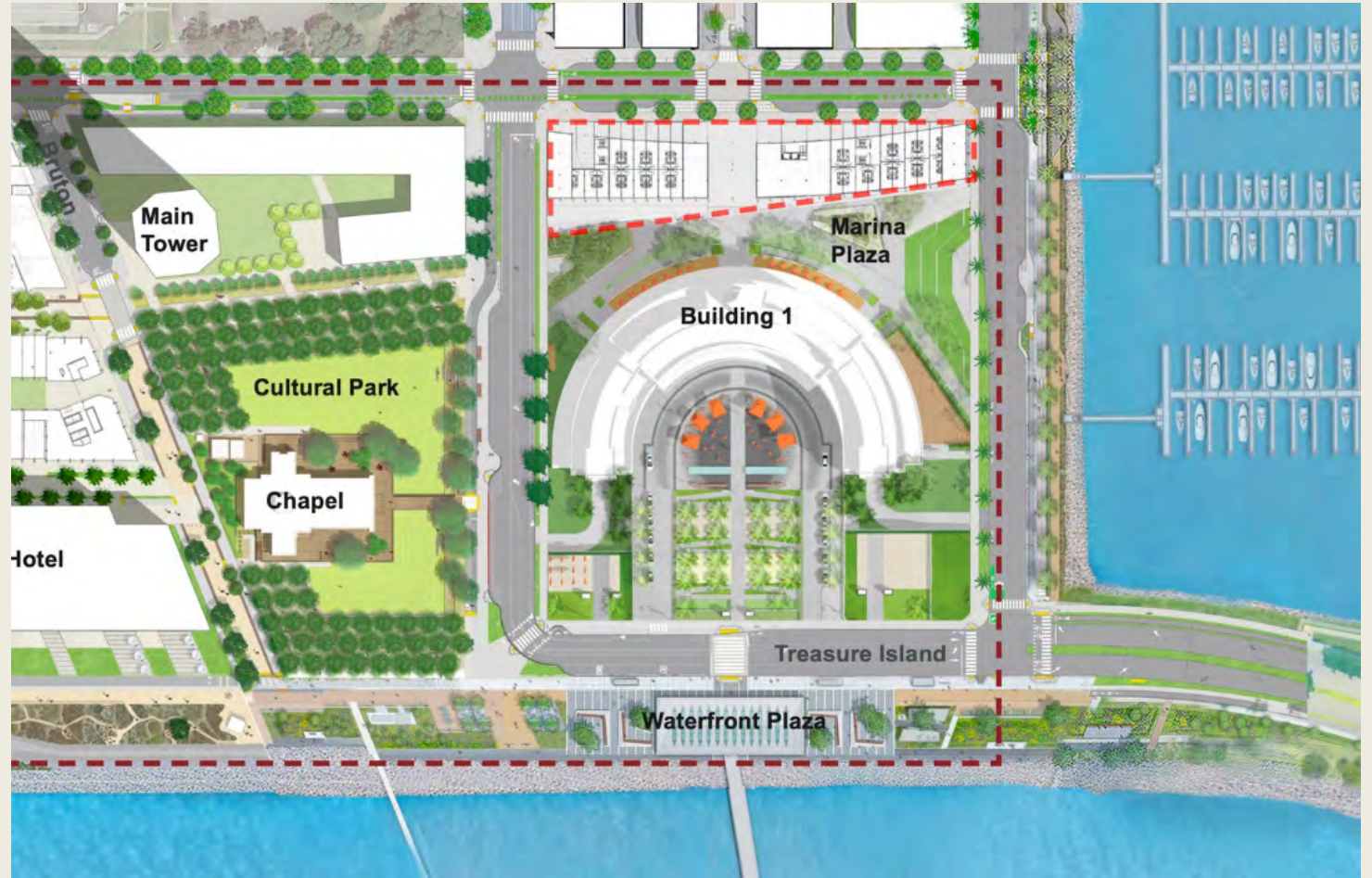
# Opportunity Site Evaluation Approach

Viewing activation potential from three lenses:

- Retail and concessions
- Community facilities
- Event venues

The Team made multiple tours of the sites.

Full evaluations are provided in Appendix A.





# Evaluation Factors

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The Team evaluated the sites with the following in mind:

- Description and location
- Size
- Potential interim uses
- Capacity (events)
- Site improvements & required improvements
- View
- Utilities
- Interim retail potential
- Visibility, access and parking
- Scheduled delivery date

NOTE: Hangars 2 and 3 deemed not optimal for interim activation plan due to condition, location, and cost to improve.



03

# Stakeholder Interviews

# The Interview Process

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10

Interviews

4

Stakeholders

13

Documents  
Reviewed

# Interviews Conducted

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**01**

## **Events**

TIDA  
Skyline Events

**02**

## **F&B**

Island Cove Market  
Mersea  
Aracely  
Woods Beer & Wine

**03**

## **Wellness**

YMCA  
TI Sailing Center

**04**

## **Culture**

TI Museum  
TIDG

### **THE GOAL:**

Gain insight from a range of partners for insight into perceived opportunities and challenges for Treasure Island.

# Key Takeaways

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## 01 Treasure Island is unique in the iconic and underutilized nature of its assets

“The parks have some events and the art piece on Infinity Point will be a draw. The TI Museum is also putting on exhibitions – this could be a visionary approach to the welcome center.”

- Charles Shin, TIDG

“Historically people are out [on TI] for Fleet Week and July 4<sup>th</sup>. A music festival was here for 10 years, which could happen again on the new and existing fields. With proper traffic management, we could do bigger events, which would be a great way to market the island.”

- Rich Rovetti, TIDA Special Events

“The feeling is that the island has existing spaces, but the utilization is low.”

- One Treasure Island

# Key Takeaways

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## 02 TI needs more healthy food offerings and diversity in the offerings overall

“Needs are changing in terms of food needs. We used to focus on kids, but now we have vouchers – food programs to support broader community needs.”

- *Shiante Lewis, YMCA*

“The market is well patronized – we supply the essentials. It’s hard to be competitive big [grocery] chains. We don’t have the volume and buying power. I would still recommend these businesses to come to the island.”

- *Abdo Nasser, Island Market*



# Key Takeaways

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## 03 Treasure Island needs to create a stronger sense of engagement amongst existing residents through organized programming.

Fitness is an incredibly relevant topic for the population at large and is also something that TI's natural resources can support.

- Shiante Lewis, YMCA

A site reorganization and a mission reexamination will help us to find support with different programs and funding. Demographics of the island are changing, which changes the influences.

- Doug Smith, TISC

"TIDA will be managing events for the parks, which will be informed by a capacity analysis. Although we're far from selling these venues, in the future, we'll be tasked with creating activity here."

- TIDA Special Events

# Key Takeaways

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## 04 We need to diversify our lease term agreements to echo the diversity of tenants we want to succeed on Treasure Island.

“Support the business with subsidized (or free) rent and more collaboration. How do we promote each other’s businesses? I’m here, I can invest in the space, but there’s pressures on [businesses] so we may not be able to stay.”

- Existing Business Owner

Quarters 10 is high on the developers’ priorities. We would lease them the space for them to then select operators Perhaps a concessionaire – a food service type of establishment with beach access.

- Rich Rovetti, TIDA

# Key Takeaways

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## 05 Partnerships and patron relationships are key to attracting funding.

“Funding in 2013 allowed the YMCA to take over health, wellness and youth programming on Treasure Island.”

- *Shiante Lewis, YMCA*

“Revenue generated from businesses on the island can also contribute to government funding”

- *Jack, TIDA Special Events*

We are potentially forming a parks conservancy + community-based partnership for managing parks + operations.

- *Bob Beck, TIDA*

# Key Takeaways

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## 06 Treasure Island must find ways to attract more tourism to drive sustained sources of income.

With these amazing views, there's a sense of wonder because of its location and history. It sets itself apart from the surrounding cities and is visited by a lot of tourists. There are a lot of services – the ferry, bus, public transportation. When they come, they go to the museum and enjoy the stories and the arts.

- *Abdo Nasser, Island Market*

Most of our current customers are from East bay, city, would like more promotion from the ferry. People come from Sacramento, perfect meeting place in the middle. We want all customers.

- *Meesun, Mersea*

A lot of emphasis on creating a commercial tourist environment, much more interested in seeing a resources for residents for all income levels.

- *Doug Smith, TISC*

# Key Takeaways

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- 01** Leverage existing assets and community spaces on Treasure Island for revenue generation and consistent visitation.
- 02** Diversify retailers on the island - through micro-activations and equitable leases - to drive greater visitation and community engagement.
- 03** Prioritize funding for accessible wellness offerings to increase mental and physical health of existing residents.
- 04** Maximize partnerships with local organizations to fund events and create dependable programming platform for residents.

04

# Case Studies



# Case Studies

## 01

### San Francisco Interim Public Space Activation: Mission Yard and Proxy



#### Purpose:

Showcase successful interim space activation efforts in the Bay Area.

## 02

### Industry City, Sunset Park, Brooklyn



#### Purpose:

Highlight importance of community engagement in equitable economic development.

## 03

### Emerging Technology Centers, Baltimore, MD



#### Purpose:

Provide an example of small business entrepreneurship and incubation.



# 01 San Francisco Interim Public Space Activations

## The Yard at Mission Yard

### Overview:

- 18,000 Sq. Ft. on under-utilized surface parking lot
- 15 Shipping Containers with Pop Up Retail and Food Service Uses
- Outdoor Bleachers, Beer Garden and Other Outdoor Venues
- Partners: Funded by SF Giants as part of Mission Rock Redevelopment; SF OEWD; One Mission Bay.





# 01 San Francisco Interim Public Space Activations

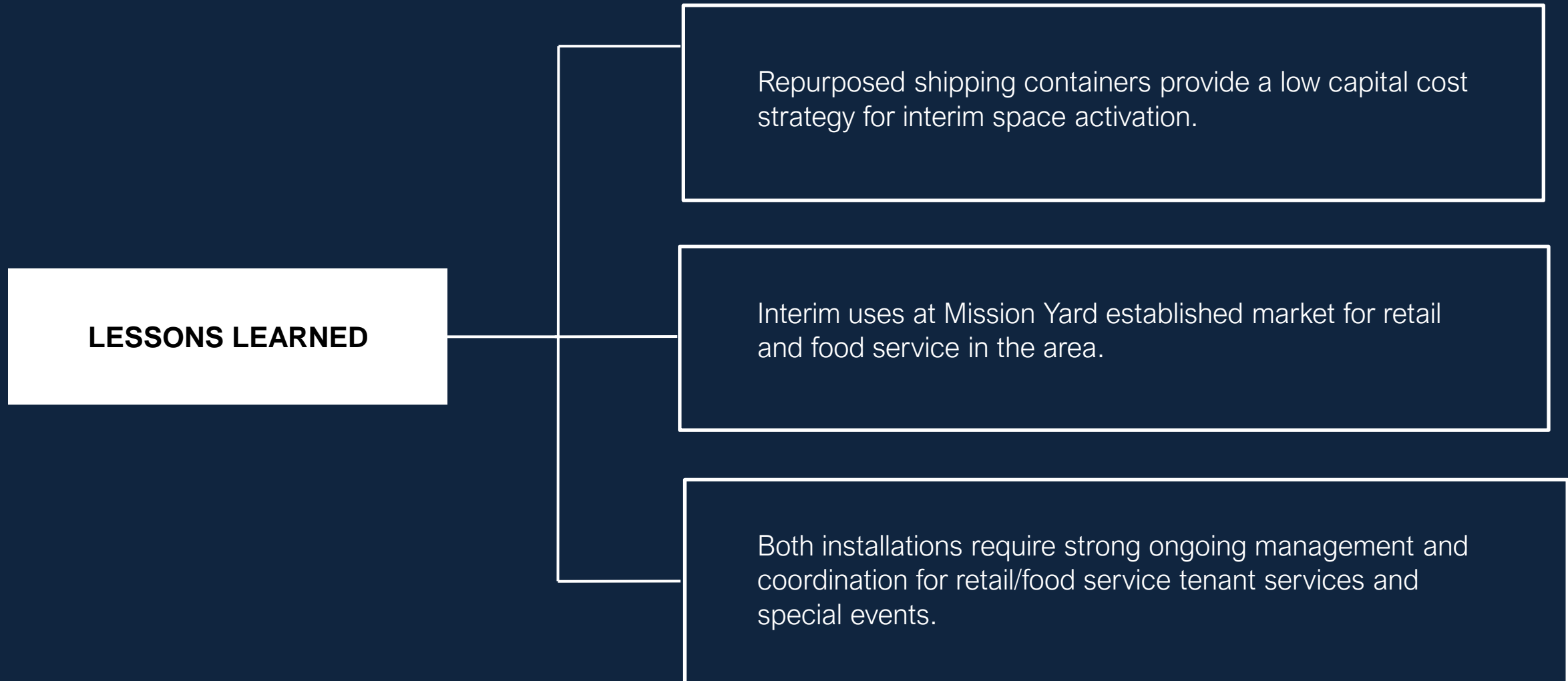
## Proxy

### Overview:

- 2-Block Flexible Food, Art and Culture Project
- Shipping Containers with Pop Up Retail and Food Service Uses
- Outdoor Area for Fitness, Movies, Events and other Adaptations
- Partners: SF OEWD; Hayes Valley Neighborhood Association.



# 01 San Francisco Interim Public Space Activations



# SF Interim Public Space Activations // Interim Activation Implications

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- 01** Focused interim strategies on TI could create new market opportunities for future expansion.
- 02** Low capital cost strategies can be effective but also require active management/ongoing support.
- 03** Consider phased approach focusing early activations in highest traffic/most accessible areas.



## 02 Industry City, Sunset Park, Brooklyn



### Industry City

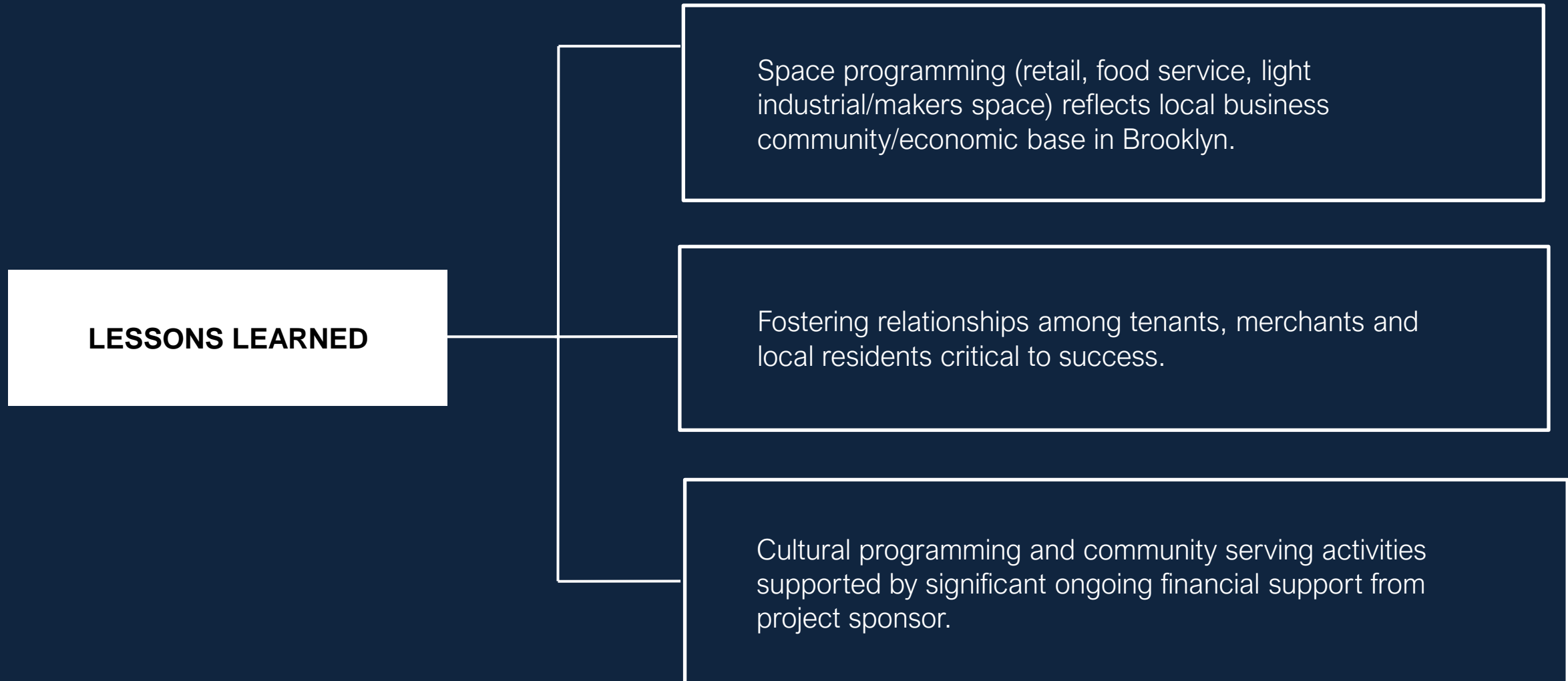
#### Overview:

- Reuse of 16 Industrial Buildings in Urban Waterfront Brooklyn Neighborhood
- Small Office, Large Office, Retail, Makers Space
- Community-Based and Serving Uses
- Ongoing Activities and Special Events Reflecting Diverse Community Character
- Key Partners: Investors/Developers; NCY EDC; NYC HA; Local Community.





## 02 Industry City, Sunset Park, Brooklyn



# Industry City, Sunset Park, Brooklyn // Interim Activation Implications

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- 01** Need to develop strong community relationships to leverage local culture and related arts, retail and other opportunities.
- 02** Seed funding *and* ongoing operating support critical to success.
- 03** Arts, food and culture are important cornerstones of a successful placemaking and commercial real estate strategy.

## 03 Emerging Technology Centers, Baltimore, MD



### Baltimore ETCs

#### Overview:

- Four Tech Start Up Accelerator Programs Serving Small and Micro-Businesses:
  1. Incubate Baltimore
  2. BeeHive Baltimore
  3. Accelerate Baltimore
  4. Pioneer Baltimore
- Ongoing Business Support and Training Activities
- Focus on Supporting POC-Owned Businesses and Entrepreneurship
- Partners: 501C(#) Venture of Baltimore Development Corporation: Abell Foundation



## 03 Emerging Technology Centers, Baltimore, MD



# Emerging Technology Centers // Interim Activation Implications

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- 01** Short-term potential for adaptive reuse of existing space for an incubator may be limited by lack of both funding and demand.
- 02** Strong partnerships from local funders and the City would be needed to ensure success of a tech center/small business incubator on TI.
- 03** Additional market and financial due diligence needed before investing in a comparable model on TI.

05

# Action Plan

# Market Support for Retail



# Retail Analysis – Macro Trends

The retail sector continues to evolve:

- Consumers looking for experiences
- Ongoing impact of e-commerce
- Contraction of malls and shopping centers
- Many neighborhood retail districts faring better than downtown
- Tenant mix shift to food & beverage & non-retailers
- Demand for smaller spaces and micro-retail spaces

Given these trends, what level of retail can TI support?





## Retail – Quick Word on Methodology to Estimate Demand

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TI will be a mixed income community with high- and low-income households with different spending patterns.



- *Esri data used to estimate household income and retail spending of existing residents.*
- *For new residents, the team obtained Esri data for Mission Bay, a comparable new development with significant new housing development.*
- *Esri most cost-effective data available.*

## Retail – Local Trade Area: Increased Households & Population

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By 2026, there will be an estimated 1,700 households with a population of about 4,200.

	Existing	New	Total
	2023 (a)	2026 (b)	
<b>TI Households</b>	620	1,042	1,662
<b>Median Household Size (c)</b>	3.1	2.2	2.5
<b>TI Population</b>	1,922	2,261	4,183

Notes:

(a) Existing household estimates from Esri 2023 and adjusted per feedback from TIDA.

(b) New households from TIDC report *Vertical Development 052022 Final*.

(c) Household size assumption based on Esri estimates for Treasure Island and Mission Bay.

## Retail – Current Inventory of Space

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Currently, there is about 21,000 sq.ft. of retail space.

<b>Retail/Commercial Facility</b>	<b>Sq. Ft. Available</b>
<b>Existing Occupied</b>	
Woods Tavern	2,757
Gold Bar Whiskey	3,625
Mer Sea*	2,560
Aracerly Café*	2,090
Island Cove Market	10,000
<b>Subtotal Existing</b>	<b>21,032</b>

- The 10,000-sq. ft. Island Cove Market is patronized primarily by residents (with additional support from construction workers and some visitors).
- 11,000 sq. ft. of food and beverage businesses are supported by primarily visitors (as well as by construction workers and residents).

## Retail – New Deliveries of Retail Space

<b>Retail/Commercial Facility</b>	<b>Sq. Ft. Available</b>
<b>Existing Occupied</b>	
Building 1: Woods Tavern	2,757
Building 1: Gold Bar Whiskey	3,625
Mer Sea*	2,560
Aracerly Café*	2,090
Island Cove Market	10,000
<b>Subtotal Existing</b>	<b>21,032</b>
<b>Additional/New</b>	
Quarters 10	2,200
Building 1	4,200
IC4.3	TBD
E2.1	TBD
C2.4 Tidal House	1,127
C2.2	1,762
B1-2	4,000
Building 201 (Exchange)	3,000
<b>Subtotal Additional/New</b>	<b>16,289</b>
<b>Total</b>	<b>37,321</b>

By year end of 2026, retail square footage is set to increase significantly.

Will the local on-island trade area be sufficient to fill an additional 16,300 sq. ft. of space?

## Retail – Local Trade Area: Spending Power

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**\$64.7 million in potential residential retail spending by 2026.**

	Median Household Income		Total
	Existing Residents	New Residents	
<b>2023 Household Income (a)</b>	\$ 83,794	\$ 195,007	NA
<b>2026 TI Households</b>	620	1,042	1,662
<b>Total Retail Expenditures (b)</b>	\$ 23,500	\$ 48,124	\$ 64,715,388

Notes:  
 (a) Excludes expenditures on housing, finance, insurance, and auto.

Sources: Esri Retail Goods and Services Expenditures 2022; BAE, 2023.

# Retail – Expenditures on Retail Goods and Services by 2026

60% of spending will be on groceries & food away from home:

**Note 1:**

Retail expenditures are not proportional to income due to differences in expenditures for housing, health insurance, and savings.

**Note 2:**

Some categories for new resident spending appear low, such as personal care and food away from home.

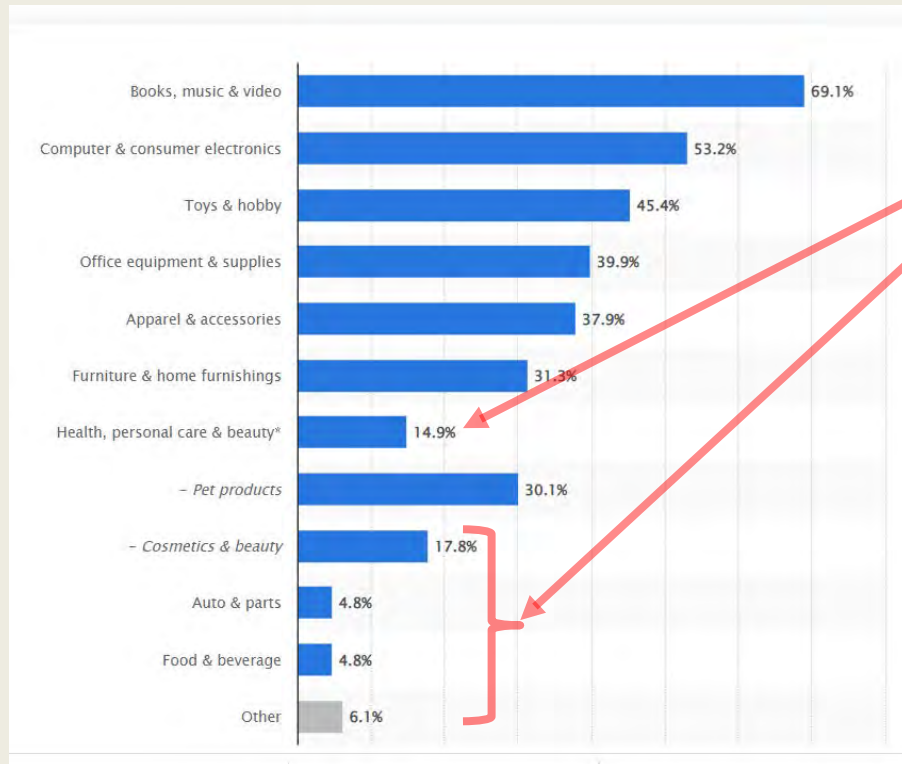
# Retail Expenditure Category (a)	Existing Residents	New Residents	Total Potential Annual Sales
1 Food at Home	\$ 7,671	\$ 14,984	\$ 20,369,145
2 Housekeeping Supplies	\$ 982	\$ 2,014	\$ 2,707,545
3 Household Furnishings & Equipment	\$ 1,765	\$ 3,761	\$ 5,013,411
4 Apparel & Services	\$ 3,123	\$ 6,435	\$ 8,641,718
5 Healthcare (ex. health insurance)	\$ 597	\$ 1,232	\$ 1,653,686
6 Pets, Hobbies, & Playground Equipment	\$ 1,045	\$ 2,126	\$ 2,863,236
7 Personal Care Products and Services	\$ 692	\$ 1,374	\$ 1,860,340
8 Reading	\$ 145	\$ 286	\$ 388,390
9 Alcoholic Beverages	\$ 986	\$ 2,041	\$ 2,738,254
10 Tobacco Products and Smoking Supplies	\$ 480	\$ 900	\$ 1,235,890
11 Food Away from Home	\$ 5,789	\$ 11,362	\$ 15,428,346
12 Personal Services (b)	\$ 225	\$ 1,608	\$ 1,815,428
<b>Totals Retail Expenditures</b>	<b>\$ 23,500</b>	<b>\$ 48,124</b>	<b>\$ 64,715,388</b>
<b>Total Less #1 and #2 (Supermarket)</b>	<b>\$ 14,847</b>	<b>\$ 31,126</b>	<b>\$ 41,638,699</b>

Notes:  
 (a) Excludes expenditures on housing, transportation, utilities, health insurance; personal insurance, and pensions.  
 (b) Taken from BLS Consumer Expenditure Survey, California, and adjusted for inflation based upon San Francisco-Oakland-San Jose All Urban Consumers 2019-2023: 14.3%

Sources: Esri Retail Goods and Services Expenditure Estimates 2022; BLS, Consumer Expenditure Survey 2018-2019, California; BAE, 2023.

# Retail – Factoring Impact of Online Sales

## Online share of total 2021 retail sales by category:



Online sales shares for food & beverage; autos and parts; health, personal care, and beauty; and other are low....

...this means more potential for onsite sales at TI in these categories...

...but industry sources indicate growth in online grocery sales happening...

...and  is active on TI.

# Retail – Estimated 2026 Supportable Sq. Ft.

# Retail Expenditure Category	Total Potential Sales	Percent Sales Online (a)	TI Capture Rate (b)	Sales per Sq. Ft. (b)	Supportable Sq. Ft.
1 Food at Home	\$ 20,369,145	5%	30%	\$ 500	11,610
2 Housekeeping Supplies	\$ 2,707,545	5%	30%	\$ 500	1,543
3 Household Furnishings & Equipment	\$ 5,013,411	31%	5%	\$ 250	692
4 Apparel & Services	\$ 8,641,718	38%	5%	\$ 500	536
5 Healthcare (ex. health insurance)	\$ 1,653,686	15%	10%	\$ 500	281
6 Pets, Hobbies, & Playground Equipment	\$ 2,863,236	30%	5%	\$ 500	200
7 Personal Care Products and Services	\$ 1,860,340	15%	30%	\$ 500	949
8 Reading	\$ 388,390	69%	10%	\$ 500	24
9 Alcoholic Beverages	\$ 2,738,254	5%	30%	\$ 750	1,041
10 Tobacco Products and Smoking Supplies	\$ 1,235,890	6%	30%	\$ 500	697
11 Food Away from Home	\$ 15,428,346	0%	20%	\$ 1,300	2,374
12 Personal Services	\$ 1,815,428	0%	20%	\$ 250	1,452
	\$ 64,715,388				21,399

Notes:  
 (a): Online sales share from U.S. Department of Commerce.  
 (b): BAE estimates.

Sources: U.S. Department of Commerce Quarterly E-Commerce Reports 2022; BAE, 2023.



Categories with most potential

Spending from existing and new residents supports ~21,400 sq.ft. of retail, but new supply will be up to 37,300 sq.ft.



# Retail Opportunities

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## The TI Market: Residents, Visitors, and Tourists

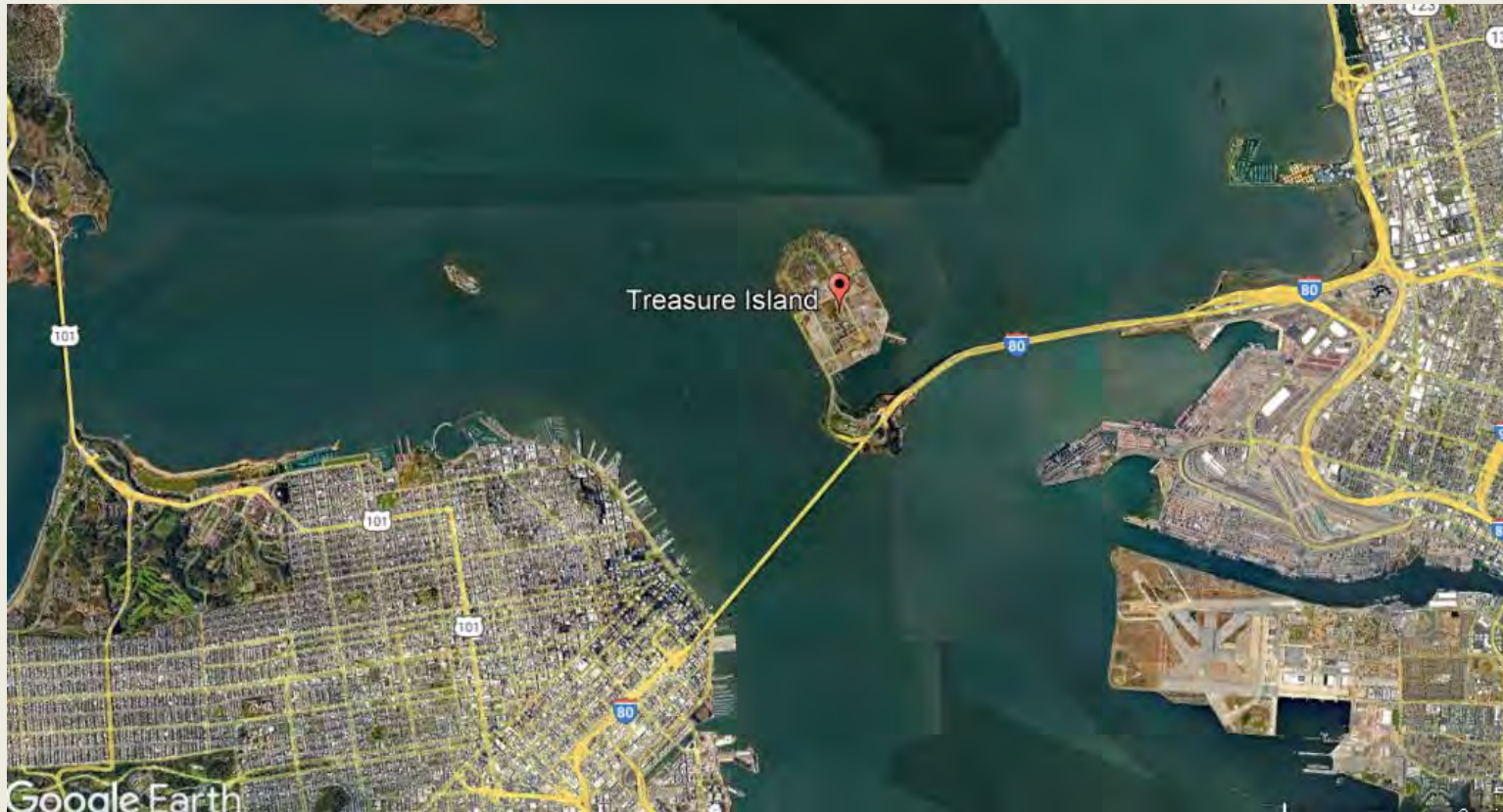
- Restaurants and drinking establishments
- Food/groceries
- Personal services
- Micro businesses
- Artisan and small-scale goods production
- Wellness and fitness
- Special events
- Welcome center and gift shop
- Outdoor sports equipment rental



## Retail – Limiting Factors

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### TI Trade Area is constrained by location and access:



The island's location cuts it off from San Francisco and East Bay shoppers seeking convenience retail.

TI needs to be a regional destination.

## Gap in Support for Retail

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New and existing residents alone cannot support the increased inventory of retail once Phase 1 projects are completed in 2026.

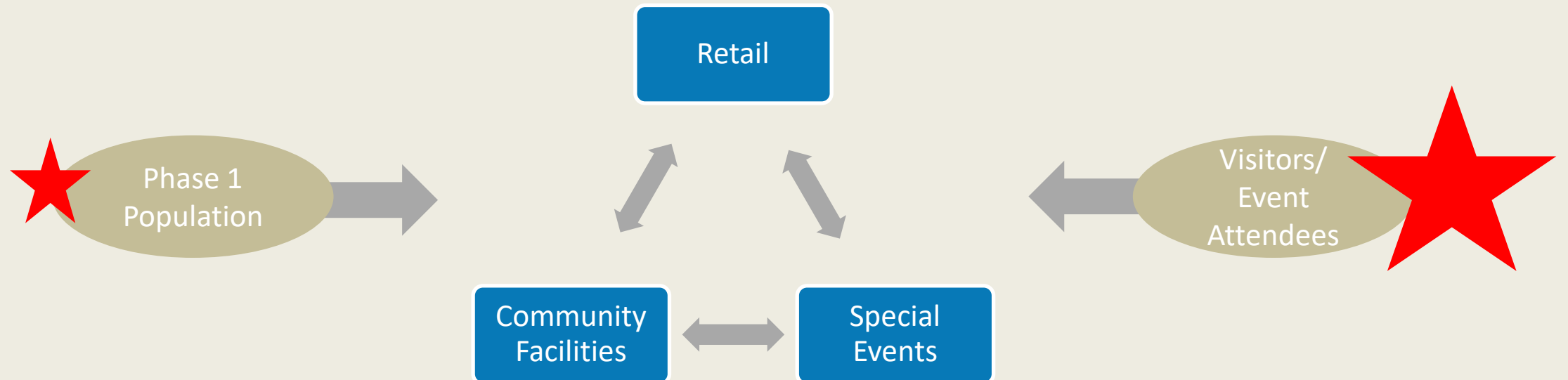
- 1 Existing retail = 21,000 sq. ft.
- 2 New retail = 16,300 sq. ft.
- 3 Total retail sq. ft. by end of 2026 = 37,300 sq. ft.
- 4 Existing and new population can support only 21,400 sq. ft.
- 5 Need to fill a 15,900 sq. ft. gap



## Retail – Bridging the Space Gap

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Significantly increased visitation and visitor spending is needed to support retail on TI.



Community facility activation can also contribute.

# Interim Retail Strategy



# Retail – Existing Retail Continues to Stay in Place

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## Program:

Existing food and beverage businesses stay until parcel development occurs.

# Retail – Focused Node



## CONCEPT:

Focus Interim Retail Activation at highest traffic locations with most visibility for residents, workers, and visitors.

## FOCUS AREA WITHIN ¼ MILE OF FERRY TERMINAL:

- Ferry Terminal
- Building 1
- Chapel
- Quarters 10

- Small and micro businesses in B1 alcoves
- Outdoor food carts/trucks
- Activate B1 surface parking
- Welcome Center in B1 or Chapel
- Lot 1C.2-H also potential site (see Special Events Strategy)

## Retail - Focused Node Considerations

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- 01** Located in area not subject to further construction disruption
- 02** Entry point to TI with highest pedestrian and vehicular traffic expected
- 03** Excellent building visibility with potential to improve B1 tenant visibility
- 04** Lower upfront and ongoing costs

NOTE: TI sites were evaluated for retail potential and individual site evaluations may be found in Appendix A.



# Retail – Island Cove Market



## CONCEPT:

A local spot for existing (and new) residents with 2-3 small spaces for temporary or pop-up retail (up to 3,000 sq. ft.).\*

## LOCATION:

Interior location with low traffic but known by residents.

## VISIBILITY:

Low.

## BUILDING/SITE IMPROVEMENTS:

- Exterior paint/refreshening
- Outdoor seating/planters
- Bike stands

\* Also, could house commercial kitchen and/or maker space (see Community Facilities section).

# Retail – Potential Programming

<b>Retail/Commercial Facility</b>	<b>Sq. Ft. Available</b>	<b>Programing</b>
<b>Existing Occupied</b>		
Building 1: Woods Tavern	2,757	Bar in B1
Building 1: Gold Bar Whiskey	3,625	Bar with food in B1
Mer Sea*	2,560	Restaurant and bar; containers with grounds
Aracerly Café*	2,090	B33 and grounds
Island Cove Market	10,000	Building 201
<b>Subtotal Existing</b>	<b>21,032</b>	
<b>Additional/New</b>		
Quarters 10	2,200	Concessioner; restaurant/Bar/Special Events
Building 1	4,200	Available bays and other space; prepared food; pop-up space
IC4.3	TBD	Chidcare Center
E2.1	TBD	Clinic
C2.4 Tidal House	1,127	Café
C2.2	1,762	Personal services or specialty grocery
B1-2	4,000	Personal services or specialty grocery
Building 201 (Exchange)	3,000	Personnel services; restaurant; pop-up space
<b>Subtotal Additional/New</b>	<b>16,289</b>	
<b>Total</b>	<b>37,321</b>	

Resident demand appears to support both the existing Island Cove Market and a new specialty food/beverage purveyor(s).

A second grocer could offer alcoholic beverages not currently available on TI.

## Retail – Stakeholder Interview Comments

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Stakeholders frequently indicated a need for specialty food, grocery, and liquor store(s)



*Epicurean Trader*



*Wine Shop*



*BiRite*



# Retail – Sustaining Existing Businesses

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## Improved wayfinding and signage

- Information at Ferry Landing
- TI-branded, graphically rich design
- Consistent with Sign Master Plan
- Regular up-dates with funding

## Cross-marketing events space

- Continue TIDA referrals
- List existing event spaces with new venues
- Promote on-Island catering resources

## Continued public-safety services



# Retail – Support Affordable Food, Goods and Services for Local Residents

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## Objective:

Retain, Attract and Grow Resident Serving Retail, Food and Service Businesses.

## Actions and Responsible Organization:

- Continue to partner with and support local-serving retailers on-Island such as Island Cove Market. (TIDA)
- Partner with social enterprise/nonprofit to create weekly or bi-weekly outdoor market catering to local residents as well as visitors. (OTI+TIDA)

## Potential Partners

Foodwise

SF Department of Public Health

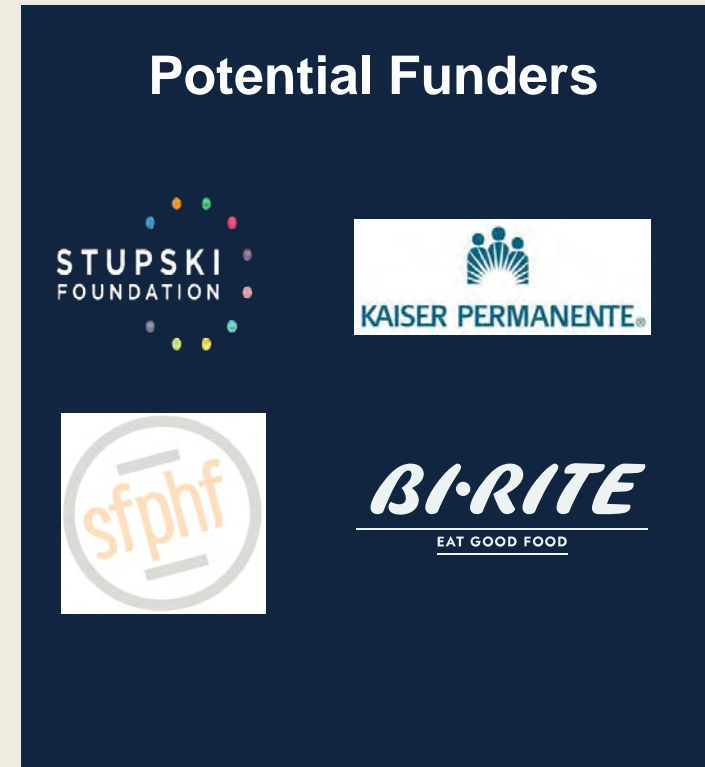
OEWD

YMCA

# Retail – Support Affordable Food, Goods and Services for Local Residents



*Mission Community Market*



# Retail – Expand Workforce Training Efforts for Residents in Food and Service Sectors

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## Objective:

Train local residents to work in jobs generated by retail and food service businesses on TI.

## Actions and Responsible Organization:

- Create new Workforce Training Program Focused on the Food Service and Catering Sectors.(One TI + Nonprofit Partner)
- Connect trained workers with paid internships and jobs in existing and new businesses. (OTI+TIDA)

## Potential Partners

SF OEWD  
Episcopal Community Services  
Rubicon

## Potential Funders

**CRANKSTART**



# Retail – Support the Creation of Small & Micro Businesses

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## Objective:

Support the Development of Small and Microbusiness

## Actions and Responsible Organization:

- Create a Pilot Microbusiness Incubator for Local Entrepreneurs. (OTI+TIDA)
- Work with Local Entrepreneurs to Build Capacity and Launch Businesses. (OTI)

## Potential Partners

Renaissance Entrepreneurship Center  
Small Business Development Center  
Office of Small Business  
MEDA  
La Cocina

## Potential Funders





# Retail – Support the Creation of Small & Micro Businesses

Two potential locations



East 14<sup>th</sup> Street Eatery



# Interim Retail Strategy

## RECOMMENDED ACTIONS:

1. Existing retail remains in place
2. TIDA continues to operate Ferry Terminal and B1
3. TIDA makes modest cosmetic investment in B201 (Exchange)
4. Developers market new space for specialty food/beverage purveyor(s) and personal services
5. Identify nonprofit partner with capacity to solicit and receive funding and lease space from TIDA
6. OTI hires or contracts for outside consultant to administer micro business and interim equitable retail strategy, including for example workforce training, business incubation, and outdoor market venue
7. Modify TIDA leasing policy to provide adequate term given tenant investment
8. TIDG under master lease from TIDA selects concessioner for Q10
9. Design and install robust 'TI branded' wayfinding and signage program
10. Maintain website support for cross-marketing businesses and programs

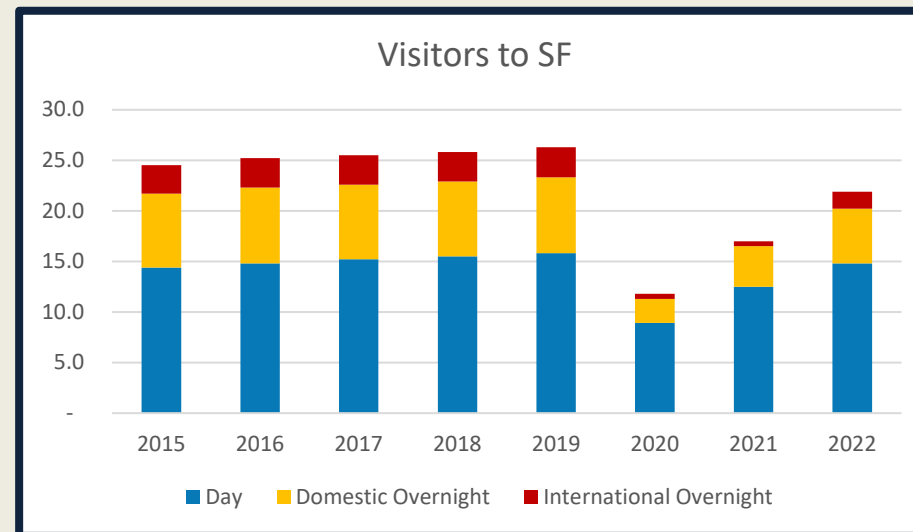
CONSIDERATIONS	
Consistent with current TI Zoning	Location is not subject to future construction disruption (e.g., "done")
Limited organizational capacity and funding requires focus	B201/Island Market improvements offer low-cost opportunity to create local gathering place for existing residents
Ferry building visible but interior tenants lack visibility, requiring wayfinding and signage program	An equitable retail program will require dedicated resources & public/private funding
Potential to transition to long-term program	

# Special Events Market Support

## SF Visitation – Overview

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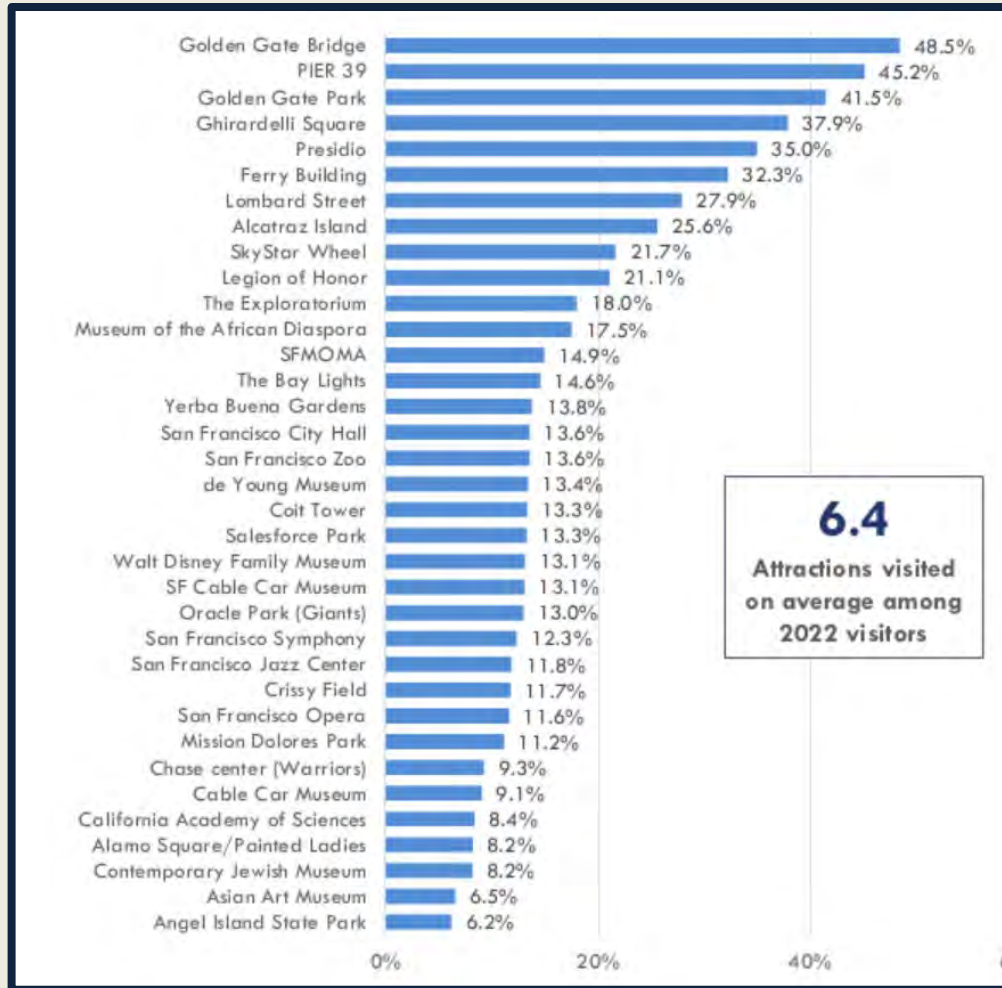
SF Travel reports 21.9M visitors in 2022.  
Tourism is rebounding from its COVID pandemic low.



Source: SF Travel, 2023

Visitor volume is anticipated to exceed the 2019 pre-COVID peak in 2025.

# TI as Destination – Where SF Visitors Go Today

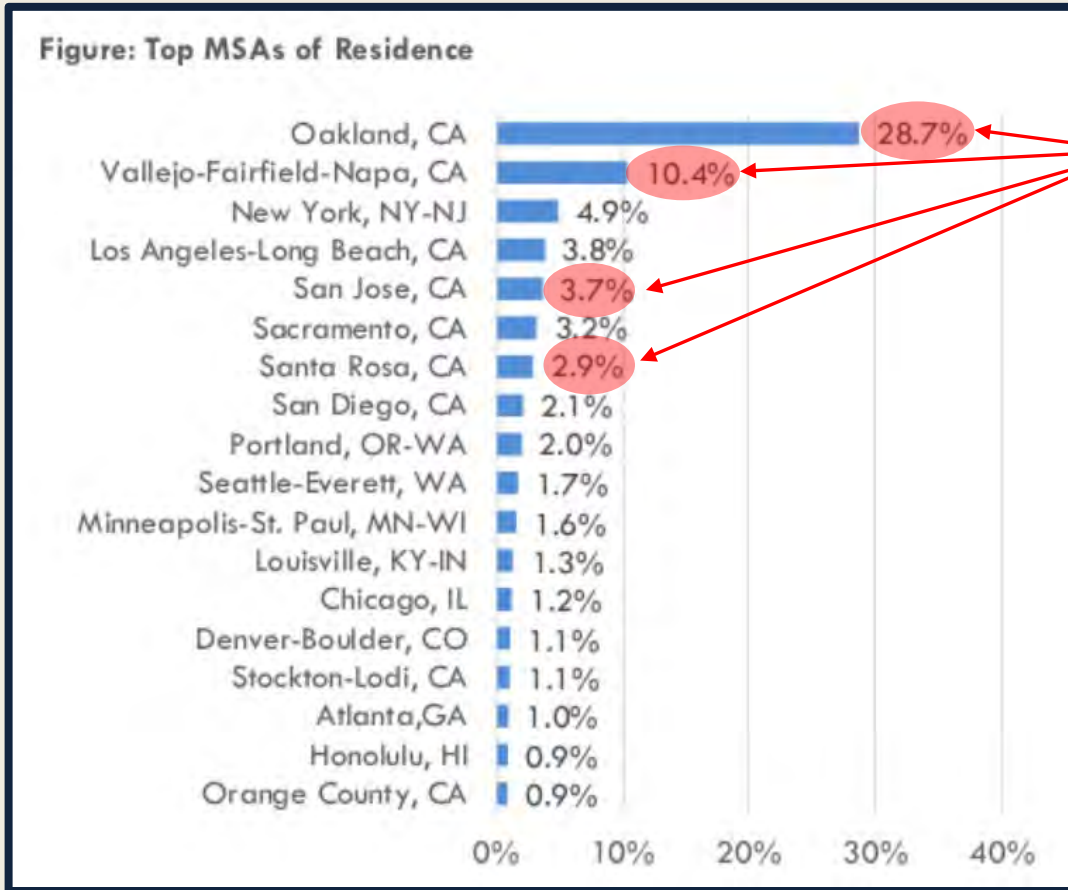


Source: SF Travel, 2023

Treasure Island today is not a top SF destination...  
...But it has the potential to be.

The Interim Activation Plan needs to advance TI as a place offering a unique experience.

# SF Visitation – Visitor Place of Residence



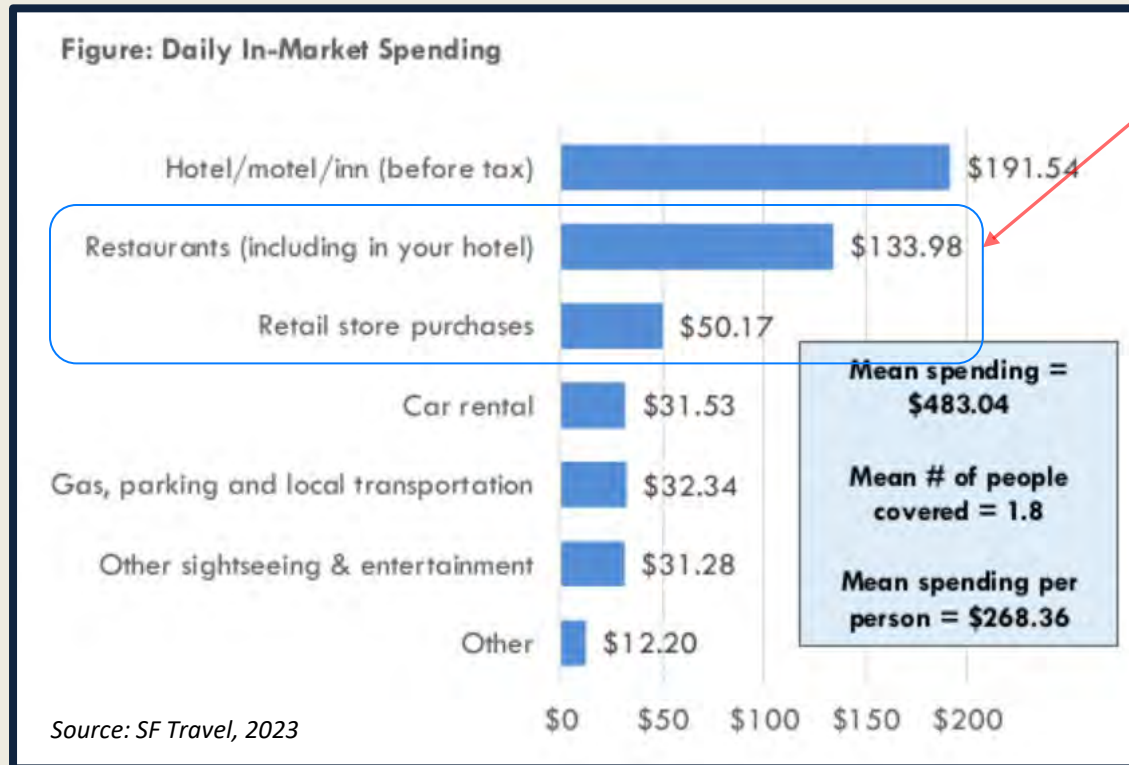
Almost half of all visitors to San Francisco are Bay Area residents.

This gives TI a large base of potential repeat visitation.

Source: SF Travel, 2023

# SF Visitation – Spending Patterns

Visitor parties spend an average of \$185 a day on Retail + F&B \*



That translates to approximately \$102 per person.

Maximizing our share of this visitor spending is necessary to enable businesses on TI to thrive.



# TI Visitation – How Many Visitors?

---

Different levels of visitation are studied to gauge impact on retail demand.

Middle Harbor Shoreline  
Park, Port of Oakland

Angel Island SP;  
Candlestick Point SRA

SF Botanical Gardens

Fort Point, Presidio/GGNRA;  
Exploratorium, Port of SF

<b>Level of Visitation</b>	<b>Annual</b>	<b>Monthly</b>	<b>Daily</b>
Low	60,000	5,000	167
Low Medium	200,000	16,667	556
High Medium	500,000	41,667	1,389
High	1,000,000	83,333	2,778

# TI Visitation – How Much Visitor Spending Need to Fill Retail Gap?

---

Just over 500,000 visitors annually needed to fill the gap in retail demand:

Annual TI Visitation	Spend per Visitor	Supportable Retail Sq. Ft.
60,000	\$ 20.00	1,600
200,000	\$ 20.00	5,333
500,000	\$ 20.00	13,333
1,000,000	\$ 20.00	26,667
<b>Assumptions:</b>		
Level of per visitor spending per visit:	\$ 20.00	
Minimum Annual Sales per Sq. Ft.	\$ 750	

*550,000 annual visitors spending on average \$20 per visit = \$11M potential sales*

# Interim Special Events Strategy

# Special Events Strategy– Potential Annual Visitation

Traditional utilization of special event venues will not get visitation to where it needs to be.

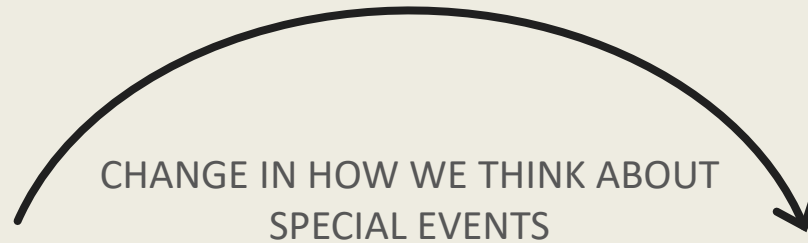
NOTE: A special events venue worksheet was prepared and may be found in Appendix B.

Venue	Notes	Capacity	Annual Frequency	Annual Potential Visitors	Comments
<b>Waterfront Plaza</b>					
Outdoor Events - Small	Capacity: TBD - WAG=50				Assume limited desirability due to wind/fog and traffic Need to confirm capacity for small event pricing
Outdoor Weddings		50	12	600	
<b>Hilltop Park</b>					
Outdoor Events - Small	Capacity: TBD - WAG=30				Assume limited desirability due to wind/fog Need to confirm capacity for small event pricing
Outdoor Weddings		30	24	720	
<b>Cultural Park</b>					
Outdoor Events - Small	Capacity: 300 (seated)	300	24	7,200	Assumes Chapel and parks marketed together with package opportunities
Outdoor Events - Medium	Capacity: 1,500 (standing)	1500	8	12,000	
Outdoor Weddings	WAG=150	150	36	5,400	
<b>Chapel</b>					
Side Chapel	Capacity: TBD - WAG=50	50	52	2,600	
Main Chapel	Capacity: TBD - WAG=200	200	104	20,800	
<b>Cityside Park</b>					
Outdoor Events - Small	up to 500 people	500	8	4,000	
Outdoor Events - Medium	~1,500 people	1500	8	12,000	
Outdoor Events - Large	Event lawn: 3,000-5,000 people (standing)	4000	4	16,000	
Outdoor Weddings	WAG=100	100	12	1,200	
Picnic Area Rentals	4 rentable picnic areas (each w/ table & grill)	200	100	20,000	
<b>Marina Plaza</b>					
Outdoor Events - Small	Capacity: TBD WAG=50	50	-		Need to confirm capacity for small & medium-sized event pricing
Outdoor Events - Medium	Capacity: TBD WAG=250	250	8	2,000	
Outdoor Staged Event	use of platform stage w/ terraced seating	500	6	3,000	
<b>Building 1 Lobby</b>					
Event Rental	Capacity: 2,000 (standing) / 600 (seated)	1500	12	18,000	
<b>Athletic Fields</b>					
Ticketed Music Festivals	~10,000 people		0	-	None assumed per client feedback
<b>Clipper Cove Esplanade</b>					
Outdoor Aquatic Event	~2,000-10,000 people		0	-	None assumed per client feedback
<b>Hangar 3</b>					
Hangar 2	No events assumed		0	-	Not available.
<b>Quarters 10</b>					
	To be operated by concessionaire	NA	NA	125,520	
<b>TOTAL</b>			<b>418</b>		

# Special Events Strategy – How to Increase Interim Visitation?

---

## First Things First



**SPECIAL EVENTS**

- One-off events
- Transactional
- Resource Intensive
- Baseline Revenue

---

**OPERATOR**

**PROGRAMMING**

- Consistent Activation
- Partner Resources
- Resource Efficient
- Sustainable Value

---

**LANDLORD**

## Special Events – Interim Programming Goal

---

Programming is a way to nurture our local audience while we grow broader audiences to drive future value

AWARENESS | CONSIDERATION | VISITATION | RITUAL

BAY AREA RESIDENTS | BAY AREA ORGANIZATIONS | GLOBAL BRANDS



# Special Events Strategy– Guiding Principles

---

1. While focused on interim activation, build a strong TI brand with long term value and community benefits
2. Choreograph the TI experience to make it unique & authentic –consistent programming
3. Partner with on-Island businesses and nonprofits
4. Maintain control of assets to ensure OTI, TIDG, & TIDA goals are met
5. Provide flexibility in pricing to encourage maximum usage, including by existing residents
6. Create job and business opportunities



## Special Events – Branded Experiences

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Attract regional & global brands to program TI's most prized assets with programming that draws a large audience from across the Bay Area.



## Special Events – Branded Experiences

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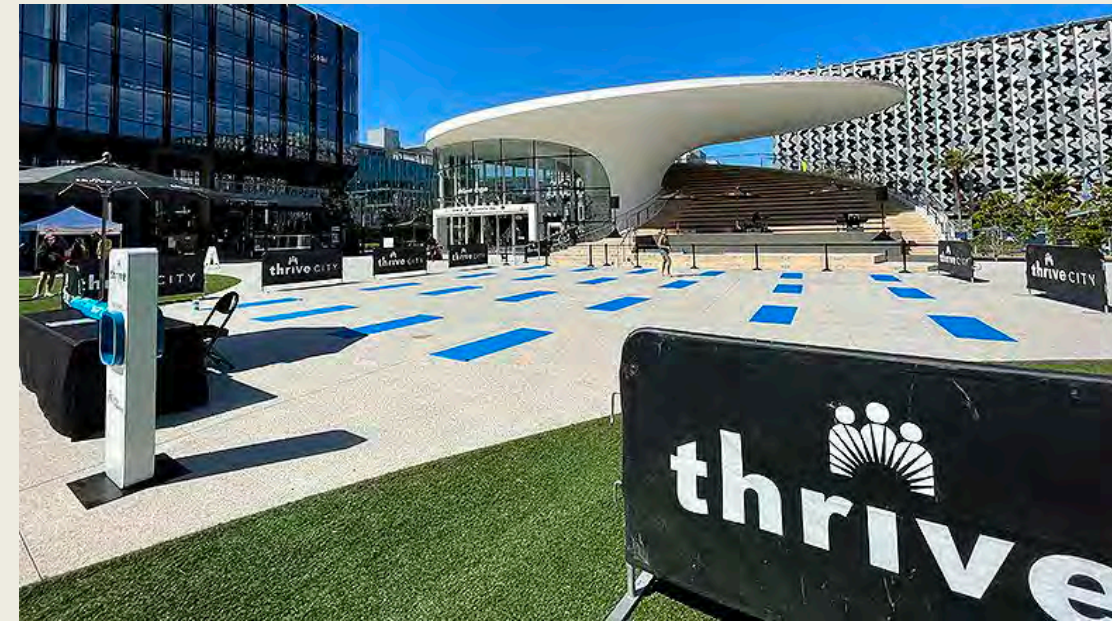
# TIDA can partner with brand(s) for funding and operations

### CONSIDERATION:

- TIDA to supply space/venue and negotiate percent rent/revenue sharing agreement
- TIDA to source brand partners to achieve incremental revenue

### VALUE:

- Awareness of space via earned media
- Visitation of space
- Opportunities to advance equity programming
- Reduced resource burden for TIDA
- Potential long-term revenue/partner source



Thrive City at Chase Center, San Francisco





**KPIs FOR SUCCESS**

**REVENUE  
GENERATION**

**INCREASE &  
SUSTAINED  
FOOT TRAFFIC**

**DWELL TIME/  
NUMBER OF  
PLACES VISITED**

**EQUITY  
OUTCOMES**

**ZERO\* COST  
CUSTOMER  
ACQUISITION**

**EARNED MEDIA  
AMPLIFICATION**

# Programming & Special Events Strategy



## Special Events – Existing and New Assets

---

TI already has an outstanding inventory of venues for special events...

### Existing Venues

Building 1 Lobby and Plaza

Skyline Events

Existing Food & Beverage Businesses





## Special Events –New Assets

---

...which by 2026 will grow to include venues at the Chapel, Quarters 10, and new parks.

### New Assets

Ferry/B1 Plazas

Chapel

Quarters 10

Cityside Park

Cultural Park

Marina Plaza

Hilltop Park





# A DIVERSE MIX OF ASSETS TO PROGRAM WITH UNIQUE CONTENT

Cityside PARK



BUILDING ONE



CHAPEL



CULTURAL PARK



MARIINA PLAZA



QUARTERS 10





## Special Events – Interim Lot Availability

---

Lot 1C.2-H may also be available on an interim basis to support recurring programming at a larger scale.

### Lot 1C.2-H

Future Hotel Site

Potential 3 to 5 Years Availability

Adjacency to Chapel

Next to Cultural and Cityside Parks

In focused retail node area



## Special Events – Lot 1C.2-H

---

This lot has very good visibility and access. It can host programming & ‘move the visitation needle.’

*Potential for corporate sponsorships and events.*

*Potential for concert series. Brooklyn Basin example :* ["SUNSET SUNDAYS" Concert Series at Oakland's Brooklyn Basin, SUMMER/FALL 2021 - YouTube](#)

*This site permits TI to bring back and enhance some of the programming in place prior to Phase 1 construction.*

Brooklyn Night Market, Industry City



Spark Social, Mission Bay



Proxy, Hayes Valley



Mission Community Market





# Special Events – Art Activation

Leverage the TI Arts Master Plan. Invite partners to create unique installations and artful interactivity on the island’s multi-purpose spaces.

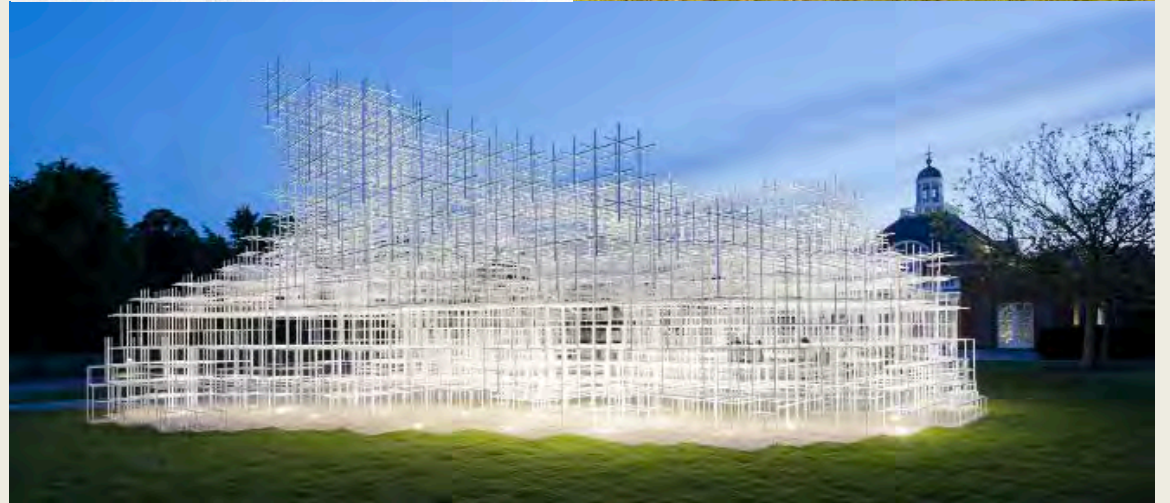
TIDA can partner with organization/brand to hold RFP/competition for iconic, programmable work that speaks to the history of the island or a culturally relevant topic facing the Bay Area community.

## **CONSIDERATION:**

- *TIDA to supply space/venue at no cost*
- *Partner to fund artwork*
- *TIDA or other operator to program space*

## **VALUE:**

- *Awareness of space via earned media*
- *Visitation of space*
- *Relevance of TI in Bay Area zeitgeist*
- *Incremental revenue for permanent retail/F&B*



# Special Events – Local Wares + Fares

---

Create a tentpole quarterly event that brings together small local brands and makers with music, good eats and other activities for an afternoon on the island.

TIDA can source partner to organize & operate quarterly event.

## **CONSIDERATION:**

- *TIDA to supply space/venue and negotiate percent rent/rev sharing agreement*
- *TIDA to source brand partners to achieve incremental revenue*
- *Existing tenants to participate*

## **VALUE:**

- *Awareness of space via earned media*
- *Visitation of space*
- *Retail & F+B incubation for new tenants*
- *Risk-free & resource light sustainable revenue*





# Special Events – Passive Leisure

---

Add passive program to parks and open spaces to create more reasons to visit and stay.

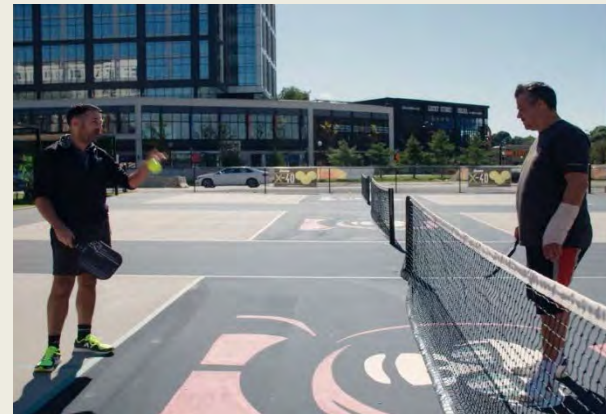
TIDA to develop and operate program, with brand partner funding.

## **CONSIDERATION:**

- *TIDA to create, manage and operate space*
- *TIDA to find brand partner to subsidize/fund*

## **VALUE:**

- *Awareness of space via earned media*
- *Visitation of space*
- *Incremental retail & F+B revenue*
- *Potential long-term revenue/partner source*



# Special Events – Weekend Platform

TIDA can manage and operate consistent weekly/monthly small events to make TI a part of greater Bay Area programming,

TIDA to develop and operate program, with brand partner funding.

## **CONSIDERATION:**

- *TIDA to hire outside consultant to manage programming*
- *TIDG and tenants to activate marketing & PR*

## **VALUE:**

- *Visitation and future consideration of Island*
- *Incremental retail & F+B revenue*





# Special Events – Food Markets

---

Showcase a curated community of local food + drink purveyors inviting foodies to meander myriad options – both familiar and new.

TIDA to develop program, with brand partner funding and operations

## **CONSIDERATION:**

- *TIDA to supply space/venue and negotiate percent rent/rev sharing agreement*
- *TIDA to source brand partners to achieve incremental revenue*
- *Existing tenants to participate*

## **VALUE:**

- *Awareness of space via earned media*
- *Visitation of space*
- *Resident + local job creation*
- *Potential long-term revenue/partner source*



# Special Events – Annual Events

Host the year's iconic cultural event. Be considered the ultimate destination for bringing together diverse audiences and a celebration of storytelling.

TIDA to partner with brand(s) for funding and operations

## **CONSIDERATION:**

- *TIDA to supply space/venue and negotiate percent rent/rev sharing agreement*
- *TIDA to source brand partner(s) to achieve incremental revenue*

## **VALUE:**

- *Awareness of space via earned media*
- *Resident + local job creation*
- *Potential long-term revenue/partner source*





# Special Events – Lot 1C.2-H

## Other concepts:

Brooklyn Basin Roller Skating



FoodieLand Night Market, San Mateo



Treasure Island Flea Market



Flora Farms, Jose del Cabo



# Special Events – Parks, Building 1, & Chapel

The Chapel is a key asset with greatest impact on visitation and revenues.

Preliminary Potential Revenue from Special Events							
Venue	Notes	Capacity	Frequency	Price per Event	Potential Revenue	Percent of Total	Comments
<b>Cultural Park</b>							
Outdoor Events - Small	Capacity: 300 (seated)	300	24	\$435	\$ 10,440	2%	Assumes Chalpel and parks marketed together with package opportunities
Outdoor Events - Medium	Capacity: 1,500 (standing)	1500	8	\$2,175	\$ 17,400	3%	
Outdoor Weddings	WAG=150	150	36	\$1,000	\$ 36,000	5%	
<b>Chapel</b>							
	8,700 sf available						
Side Chapel	Capacity: TBD - WAG=50	50	52	\$1,500	\$ 78,000	12%	
Main Chapel	Capacity: TBD WAG=150	200	104	\$2,500	\$ 260,000	40%	
<b>TOTAL</b>			<b>426</b>		<b>\$ 658,040</b>	<b>100%</b>	

\$400,000 of a total of \$658,000 in estimated special event revenues generated by the Chapel and its grounds (Cultural Park).



## Special Events – Welcome Center

---

To grow visitation and engage visitors with TI's history and current programming, TI needs a welcome center or visitors center

Building 1's lobby features a 251' long mural depicting the history of the Navy and Marine Corp in the Pacific since 1813. The Treasure Island Museum is based in this building and could be a potential partner.



## Special Events – Alternative ‘Blue Sky’ Approach

---

OTI, TIDA, and TIDG can issue an Active Space RFQ/P to implement the Special Events & Retail programs.

- The RFQ/P would:
  - Indicate assets available for programming.
  - Set forth program goals and equity objectives.
- This process would identify potential partners, programming ideas, entity track record, & financial capacity.
- Port of San Francisco issued RFI in May 2021 and received 22 responses of which 15 were qualified.
  - Respondents could indicate preferred sites.
  - Permits Port to select one or multiple partners.

### **SF Port Active Space RFP Responses:**

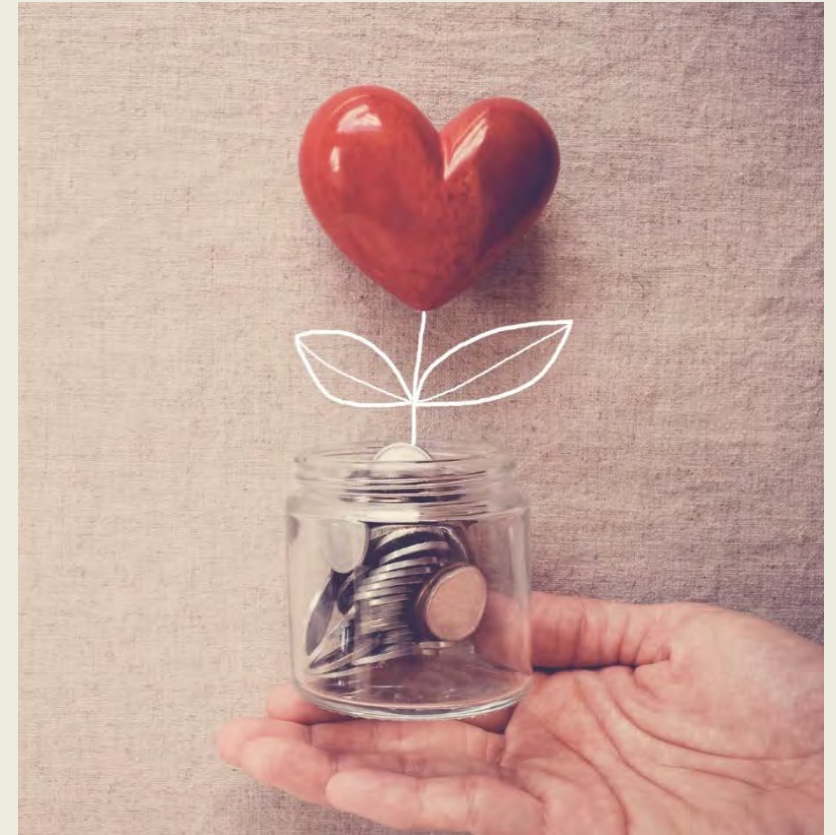
Another Planet  
Bay Area Jazz Mobile  
Live Nation  
Mitote Food Park  
Office the Grid  
SF Parks Alliance

*Source: Port of San Francisco , 2021 (partial list)*

# The equity programming for Special Events should be integrated with the Retail Strategy

### Objectives:

- Provide Special Event Venues at Prices Affordable to Low Income Residents
- Support Affordable Food, Goods and Services for Local Residents
- Expand Workforce Training Efforts for Local Residents in the Food Service, Hospitality, and Retail Sectors
- Support the Creation of Small & Micro Businesses.



# Special Events – Funding Strategy & Timeline

PROOF OF CONCEPT

REV & PARTNERSHIP GROWTH

REV & PARTNERSHIP STABILIZATION

YEAR 1

YEAR 2 & 3

YEAR 4...

## Programming Partnerships

- |  |   |   |
|--|---|---|
| <ul style="list-style-type: none"> <li>• Give space away at no cost to generate interest.</li> <li>• Negotiate revenue share deals where appropriate to reap upside.</li> <li>• Give away brand/organization opportunity at no cost</li> </ul> | <ul style="list-style-type: none"> <li>• Consider leasing space at below market rates.</li> <li>• Increase revenue share amount and deals.</li> <li>• Charge below-market for organization/brand partnerships or negotiate no cost for marketing commitment.</li> </ul> | <ul style="list-style-type: none"> <li>• Lease space at market rates.</li> <li>• Increase revenue share amount and deals.</li> <li>• Charge market rates for organization/brand partnerships and sign long-term deals.</li> </ul> |
|--|---|---|

## TIDA Special Events

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Ramp up marketing and bookings of TIDA-operated special event venues</li> </ul> | <ul style="list-style-type: none"> <li>• Revenue generation covers TIDA's costs &amp; contributes to programming costs.</li> </ul> |
|--|--|

LAND OWNER

OPERATOR

# Interim Special Events Strategy

## RECOMMENDED ACTIONS:

1. TIDA recruits and hires Partnership Development Specialist or consultant to establish sponsorships and branded programming.
2. TIDA operates new park venues, Chapel, and B1 (not otherwise under a partnership agreement).
3. TIDA confirms event capacities of venues, establishes price schedule, and markets venues.
4. Establish pricing policy for TI residents
5. TIDA continues to cross-market existing private venues at TI.
6. Explore relocation of Skyline Events tent to Lot 1C.2-H.
7. TIDA, OTI, and TIDG jointly sponsor Activation RFP to solicit partners and ideas for TI.
8. Create a tentpole quarterly event that brings together small local brands and makers.
9. Establish Welcome Center with regular hours.
10. TIDA & TIDG to confirm parking capacity of nearby undeveloped parcels and formulate transportation demand management for large events.

CONSIDERATIONS	
Consistent with current TI Zoning	Limited organizational capacity and funding requires focus
Excepting Lot 1C2-H, locations are not subject to future construction disruption (e.g., “done”)	Stable funding required for Welcome /Visitors Center with regular hours of operation
Requires robust TI-branded wayfinding and signage program	Guaranteed revenue to food trucks to ensure participation until proof of concept (restore prior OTI program)
Potential to transition to long-term program	

# Interim Community Facilities Strategy



# Community Facilities – Approach

---

- 01 Build on 2021 MIG study: *Principles, Key Takeaways and Needs Outlined in Treasure Island Community Needs Assessment.*
- 02 Identify community facilities spaces and services with strongest potential for interim activation (years 1-5)
- 03 Identify low upfront capital cost facilities that minimize funding requirements.
- 04 Align community facilities strategy with retail + special events strategies to support overall placemaking and community development vision



# Community Facilities – Assessment Key Takeaways

---

## Vision for Treasure Island:

Stakeholders and residents were asked to share what makes Treasure Island a great place to live. Key recurring responses across all engagement activities include affordability, sense of community, diversity, location and spectacular views, small town feel, and the sense of place.

## Community Facilities Assessment Key Takeaways

- Community Facilities are Critical Ingredients for a Successful Inclusive Community
- Facilities with Functionality
- Intentionally Inclusive Design
- Facilities for All
- Community "Outposts"
- Priority Populations
- Variety of Community Facilities
- Community Centered Activities

# Community Facilities – Assessment Priority Needs, 2021

---

- Technological Access/WiF
- Food: Access, Security, Culture
- Services for People with Special Needs/Disabilities
- Resilience
- Culture

## 2011 Needs

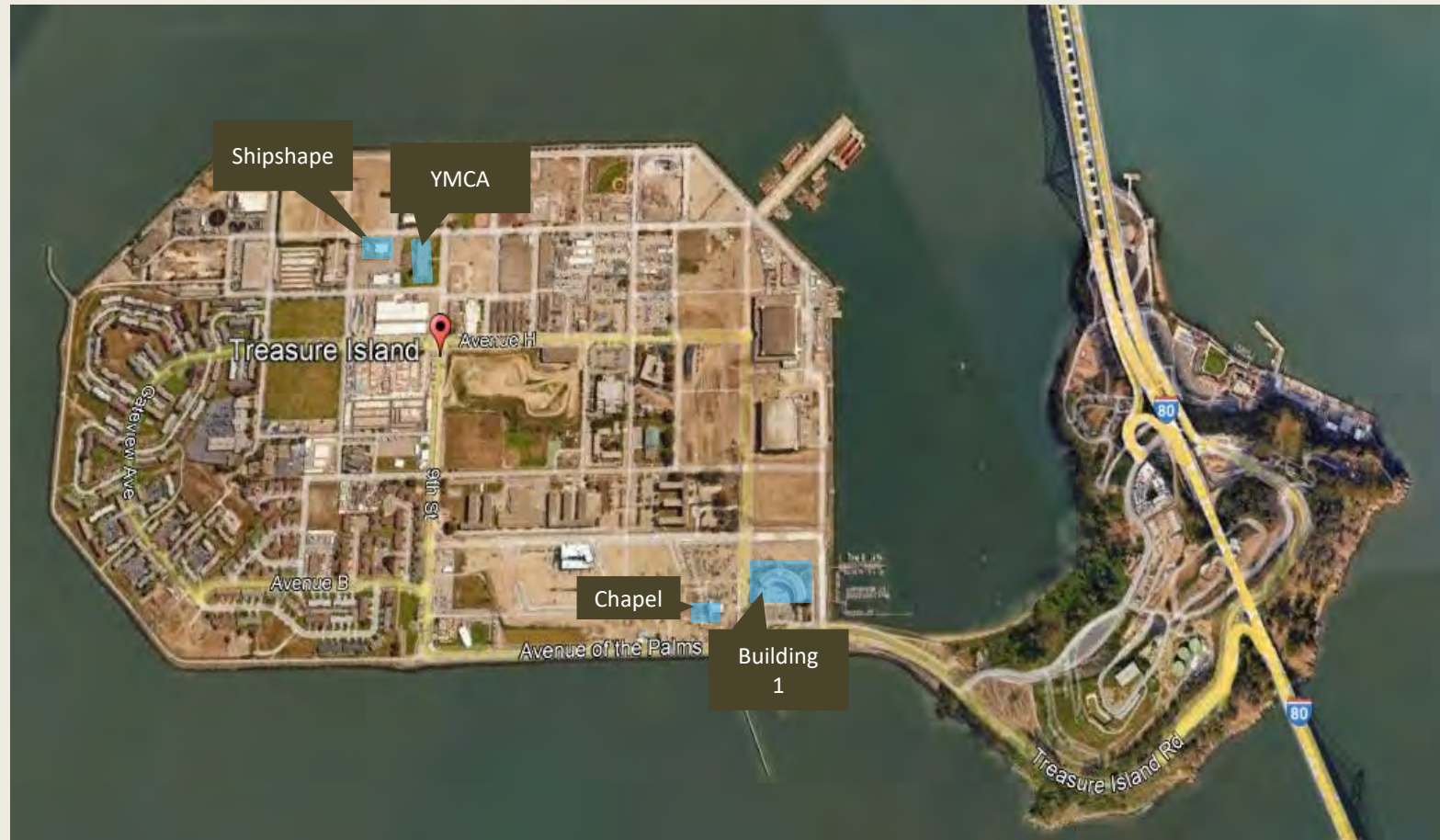
- Recreation
- Open Space
- Health and Wellness
- Social Services
- Safety
- Community Gathering
- Education
- Arts
- Entertainment

# Community Facilities – Interim Activation Priorities

---

Existing assets can be utilized...

- Community Event Space
- Community Kitchen
- Reading Room
- Maker Space
- Community Garden
- Faith Facilities





# Interim Community Facilities Strategy

## RECOMMENDED ACTIONS:

1. OTI continues to operate Shipshape Center which includes a room for community events.
2. YMCA continues to provide rooms for celebrations such as birthday parties and quinceañeras.
3. OTI, TIDA, and YMCA partner to secure funding for full kitchen at YMCA to support family cooking and micro business programming. (alternative location: Skyline Commercial Kitchen)
4. Continue hosting City Mobile Library program.
5. OTI and TIDA explore creating maker space in 1,000 to 2,000 sq. ft. of B201, identify potential partner/operator, and pursue grants and philanthropic funding.
6. As part of its special events program, TIDA can reserve days/times when the Chapel is available to faith groups.

CONSIDERATIONS	
Community collaboration key to success	Requires clear assignment of roles and responsibilities for implementation
Leveraging current assets to minimize upfront capital costs	Leveraging current assets to minimize upfront capital costs
Prioritize early actions that will be most attractive to funders	Partner with existing and new nonprofits to implement programs
Design interim community facilities strategy to inform long-term strategy	

06

# Lease Objectives

# Lease Objectives

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## Flexible Pricing to Support Ramp-up of Sponsorships

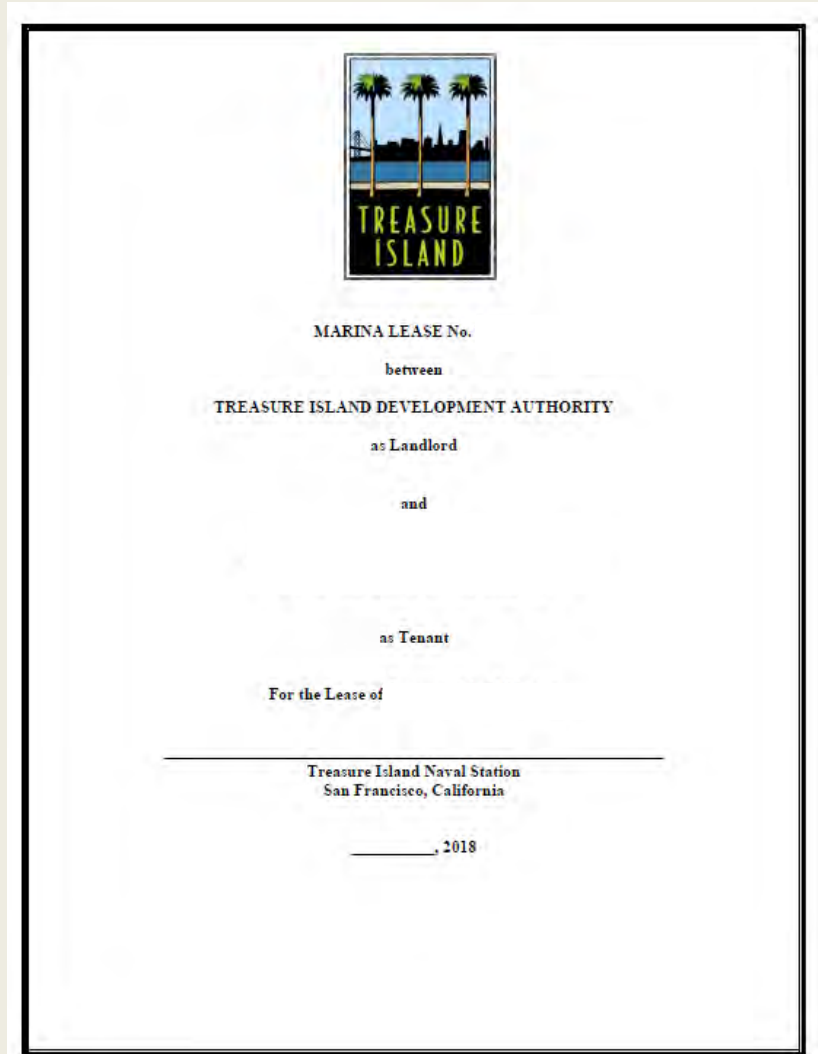
## Consider Longer Lease Terms

- Selected circumstances
- To support securing sponsorships/program funding
- Consider 3-to-5 year maximum term with relocation clause

## Master Lease of Q10 for TIDG Concessioner

## Risk Assessment and Mitigation

- Make space/commercial kitchen legal liability insurance
- Review indemnity & insurance requirements as necessary



07

# Funding Strategy



# Fundraising Strategy Approach (Team Steps)

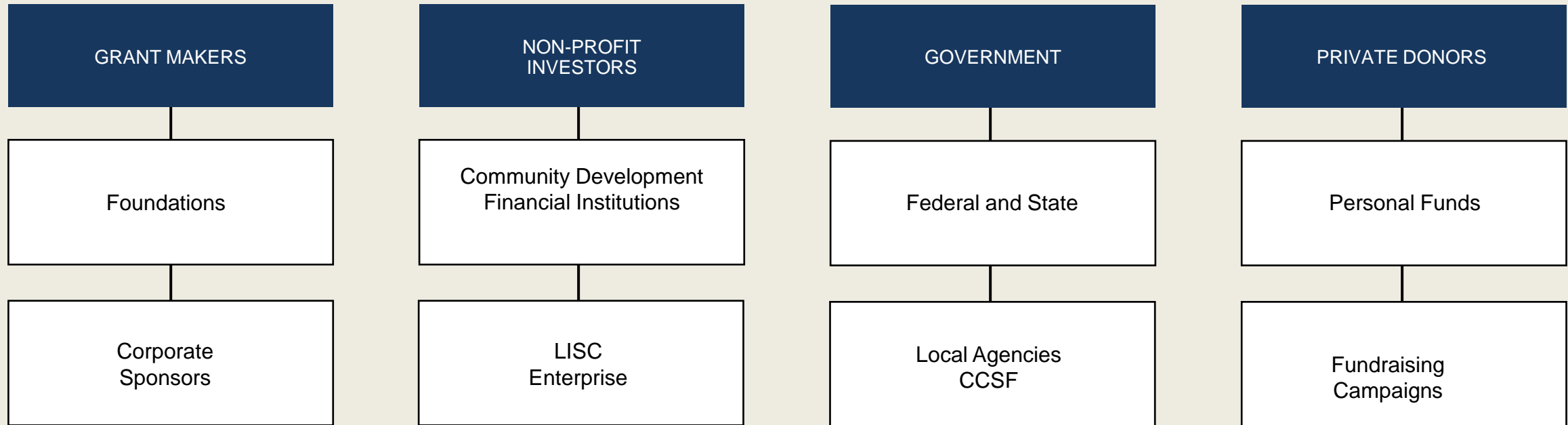
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# Fundraising Strategy Approach

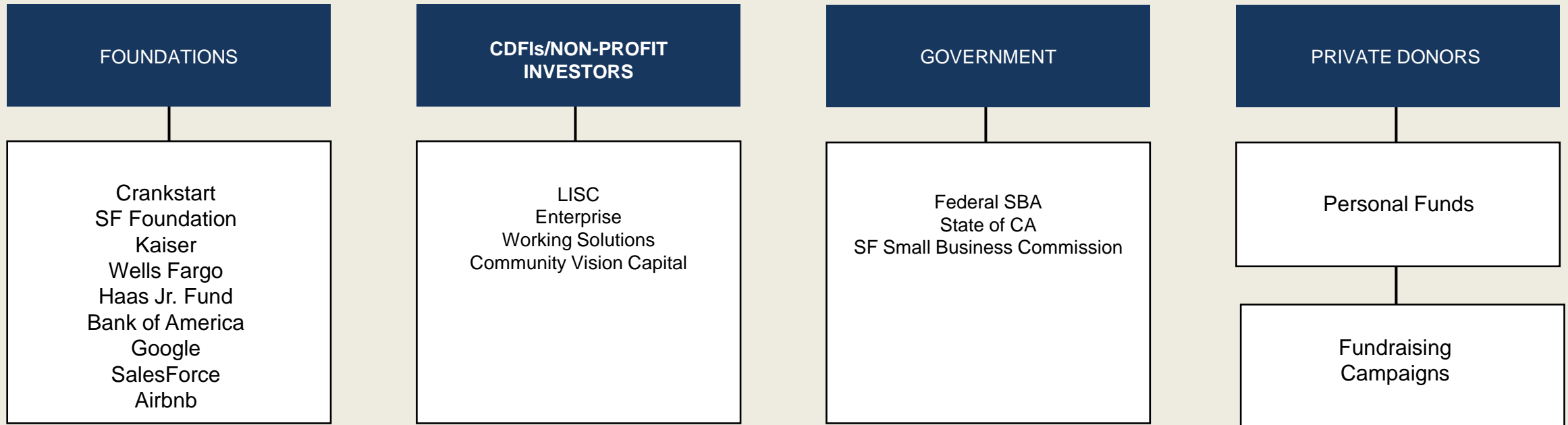
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- ↳ Identify and evaluate potential funding partners and financing tools.
- ↳ Focus on partners that are mission aligned with a focus on equitable development, healthy communities, entrepreneurship and social justice.



# Fundraising Strategy Approach

## ↳ Types of Funders



08

# Action Plan – Big Moves

The Team has identified **4 big moves** from the recommended strategies and actions that can have the greatest activation impact. Appendix C provides a complete action work plan.





# Big Move #1 – Partner to Activate Lot 1C.2-H

---

**OTI, TIDA, and TIDG implement an interim activation strategy for this site with consistent programming for a 3-to-5 year period. Targeted to TI and Bay Area residents and SF visitors.**

Cost: ~ \$500,000+

Timeline: 6-9 Months from Project Initiation

Lead Agencies: TIDG with OTI and TIDA

## **Actions:**

- Engage new staff/consultant to pursue corporate partnerships
- Determine feasibility of relocation of Skyline Events tent to Lot 1C.2-H
- Confirm site availability and utility services
- Work with sponsor to formulate specific programming, schedule, & budget (e.g., food, entertainment, flea market, et cet).



## Big Move #2 – The Spot at Island Market

---

**This is a low-cost set of improvements that will create an informal neighborhood gathering place with affordable prepared food options. Could include small spaces next to Health Clinic for micro or pop-up businesses/maker space. Targeted to existing (and new) TI families**

Cost: ~ \$125,000+ (*ex. adjacent space TIs*)

Timeline: 3 Months from Project Initiation

Lead Agencies: TIDA

### **Actions:**

- Repair and refresh B201 Island Market facade
- Install planters, picnic tables, & bike racks
- Explore grant-funded micro business program/maker uses in adjacent B201 spaces (up to 3,000 sq. ft.)



Grand Canyon Market Plaza, Arizona



## Big Move #3 - Community Kitchen at YMCA

**Full Commercial Kitchen for use by local residents, community groups, entrepreneurs/micro businesses. This is a project that has been planned by the YMCA and TIDA but lacks specific dedicated funding.**

Cost: ~ \$350,000

Timeline: 6 Months from Project Initiation

Lead Agencies: YMCA in partnership with TIDA and OTI

### **Actions:**

- Conduct targeted outreach to City and philanthropic funders to secure grant for commercial kitchen project.
- Develop program guidelines for management and use of kitchen, including dedicated hours for microbusiness use. Assign specific implementation roles to staff from OTI, TIDA and YMCA.
- Create ongoing programming for kitchen to managed in partnership with YMCA and OTI.



## Big Move #4 – Special Events Programming

---

**Re-establish TIDA’s special events permitting program with a rollout timed to coincide with Cityside Park, Marina Plaza, Hilltop Park, and Cultural Park openings. Targeted to Bay Area residents and businesses. Potential to generate revenue to support new staff/consultant costs and Lot 1C.2-H activation program.**

Cost: ~ \$250,000+. (*initial deficit pending bookings*)

Timeline: 6 Months from completion of parks

Lead Agencies: TIDA

### **Actions:**

- Assess parking and transportation constraints
- Determine venues and venue capacities
- Establish pricing
- Set up website and online permit application infrastructure



08

# APPENDICES



08

# APPENDIX A

## Site Evaluations



## Building 01

One Treasure Island Implementation Plan  
Opportunity Site Evaluation

April 6, 2023

1. **Description:** Historic administration structure with large lobby and mezzanine.
2. **Location:** North end of causeway facing Avenue of the Palms and located between Clipper Cove Way and California Avenue.
3. **Size:** Approximately 4,200 interior square feet available.
4. **Potential Interim Uses:** Ground floor retail and events.
5. **Capacity (Events):**
  - a. Interior: 2,000 - standing / 600 - seated.
  - b. Farmer's Market in front parking area: 7 food trucks; 42 vendor tents; 6,000-8,000 people walking.
6. **Condition:** Exterior and interior good.
7. **Unique Attributes:** Historic building originally constructed for Golden Gate International Exposition and the building functioned as the terminal for Pan American Airways China Clipper transpacific flying boat service. Later owned by Navy.
8. **Interim Tenant Improvements:** reopening and fitting out a small number of spaces. Tenant improvements for a single, **TBD** square foot space for small or micro business \$**TBD** to \$**TBD** per **TBD**.
9. **View:** Yerba Buena Island and San Francisco city skyline.
10. **Utilities:**
  - a. Electric power: Yes.
  - b. Water: Yes.
  - c. Gas: Yes.
  - d. Public restroom: Yes.
  - e. Access to kitchen: **TBD**
11. **Retail Potential:**
  - a. **Vehicular/Pedestrian Traffic:** Maximum traffic due to location at main entry gateway to TI. Steading construction traffic and increasing

residential and visitor traffic anticipated.

- b. **Visibility:** Excellent building visibility but limited tenant visibility.
- c. **Accessibility:** Excellent; across from Ferry terminal; fronts Treasure Island Road.
- d. **Parking:** With 200 spaces, good on an interim basis for the Activation Plan, but surface parking in front of building may be removed in the future when building is fully renovated.

## 12. Interim Retail:

- a. Outdoor, 'park-let' style eating and drinking.
- b. Food carts: outdoors.
- c. Food trucks: outdoors.
- d. Kiosks: indoors/outdoors.
- e. Pop-up Retail: indoors.
- f. Farmer's Market: outdoors in parking field.

## 13. Event Evaluation

- a. Ability to host range of interior and exterior events sizes.

**14. Cost Considerations:** Low-cost approach is to make small spaces available without triggering upgrade requirements. Estimated budget for ground floor building upgrades is \$2.5 to \$5.0 million.

**15. Scheduled Delivery:** Available currently. Interior space TIs are dependent on Activation Plan funding.

**16. Comments:** Landlord coordinated tenant signage and wayfinding program needed to support patronage and success of indoor tenants. Overall strong potential.



## Chapel

One Treasure Island Implementation Plan  
Opportunity Site Evaluation

April 6, 2023



1. **Description:** Former Navy chapel with two story main chapel, side small chapel, and offices.
2. **Location:** At the intersection of Avenue of the Palms and California Avenue.
3. **Size:** 8,700 square feet available.
4. **Potential Interim Uses:** Events, community meeting space, library/reading room.
5. **Capacity (Events):** TBD - Main chapel seated; side chapel seated/ standing; grounds.
6. **Condition:** Exterior fair; interior poor.
7. **Unique Attributes:** Constructed in 1941 for the Navy. Will be situated in newly built Cultural Park.
8. **Interim Tenant Improvements:** Needs substantial cleaning and repairs; Estimated budget for renovation is \$1.5 to \$4.4 million (minimum for community space is \$3.3 million).
9. **View:** Faces San Francisco city skyline with accessible grounds.
10. **Utilities:**
  - a. Electric power: Yes.
  - b. Water: Yes.
  - c. Gas: Yes.
  - d. Public restroom: Yes.
  - e. Access to kitchen: No.
11. **Retail Potential:**
  - a. **Vehicular/Pedestrian Traffic:** This asset should see high level of vehicular traffic as well as foot traffic based on its location and the fact that north-bound vehicular traffic must make a right turn at Avenue of the Palms and California Avenue.
  - b. **Visibility:** Excellent.

- c. **Accessibility:** Excellent; Fronts on Avenue of the Palms and California Avenue.
- d. **Parking:** [TBD - loading/unloading for asset.] Surface parking on street and at interim lots to the east of Building 1. Lack of parking field at this asset is a disadvantage for retail uses such as market that have been contemplated for this asset.

12. **Interim Retail:** Limited potential.

### 13. Event Evaluation

- a. Ability to host range of events (sizes; indoors/outdoors).
- b. Weddings and receptions primary potential.
- c. Parking in interim surface lots to the east of Building 1 would be a potential disadvantage for special events.

14. **Cost Considerations:** Developer to deliver renovated shell; TIDA and its tenants will pay for tenant improvements. [TBD level of rehab]

15. **Scheduled Delivery:** Q2 2024 [TBC]

### 16. Additional Factors

- a. Parking in interim surface lots to the east of Building 1 would be a potential disadvantage for special events.

17. **Comments:** Once cleaned up and renovated, this asset has great potential for special events and use as a faith center.



FIGURE 4.86 CITYSIDE WATERFRONT PARK ILLUSTRATIVE PLAN



# Cityside Parks 1 & 2

One Treasure Island Implementation Plan  
Opportunity Site Evaluation

April 6, 2023

1. **Description:** Large regional and community serving park with passive recreational areas, irrigated event lawn area, windrow trees, picnic areas, large group seating, and beach.
2. **Location:** Runs along western edge of Treasure Island from the northern terminus of Treasure Island Road.
3. **Size:** 24 acres at full completion; the two southern-most blocks (6.3 acres) will be constructed as part of Phase 1.
4. **Potential Interim Uses:** A variety of outdoor events.
5. **Capacity (Events):** This asset has two distinct components in Phase 1 that have been designed for events:
  - a. Event lawn: 30'X20' stage; 3,000 - 5,000 standing
  - b. Large Group Seating (**TBD** seated)
  - c. Art walk event: 7 vendor tents. 300 - 600 people walking
6. **Condition:** Excellent, new construction.
7. **Unique Attributes:** Mixed use path runs north south at western edge of asset. Tree plantings for windbreaks.
8. **Interim Tenant Improvements:** promenade, asphalt event plaza with seating areas, stage plaza, large event/recreational lawn area, and BBQ plaza with picnic tables; Cityside Park 1 is envisioned as a flexible open paved area with a plaza designed to support small and medium sized events; Cityside Park 2 will contain a large open lawn that can accommodate larger community events and gatherings; A paved area along the promenade will also provide a space for temporary stages, movie nights, etc. The windrow plaza at the terminus of 6th street is programed as a BBQ and large group picnic area and will include groups of picnic tables, BBQ facilities and seating areas.

9. **View:** Dramatic San Francisco Bay and city views.
10. **Utilities:**
  - a. Electric power: Yes, at event plaza only.
  - b. Water: Yes.
  - c. Gas: No.
  - d. Public restroom: **TBD**
  - e. Access to kitchen: No.
11. **Retail Potential:**
  - a. **Vehicular/Pedestrian Traffic:** Located and configured to limit vehicular traffic. Potential high volume of pedestrian traffic.
  - b. **Visibility:** Good.
  - c. **Accessibility:** Accessible by Ferry. Vehicular access from Avenue A from north. Multiple points of pedestrian access.
  - d. **Parking:** No onsite parking. **TBD** - On-street parking along Avenue A. Parking on interim basis in surface lot in front of Building 1 and surface lots behind Building 1 to the southeast. These lots are a short walk to asset.
12. **Interim Retail:** None.
13. **Event Evaluation**
  - a. Small to medium outdoor ceremonies, group picnics, and corporate events. Small to medium music events. 7-vendor art tent does not offer a critical mass and large art events may not be desirable due to wind considerations at this site.
14. **Cost Considerations.** No additional cost to activate.
15. **Scheduled Delivery: 2024.**
16. **Comments:** As a potential special events venue would not economically stand on its own but can be part of a package of venues marketed and managed by TIDA.



## Clipper Cove Esplanade

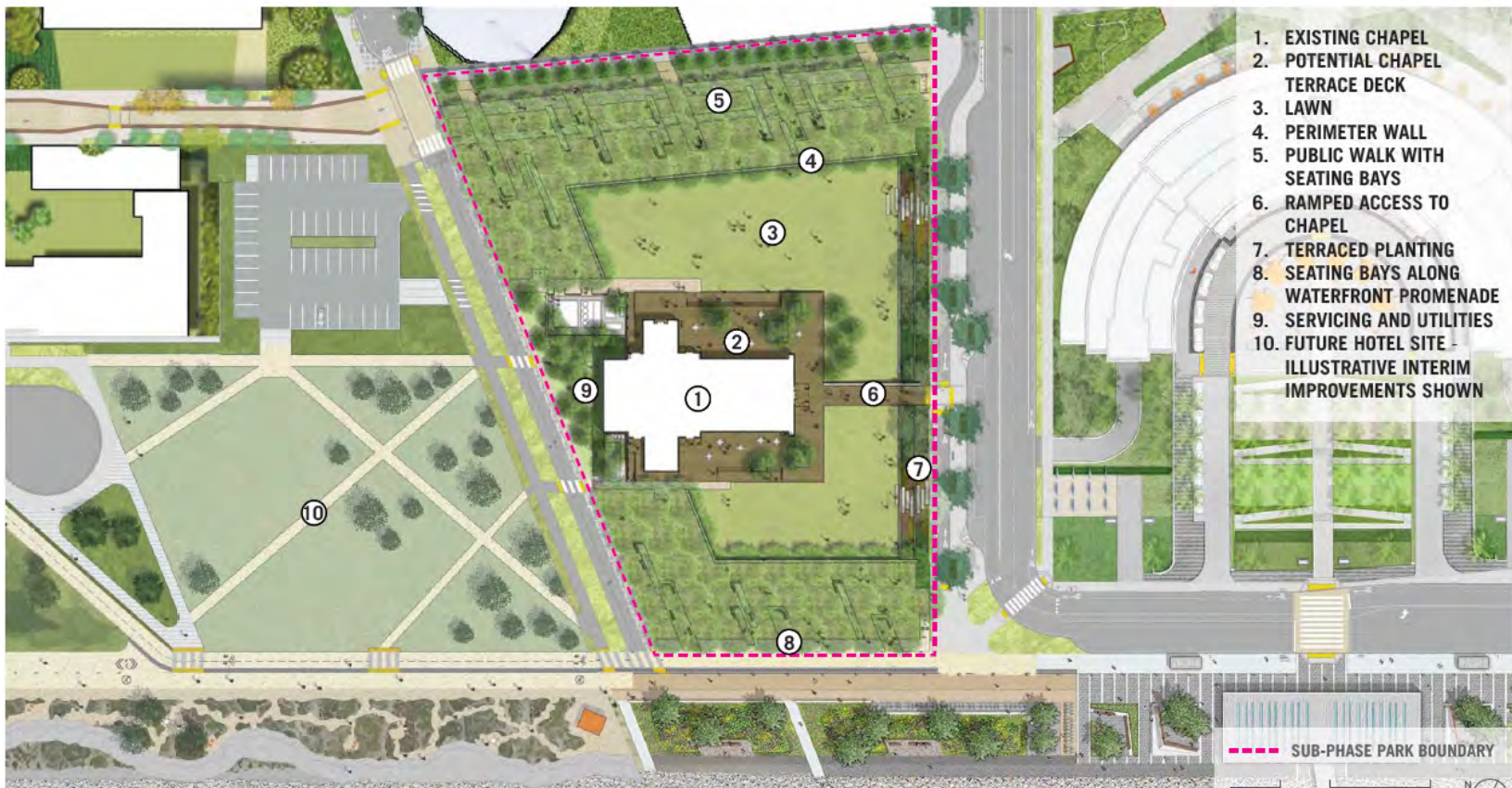
One Treasure Island Implementation Plan  
Opportunity Site Evaluation

April 6, 2023

1. **Description:** Approximately 0.4 mile public esplanade running along Clipper Cove Way
2. **Location:** Runs east-west from its intersection with Treasure Island Road to the north end of Hangar 3 and the San Francisco Sailing Center.
3. **Size:** TBD acres.
4. **Potential Interim Uses:** Outdoor food trucks and carts; special events, including sailing related and dragon boat racing.
5. **Capacity (Events):** Up to 50,000 persons attended NorCal International Dragon Boat Race in past. New, lower capacity needs to be established.
6. **Condition:** Excellent upon completion.
7. **Unique Attributes:** Relatively narrow, linear space.
8. **Interim Tenant Improvements:** None.
9. **View:** Bay Bridge, Clipper Cove, Yerba Buena Island, and City views.
10. **Utilities:**
  - a. Electric power: **TBD**
  - b. Water: **TBD**
  - c. Gas: No.
  - d. Public restroom: **TBD**
  - e. Access to kitchen: No.

11. **Retail Potential:**
  - a. **Vehicular/Pedestrian Traffic:** Located at medium traffic location. Potential medium volume of pedestrian traffic.
  - b. **Visibility:** Excellent.
  - c. **Accessibility:** Excellent access by vehicles, pedestrians, and a short walk from the Ferry Terminal.
  - d. **Parking: TBD** - On-street parking along Clipper Cove Way? Parking on interim basis in surface lot in front of Building 1 and surface lots behind Building 1 to the southeast.
12. **Interim Retail:** Limited to food trucks and carts.
13. **Event Evaluation**
  - a. Linear configuration makes event staging difficult.
  - b. Previously this linear area was a spectator area for large-scale dragon boat races.
  - c. Events likely limited to aquatic competitions.
14. **Cost Considerations**
  - a. No additional cost to activate.
15. **Scheduled Delivery: Mid 2024.**
16. **Comments:** As a potential special events venue would not economically stand on its own but can be part of a package of venues marketed and managed by TIDA.





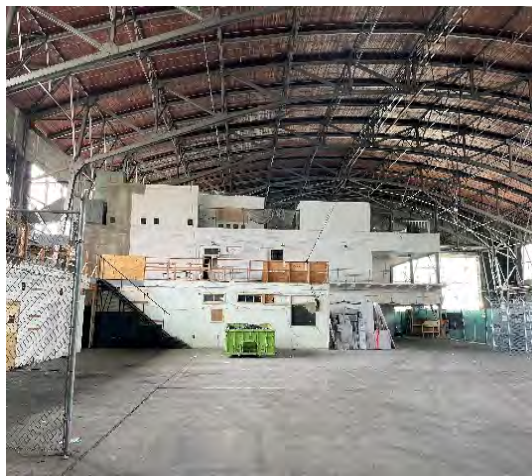
## Culture Park

One Treasure Island Implementation Plan  
Opportunity Site Evaluation

April 6, 2023

1. **Description:** Regional and community serving park with passive recreational areas, irrigated lawn areas. The Chapel is in the center of this park.
2. **Location:** Northside of California Avenue and terminus of Treasure Island Road.
3. **Size:** 2.9 acres.
4. **Potential Interim Uses:** Small to medium outdoor events and indoor/outdoor events with the Chapel.
5. **Capacity (Events):**
  - a. Large Event outdoor: 30'X20' stage 1,500 standing/ **TBD** seated
  - b. Small Event outdoor: 16'X12' stage 300 seated
6. **Condition:** Excellent upon construction completion.
7. **Unique Attributes:** public walks with seating bays, westside edge of park has frontage on Cityside Park promenade.
8. **Interim Tenant Improvements:** None.
9. **View:** Dramatic San Francisco Bay and city views.
10. **Utilities:**
  - a. Electric power: **TBD**
  - b. Water: **TBD**
  - c. Gas: No.
  - d. Public restroom: **TBD**
  - e. Access to kitchen: Potential to have access to kitchen or warming station in Chapel.

11. **Retail Potential:**
  - a. **Vehicular/Pedestrian Traffic:** Located at major traffic hub.
  - b. **Visibility:** Excellent.
  - c. **Accessibility:** Accessible by Ferry. Vehicular access from Treasure Island Road and California Avenue.
  - d. **Parking:** No onsite parking. Parking on interim basis in surface lot in front of Building 1 and surface lots behind Building 1 to the southeast. These lots are a short walk to asset.
12. **Interim Retail:** None.
13. **Event Evaluation**
  - a. Small to medium outdoor ceremonies, group picnics, and corporate events.
14. **Cost Considerations**
  - a. No additional cost to activate.
  - b. Permittees would have to supply own water/power.
15. **Additional Factors**
  - a. This asset is subject wind and fog on many days.
16. **Scheduled Delivery:** 2024.
17. **Comments:** As a potential special events venue would not economically stand on its own but can be part of a package of venues marketed and managed by TIDA.



## Hangar 2

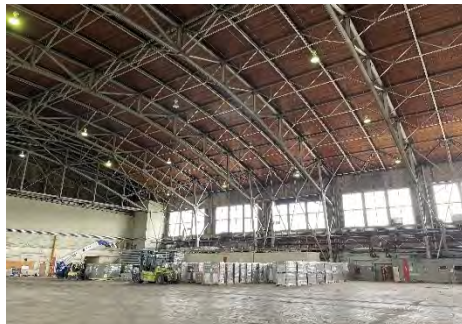
One Treasure Island Implementation Plan  
Opportunity Site Evaluation

April 6, 2023

1. **Description:** Historic hangar concrete structure with metal truss and wood roof. Large door opens on west side. Large open interiors with 'building in a building at west end.
2. **Location:** Clipper Cove Way between Avenue D and Avenue G.
3. **Size:** 89,000 square feet available.
4. **Potential Interim Uses:** Large indoor events; ground floor retail at four corners where smaller, demised rooms are located.
5. **Capacity (Events):** TBD - standing / TBD - seated.
6. **Condition:** Exterior good; interior poor to fair. Sewer service is not available. Northside of building faces large field of raised earth that blocks access points on that side of structure.
7. **Unique Attributes:** Historic building originally constructed in 1938 for the 1939-40 Golden Gate International Exposition to serve as the Hall of Transportation. It was constructed as an aircraft hangar but was never used for that purpose. Later owned by Navy.
8. **Interim Tenant Improvements:** Substantial tenant improvements required to make space habitable. Cost to re-establish sewer service makes this asset infeasible for interim program.
9. **View:** Yerba Buena Island and San Francisco city skyline.
10. **Utilities:**
  - a. Electric power: Yes.
  - b. Water: Yes.
  - c. Gas: Yes.
  - d. Public restroom: Yes.
  - e. Access to kitchen: **TBD**

11. **Retail Potential:**
  - a. **Vehicular/Pedestrian Traffic:** Maximum traffic due to location at main entry gateway to TI. Steading construction traffic and increasing residential and visitor traffic anticipated.
  - b. **Visibility:** Excellent building visibility but limited tenant visibility.
  - c. **Accessibility:** Excellent; across from Ferry terminal; fronts Treasure Island Road.
  - d. **Parking:** Good on an interim basis for the Activation Plan, but surface parking in front of building may be removed in the future when building is fully renovated.
12. **Interim Retail:**
  - a. Outdoor, 'park-let' style eating and drinking.
  - b. Food carts: outdoors.
  - c. Food trucks: outdoors.
  - d. Kiosks: indoors/outdoors.
  - e. Pop-up Retail: indoors.
  - f. Farmer's Market: outdoors in parking field.
13. **Event Evaluation**
  - a. Ability to host range of events sizes.
14. **Cost Considerations:** Low-cost approach is to make small spaces available without triggering upgrade requirements. Estimated budget for ground floor building upgrades is \$2.5 to \$5.0 million.
15. **Scheduled Delivery:** currently available.
16. **Comments:** Landlord coordinated tenant signage and wayfinding program needed to support patronage and success of indoor tenants. Overall strong potential.





## Hangar 3

One Treasure Island Implementation Plan  
Opportunity Site Evaluation

April 6, 2023



1. **Description:** Historic hangar concrete structure with metal truss and wood roof. Large door opens on west side. Large open interior with an adjoining metal building on the west end. Main entry on southern and east sides. Original hangar doors appear walled off.
2. **Location:** Clipper Cove Way between Avenue G and Avenue I.
3. **Size:** 163,000 square feet available.
4. **Potential Interim Uses:** Large indoor events; ground floor retail at four corners where smaller, demised rooms are located.
5. **Capacity (Events):** TBD - standing / TBD - seated.
6. **Condition:** Exterior good; interior poor to fair. Northside of building faces large field of raised earth that blocks access points on that side of structure.
7. **Unique Attributes:** Historic building originally constructed in 1938 for the 1939-40 Golden Gate International Exposition to serve as the Hall of Fine and Décorative Arts. It was constructed as an aircraft hangar but was never used for that purpose. Later owned by Navy.
8. **Interim Tenant Improvements:** Substantial tenant improvements required to make space habitable for retail or community facilities. One business Gold Bar Whiskey has improved a space at the southwest corner of the structure.
9. **View:** Yerba Buena Island, Bay Bridge, and San Francisco city skyline from outside southern entries.

**10. Utilities:**

- a. Electric power: Yes.
- b. Water: Yes.
- c. Gas: Yes.
- d. Public restroom: Yes.
- e. Access to kitchen: No.

**11. Retail Potential:**

- a. **Vehicular/Pedestrian Traffic:** This asset is located at the southeastern corner of Treasure Island and will likely have lower volumes of vehicular and pedestrian traffic than assets closer or fronting on Treasure Island Road.
- b. **Visibility:** Excellent.
- c. **Accessibility:** Good; requires driving east on Clipper Cove Way about 0.4 miles. This asset is disadvantaged by being farthest from the anticipated high traffic areas and new Phase 1 residences. Fronts on Clipper Cove Way on south.
- d. **Parking:** Parking available in front of southside of building.

**12. Interim Retail:**

- a. Outdoor, 'park-let' style eating and drinking.
- b. Food carts: outdoors.
- c. Food trucks: outdoors.
- d. Indoor retail could go in unfinished space at southeast corner building.

**13. Event Evaluation**

- a. Ability to host large indoor events.

**14. Cost Considerations:** Tenant improvements likely cost prohibitive given current condition of unfinished corner spaces.

**15. Scheduled Delivery:** currently available.

**16. Comments:** Interim outdoor retail uses are physically feasible and could be considered as part of the activation of Clipper Cove esplanade.



- SADDLE**
- 1. BOSQUE OF PINES
- 2. ARRIVAL
- 3. SPINE
- 4. HILLOCK
- NORTH HILLTOP**
- 5. OVERLOOK
- 6. MONTEREY PINE GROVE
- 7. OVERLOOK / TERRACE SEATING
- 8. PATHWAYS
- SOUTH HILLTOP**
- 9. DOG PARK
- 10. TRAILS / GOAT PATHS
- 11. OVERLOOK
- 12. PICNIC / GATHERING
- PRESERVED EXISTING SITE ELEMENTS**
- 13. CONCRETE STAIRS
- 14. PRESERVED AREA
- 15. RETAINING WALL

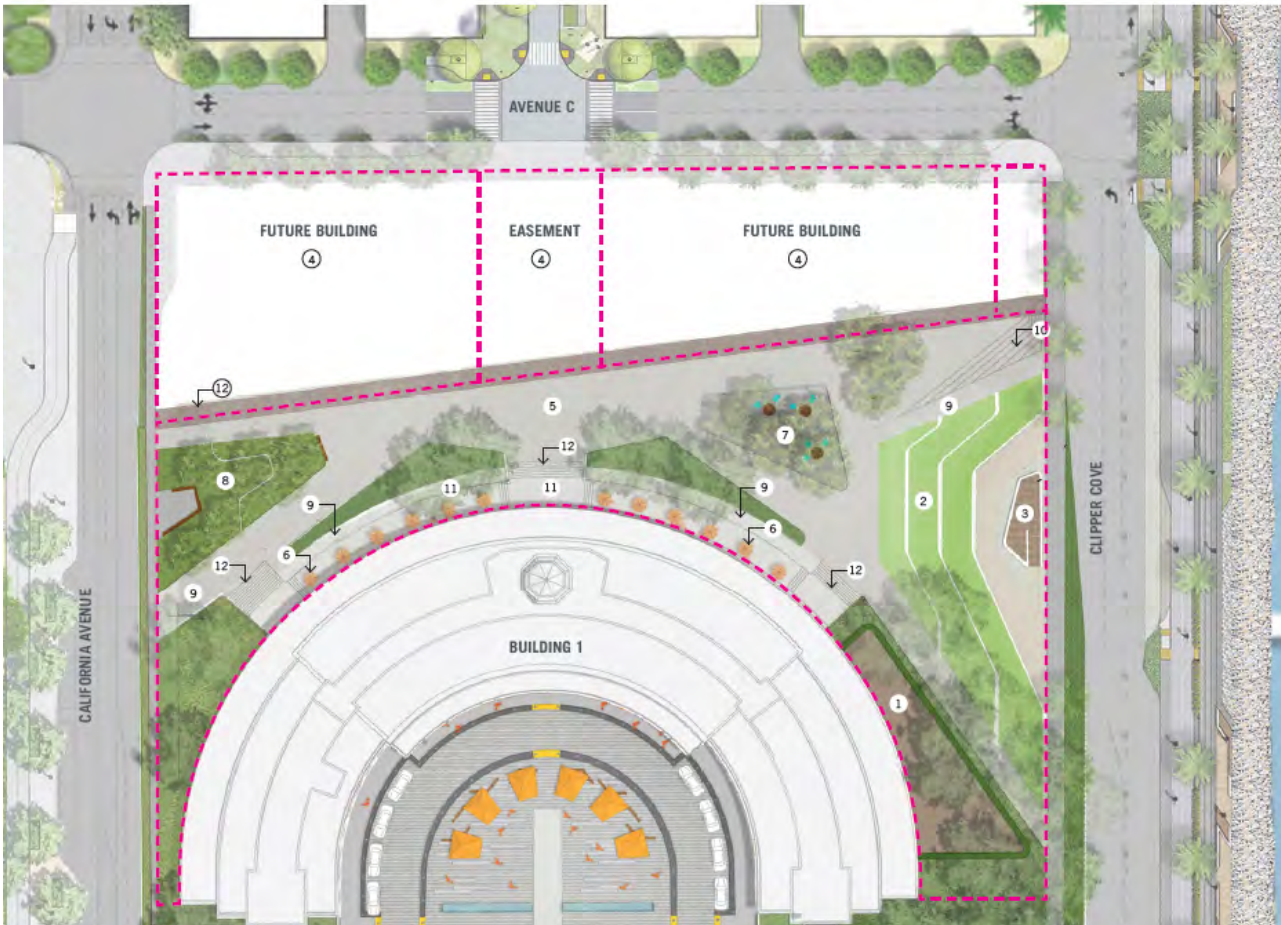
# Hilltop Park

One Treasure Island Implementation Plan  
Opportunity Site Evaluation

April 6, 2023

1. **Description:** Regional and neighborhood serving park with passive recreational areas, overlooks and picnic areas.
2. **Location:** Top of Yerba Buena Island in vicinity of Yerba Buena and Signal roads. [TBD – New road name]
3. **Size:** [TBD] acres.
4. **Potential Interim Uses:** Small outdoor events.
5. **Capacity (Events):** -- TBD seated; standing.
6. **Condition:** Excellent; newly constructed.
7. **Unique Attributes:** dog park, picnic area, overlook areas, pathways, terraced seating.
8. **Interim Tenant Improvements:** None.
9. **View:** Dramatic San Francisco Bay views; city skyline from certain vantage points.
10. **Utilities:**
  - a. Electric power: **TBD**
  - b. Water: **TBD**
  - c. Gas: **TBD**
  - d. Public restroom: **TBD**
  - e. Access to kitchen: No

11. **Retail Potential:**
  - a. **Vehicular/Pedestrian Traffic:** Limited vehicular and pedestrian traffic.
  - b. **Visibility:** Limited.
  - c. **Accessibility:** Accessible off Yerba Buena Road and Macalla Road.
  - d. **Parking:** [TBD # spaces]
12. **Interim Retail:** No potential.
13. **Event Evaluation**
  - a. Small outdoor ceremonies and group picnics
  - b. Potential commercial film location
14. **Cost Considerations**
  - a. No additional cost to activate.
  - b. Permittees would have to supply own water/power.
15. **Additional Factors**
  - a. This is a exposed location and subject to fog and wind on many days.
16. **Scheduled Delivery:** 2023.
17. **Comments:** This potential special events and commercial filming/photography location would not economically stand on its own but can be part of a package of venues marketed and managed by TIDA.



**LEGEND**

1. POTENTIAL EXTERIOR CHILDCARE AREA
2. EVENT SPACE
3. RAISED PLATFORM
4. FUTURE DEVELOPMENT
5. MAIN PLAZA
6. CAFE SEATING
7. SUNKEN GARDEN W/RAMP
8. STORMWATER GARDEN
9. ADA-ACCESSIBLE RAMP
10. MONUMENTAL STAIR
11. UPPER TERRACE
12. CONCRETE STAIR

--- SUB-PHASE PARK BOUNDARY

# Marina Plaza

One Treasure Island Implementation Plan  
Opportunity Site Evaluation

April 6, 2023



1. **Description:** Public plaza with amphitheater and terraced lawn seating.
2. **Location:** On the southside of Building 1 facing on Clipper Cove Way.
3. **Size: 1.5 acres.**
4. **Potential Interim Uses:** A variety of outdoor events. Retail potential with Building 1.
5. **Capacity (Events):** This asset has one designated event space which is comprised of a terraced lawn seating area facing Clipper Cove Way (**TBD** persons).
6. **Condition:** Excellent upon construction completion.
7. **Unique Attributes:** Situated between Building 1 and existing marina (which is planned for expansion).
8. **Interim Tenant Improvements:** None.
9. **View:** Bay Bridge, Clipper Cove, and Yerba Buena Island views.
10. **Utilities:**
  - a. Electric power: **TBD**
  - b. Water: **TBD**
  - c. Gas: No.
  - d. Public restroom: **TBD – Through B1?**
  - e. Access to kitchen: Limited to café areas; no access for lawn amphitheater.

11. **Retail Potential:**
  - a. **Vehicular/Pedestrian Traffic:** Located at potentially high traffic location. Potential high volume of pedestrian traffic.
  - b. **Visibility:** Excellent.  
**Accessibility:** Excellent access by vehicles, pedestrians, and a short walk from the Ferry Terminal.
  - c. **Parking:** No onsite parking. On-street parking along Clipper Cove Way? Parking on interim basis in surface lot in front of Building 1 and surface lots behind Building 1 to the southeast. These lots are a very short walk to asset.
12. **Interim Retail:** The plans for this park include outdoor seating at the rear of Building 1 for two of food and beverage tenants. This retail can be supplemented with food trucks and carts at this location on the Clipper Cove esplanade.
13. **Event Evaluation**
  - a. Small to medium outdoor ceremonies, group picnics, musical events, and corporate events.
14. **Cost Considerations**
  - a. No additional cost to activate.
15. **Additional Factors**
  - a. This asset is more sheltered from wind than other event venues evaluated.
16. **Scheduled Delivery:** 2024.
17. **Comments:** As a potential special events venue would not economically stand on its own but can be part of a package of venues marketed and managed by TIDA.



## Quarters 10

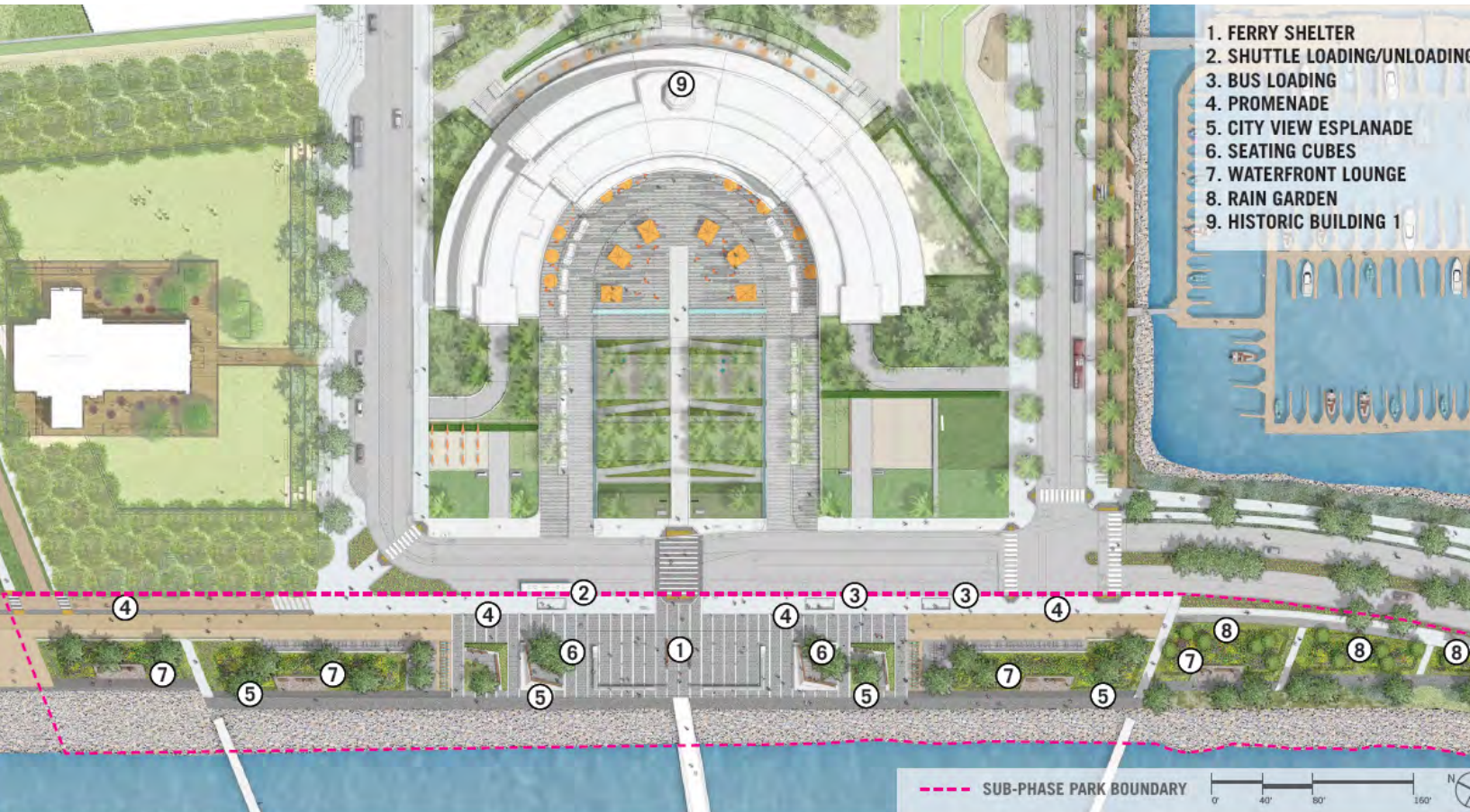
One Treasure Island Implementation Plan  
Opportunity Site Evaluation

April 6, 2023

1. **Description:** Two-level historic home that was relocated to present site with small, detached garage structure.
2. **Location:** Location: West of Clipper Cove Beach at western edge of Clipper Cove.
3. **Size:** 2,200 square feet.
4. **Potential Interim Uses:** restaurant/bar, events, equipment rentals.
5. **Capacity (Events):** TBD - standing / TBD – seated (TBD by future concessioner).
6. **Condition:** Exterior and interior fair to good.
7. **Unique Attributes:** Historic building with unusual, rounded living area on second floor. Faces Clipper Cove and Treasure Island.
8. **Interim Tenant Improvements:** Structure needs thorough cleaning, repairs, and refreshing; restaurant would require installation of kitchen and/or warming station. Estimated budget for full rehabilitation is \$1.3 to \$2.4 million. To support rental kayaking, TIDC indicates that a kayak pully system would have to be installed.
9. **View:** North and east views of Treasure Island and Clipper Cove; views of San Francisco city skyline from grounds.
10. **Utilities:**
  - a. Electric power: Yes.
  - b. Water: Yes.
  - c. Gas: Yes.
  - d. Public restroom: Yes.
  - e. Access to kitchen: Potential to add kitchen or warming station.

11. **Retail Potential:**
  - a. **Vehicular/Pedestrian Traffic:** Very good. All traffic on and off Treasure Island goes past this asset. Third of a mile walk from Ferry terminal. Steady construction traffic and increasing residential and visitor traffic anticipated.
  - b. **Visibility:** Excellent.
  - c. **Accessibility:** Excellent.
  - d. **Parking:** Limited (11-space surface lot with ADA access). Other parking would be on Treasure Island and customers would have to walk .25 to .40 miles to asset.
12. **Interim Retail:** Best retail use is destination restaurant/bar with special event capacity. Watersports equipment rental may be a possibility but access to beach is down a long flight of stairs.
13. **Event Evaluation.** Ability to host range of small to medium sized events. Weddings and other ceremonies, celebrations, and small corporate events.
14. **Cost Considerations:** Improvement costs to be covered by concessioner (see comment).
15. **Scheduled Delivery:** Q2 2024.
16. **Additional Factors:** The grounds in front of northside of asset are uneven and may need leveling to support outdoor seating and/or events.
17. **Comments:** Quarters 10 has access to Clipper Cove beach. TIDA has indicated that this property may be leased to TIDG and then a concessioner secured under a long-term lease agreement to fund improvements and operate the property.





## Waterfront Plaza

One Treasure Island Implementation Plan  
Opportunity Site Evaluation

April 6, 2023



1. **Description:** Regional and community serving park with passive recreational areas, promenade, city view esplanade, and many seating areas.
2. **Location:** Westside of Treasure Island Road and Avenue of the Palms from the Chapel to the north to approximately 200 feet south of the intersection of Treasure Island Road and Clipper Cove Way.
3. **Size:** [TBD] acres.
4. **Potential Interim Uses:** Small outdoor events.
5. **Capacity (Events):** -- TBD seated; standing.
6. **Condition:** Excellent; newly constructed.
7. **Unique Attributes:** Seating cubes, waterfront lounge, and bus/shuttle drop off and loading stop. The new Ferry Terminal structure is in the center of this asset.
8. **Interim Tenant Improvements:** None.
9. **View:** Dramatic San Francisco Bay and city views.
10. **Utilities:**
  - a. Electric power: **TBD**
  - b. Water: **TBD**
  - c. Gas: **TBD**
  - d. Public restroom: Yes, at Ferry Terminal Building and Building 1 [**confirm open to public**]?
  - e. Access to kitchen: No
11. **Retail Potential:**
  - a. **Vehicular/Pedestrian Traffic:** Located at major traffic hub.
  - b. **Visibility:** Excellent.
  - c. **Accessibility:** Accessible by Ferry. Vehicular access from Treasure Island Road, California Avenue, and Clipper Cove Way.

- d. **Parking:** Parking on interim basis in surface lot in front of Building 1 and surface lots behind Building 1 to the east.

12. **Interim Retail:** Food carts, food trucks, and kiosks at promenade and esplanade locations.

13. **Event Evaluation**

- a. Small outdoor ceremonies and group picnics (**TBD**)
- b. Potential commercial film location

14. **Cost Considerations**

- a. No additional cost to activate.
- b. Permittees would have to supply own water/power.

15. **Additional Factors**

- a. This asset is subject wind and fog on many days.

16. **Scheduled Delivery:** 2023.

17. **Comments:** As a potential special events and commercial filming/photography location would not economically stand on its own but can be part of a package of venues marketed and managed by TIDA.

08

# APPENDIX B

# Venue Visitation & Revenue Worksheet

(Separate Excel file)

08

# APPENDIX C

## Recommended Actions

**APPENDIX C**  
**RECOMMENDED WORKPLAN**  
**Treasure Island Interim Space Activation Plan**  
**July 10, 2023**

## I. Retail

RETAIL Strategy Elements	Scope	Owner	Funding		Time Period
			Upfront Capital Costs	Ongoing Costs	
Existing businesses	Existing retail remains in place until parcel redevelopment development	TIDA and TIDG	None.	None.	Ongoing.
The "Spot" at Island Cove Market  (Big Move #2)	This is a low-cost set of improvements that will create an informal neighborhood gathering place with affordable prepared food options. Could include small spaces next to Health Clinic for micro or pop-up businesses/maker space. Targeted to existing (and new) TI families.	TIDA w One TI	See below.	See below.	See below
	Repair and refresh B201 Island Market facade Install planters, picnic tables, & bike racks.	TIDA	\$125,000+/-	Minimal.	3 Months from Project Initiation; not dependent on Phase 1 completion.
	Explore grant-funded Equitable Economic Development program/maker uses in adjacent B201 spaces (up to 3,000 sq. ft.).	One TI with TIDA.	Initial tenant improvements TBD; depends on sq. ft. and specific use.	Owner's program manager. Grant and revenue funded operating costs.	12-18 months from Project Initiation; not dependent on Phase 1 completion.



**APPENDIX C**  
**RECOMMENDED WORKPLAN**  
**Treasure Island Interim Space Activation Plan**  
**July 10, 2023**

	Focus on micro-businesses/makers.				
Building 1 Inside  [ALT: The Spot at B201]	Activate 1-3 bay spaces for equity-oriented micro/small business program.	TIDA master lease to OTI/program owner.	Initial improvements TBD; depends on sq. ft. and specific use.	Owner's program manager. Grant and revenue funded operating costs.	12-18 months from Project Initiation; time with completion of Phase 1 completion.
Building 1 Outside	Activate 'park-let' style outdoor seating for both micro/small business program participants and existing B1 tenants.	TIDA master lease to OTI/program owner; lease amendment to existing tenants.	Initial tenant improvements for micro/small business; existing tenants fund own outdoor facility.	Owner's program manager. Grant and revenue funded operating costs.	6-18 months from Project Initiation; best to time with completion of Phase 1 improvements.
Building 1 and Ferry Terminal Plaza  Outside	Food trucks and cart program.	One TI program owner under lease from TIDA.	NA	Owner's program manager. Grant and revenue funded operating costs. Subsidized trucks for trial period?	6-8 months from Project Initiation; best to time with completion of Phase 1 improvements.
Quarters 10	Food and beverage operation.	TIDA master lease to TIDG; TIDG lease to operator.	TIDG and private operator.	Private operator.	2024 or otherwise per TIDG schedule.
Welcome Center	High visibility location to orient visitors and provide information.	TI Museum? Ambassador Program?	Tenant Improvements.	Weekday and weekend staff hours; collateral materials for distribution; digital media.	Timed to coincide with completion of new parks and open space.

**APPENDIX C  
RECOMMENDED WORKPLAN  
Treasure Island Interim Space Activation Plan  
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Signage and wayfinding	Controlled by Signage Master Plan; TBD at Design Workshop.	TBD	TBD	Periodic refreshing and updating of signage program elements.	Can be implemented at present through completion of Phase 1 improvements.
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## II. Community Facilities

COMMUNITY FACILITIES Strategy Elements	Scope	Owner and Partners	Potential Funding		Time Period
			Upfront Capital Costs	Ongoing Costs	
Shipshape Community Recreation Center	General services; family, adult, senior, and teen/youth services; gym.	OTI	TBD	Onsite management and program staff.	Ongoing.
YMCA Community Event Space	Space for events priced to be affordable to existing low-income residents.	YMCA	TBD	Onsite management and program staff.	Ongoing.
YMCA Community Kitchen  (Big Move #3)	Low- or no-cost kitchen and food prep facility.	OTI, TIDA, YMCA	+/- \$350,000.	Onsite management, educational programming, staffing for small/micro business and special events use.	6-12 Months from Project Initiation.

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<i>Mobile Reading Room</i>	<i>Continue Mobile Reading Room program.</i>	<i>OT/SF Public Library</i>	<i>None.</i>	<i>Onsite management during open hours.</i>	<i>Ongoing.</i>
<i>Maker/Art Space</i>	<i>Low or no cost workshop facility with equipment as part of equitable micro/small business program.</i>	<i>TIDA, OTI</i>	<i>Tenant improvements and equipment.</i>	<i>Program manager.</i>	<i>6-12 Months from Project Initiation.</i>
<i>Community Garden</i>	<i>Small community garden space designated for interim use.</i>	<i>OTI</i>	<i>TBD.</i>	<i>Program manager.</i>	<i>6-12 Months from Project Initiation.</i>
<i>Faith Facilities</i>	<i>Schedule use of Chapel or community event spaces.</i>	<i>TIDA, OTI</i>	<i>TBD.</i>	<i>TIDA as facility manager and users.</i>	<i>Ongoing.</i>

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### III. Special Events and Programming

SPECIAL EVENTS Elements	Scope	Owner	Funding		Time Period
			Upfront Capital Costs	Ongoing Costs	
Lot 1C.2-H (Big Move #1)	OTI, TIDA, and TIDG implement an interim activation strategy for this site with consistent programming for a 3-to-5 year period. Targeted to TI and Bay Area residents and SF visitors.	TIDG w/One TI and TIDA	Utility hookups and preparation of parcel surface. \$500,000+/-  Improvements responsibility of facility sponsor.	Oversight costs. Operating costs covered by sponsor and program revenue.	6-9 Months from Project Initiation; timing to coincide with 2024 opening of Cityside and Culture parks.
	Recruit and hire Partnership Development Specialist or consultant to establish sponsorships and branded programming. Work with sponsor to formulate specific programming, schedule, & budget (e.g., food, entertainment, flea market, et cet).	TIDA w/One TI and TIDG	None.	Approximately \$250,000-\$300,000 fully loaded City position or consultant contract.	2024
	Explore relocation of Skyline Events tent to Lot 1C.2-H.	TIDA w/TIDG	TBD	Covered by Skyline Events (potentially).	Timing best upon 2024 completion of Cityside and Culture parks and activation of Lot 1C.2-H.

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Hilltop Park, Cultural Park, Cityside Park, Clipper Cove Esplanade, Building 1 (inside and outside), and Chapel  (Big Move #4)	Determine venue capacities and parking capacity. Market and manage special events programming at TIDA-owned assets; existing tenant owned venues remain in place.	TIDA	TIDG delivers new park assets and improved Chapel to TIDA.  Set up website and online permit application infrastructure.	2.0 FTE additional special events staff to support existing 1.0 FTE; new staff costs covered by revenues; see BAE spreadsheet with estimates.  1 <sup>ST</sup> year requires subsidy (+/- 6 months) until revenue generated. \$250,000+. <i>(initial deficit pending receipt of revenue from bookings)</i>	Immediate for existing venues with existing TIDA staff; new staff hires 4-6 months prior to 2024 completion of new venues.
	Establish pricing policy for TI residents.	TIDA	None.	Foregone revenue.	4-6 months prior to 2024 completion of new venues.
	TIDA continues to cross-markets all venues.	TIDA	None.	Currently being implemented.	2023 and ongoing.
Beach Park/ Quarters 10 Lawn	Outdoor special events venue pending occupancy by concessioner.	TIDA/TIDG	None for outdoor venues; tenant improvements to be funded by TIDG and concessioner.	Prior to concessioner, covered by Special Events entity.	TBD by TIDG. Anticipated mid 2024.
All Special Events and Programming Assets	Activation RFP to solicit partners and ideas for TI.	TIDA, OTI, and TIDG jointly sponsor.	To be covered by proposers.	Program oversight; operating costs by proposers.	2024.
	Confirm parking capacity of nearby undeveloped parcels and formulate transportation demand	TIDA & TIDG	TBD	TDM operating costs to be born by event permittees.	2024.



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	management plan for large events.				
B1 or Chapel	Establish Welcome Center with regular hours; explore partnership with Treasure Island Museum.	TIDA/TIDG	TBD; depends on location.	Supplemental funding to cover .5 to 1.0 FTE.	2024-2026; timing with substantial completion of vertical development and new parks.
Fleet Week, 4 <sup>th</sup> of July, and New Years Events	Existing large-scale events that are managed by TIDA in cooperation with other entities and agencies.  NOTE: opportunity for food trucks and carts.	TIDA	NA.	Covered in existing TIDA budget.	2024 completion of Cityside and Culture parks.

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# APPENDIX D

# Funding Matrix

(separate Excel file)