

2021 IMPACT



THE PORT OF SAN FRANCISCO

Message from the Executive Director

The year 2021 has challenged us to adapt to an ever-changing world and meet the needs of an evolving waterfront. As we navigated this second year of the COVID-19 pandemic, sustained economic recovery, equity, and resilience were central to the Port's work. Despite many challenges and uncertainties, we made great progress in each of these areas and are poised to continue raising the bar in the years to come. The waterfront and city are positioned to once again welcome millions, and meaningful opportunities are on the horizon.

We took a big step toward recovery this year by securing federal stimulus dollars through the American Rescue Plan Act. These funds will help avoid staff layoffs for the next two years and provide a reprieve as the Port works to implement long-term economic and revenue enhancing strategies for the years to come.

The Port's maritime businesses continues to be a beacon of hope for the Port's recovery. In 2021, the Port welcomed the return of cruise, and is expecting record number of cruise calls in 2022. Preparing for the safe return of cruise took a tremendous amount of time and energy, and I am grateful for the perseverance and commitment from the organization to ensure a path of stability through our recovery. Our Real Estate division, the primary driver of our revenue, continued to execute leases and kept viable tenants in place with rent relief. We created pop-up opportunities for activation of Port property, expanded shared spaces for outdoor dining and established a licensed vending program.

In 2021, we strengthened our commitment to creating a waterfront for all. Port tenants partnered with staff and community-based organizations on new programs, including a youth sailing program, to invite and introduce Bayview youth to learn how to sail and inspire life-long love affairs with the San Francisco Bay. To help small local businesses, the Port issued more than \$800,000 in loans to 23 businesses. Nearly 75% of the loans have been made to women or minority owned businesses and more than half of the loans have been made to Black or Latinx owned businesses. These efforts are a small dent in addressing systemic racism which has historically excluded communities of color from the waterfront.

The Port is also working to build equitable communities. With partner agencies, we opened 125 affordable units at Broadway Cove and 735 Davis Street, where low- and moderate-income San Franciscans will enjoy the beauty the waterfront has to offer. Meanwhile, Mission Rock and Pier 70 neighborhoods made tremendous progress and new developments at Piers 30-32, and Piers 38 and 40, in the South Beach area are in early stages. These communities will add more affordable homes to the waterfront, maritime investments, as well as jobs, open space, and resilient infrastructure to protect the shoreline from earthquakes and adapt to sea level rise caused by climate change.

We are also working to enshrine equity as a core Port value among staff to create an inclusive workplace. We want the Port to have a culture belonging, one that is explicitly anti-racist and where every contribution across every division is recognized. To help us get there, staff across the Port worked together to identify and implement the Racial Equity Action Plan. We started racial equity training for leadership and division Equity Champions to develop a shared understanding of structural racism and to learn skills and strategies to advance diversity, equity, and inclusion. This work is a priority because equity should permeate every aspect of our organization.

The Port is also adapting and evolving the waterfront to create a safer shoreline. In 2021, the Port introduced 23 Embarcadero Seawall early projects to the Port Commission and public. The projects will partially be funded by Proposition A, the city bond passed overwhelmingly by voters in 2018, and will focus on critical and targeted life safety investments in the northern waterfront. These targeted interventions are the first step in the generational waterfront-wide resilience investments that will make the shoreline resilient to earthquakes and sea level rise. I'm proud of our efforts to lead the city and region to ensure a safe and vibrant waterfront for future generations.

Our successes this year are thanks to the collective and individual contributions of everyone across the entire organization. The year 2021 proved we live in an increasingly changing world and the years ahead will demand more action from our organization. I am certain together we will rise to the challenge. Our collective potential is stronger than ever. Now is the time to work together—to unlock innovations, unleash talent, and create a more economically vibrant, equitable, and resilient waterfront for everyone.

Elaine Forbes
Executive Director of the Port of San Francisco

OUR IMPACT BY THE NUMBERS


0 ONSITE
COVID-19
TRANSMISSIONS

 **156**
EMPLOYEES RETURNED
TO THE WORKSITE

 **34,500**
DISASTER SERVICE
WORKER HOURS
CONTRIBUTED


33 
NEW LEASES
EXECUTED

 **\$800K**
BUSINESS LOANS ISSUED

 **700+**
OUTDOOR
DINING SEATS
ACTIVATED

64K AUTOS
SHIPPED
FROM
PIER 80


20 
CRUISE CALLS WELCOMED

 **\$27M+**
CAPITAL PROJECTS
DELIVERED

15 PUBLIC ART
EXPERIENCES
OFFERED


108 ACRES OF
OPEN SPACE
MAINTAINED


 **125**
NEW 100%
AFFORDABLE
HOMES BUILT

 **3M**
DIGITAL
ENGAGEMENTS

30+ 
COMMUNITY
ENGAGEMENTS

 **10K**
MEDIA MENTIONS

Response to Global Pandemic

Responded to the public health crisis to protect people.

Staff Safety. Implemented changing health and safety regulations and returned employees to onsite work safely.

Safety Plan

Created and implemented the COVID-19 Prevention Plan to ensure a safer workplace in alignment with the Department of Public Health (DPH) and Department Human Resource (DHR) guidance.

Vaccination Engagement

Proactively and consistently engaged employees to ensure compliance with DHR policy that required all active employees to be vaccinated by November 1, 2021. Provided opportunities to learn about vaccines and obtain vaccination with two citywide vaccination pop-up clinics on Port property.

Safe Return

Returned many essential and all telecommuting employees to onsite work safely with the option of a hybrid schedule in alignment with the Department of Human Resources telecommuting policy.



Contributed to the City's response.

Worked with City to ensure residents and staff remained safe.

Disaster Service Workers

Deployed staff for more than 34,500 disaster service hours to support the city's COVID-19 Command Center operational needs, public outreach, and more.

COVID-19 Response Facilities

Continued operations at facilities on Port property

Economic Recovery

Developed and implemented strategies to stabilize the Port's financial position from the COVID-19 Pandemic economic impacts.

Economic Recovery. Identified and implemented expenditure reductions, revenue enhancements, operational efficiencies, and external funding sources.

Economic Recovery Initiative

Launched initiative to restore the Port's economic health and make organization more efficient and viable. Secured federal stimulus from the American Rescue Plan Act (ARPA) and federal reimbursement for City use of Port property for COVID-19 response.

Generated Revenue. Growing revenue to pre- COVID-19 pandemic levels.

Leases

Executed 33 new property agreements representing approximately 519,367 square feet in FY 2020-2021.

Hotel Teatro ZinZanni

Approved a lease and made significant progress in design and permitting for a permanent home for Teatro ZinZanni, a cultural dinner-theater with an approximately 200-room hotel

Tenant Recovery. Worked with tenants to recover from the COVID-19 pandemic.

Return of Public Events

Supported a safe San Francisco Fourth of July celebration, Fleet Week, Giants Major League Baseball division and World Series events that attracted thousands of people to the waterfront.

Pilot Mobile Vending Permitting Program

Established program that offers low-barrier entrepreneurial opportunities on Port property to 35 permittees while improving health and safety for waterfront visitors.

Shared Spaces Program

Continued no cost use of Port outdoor space with 22 businesses participating, 700+ outdoor dining seats created, and over 22,500 square feet of outdoor open space activated.

Waterfront Activation

Solicited 17 respondents to activate outdoor areas for music events, food markets, and other community building events to provide economic opportunities for small businesses.

Productivity

Attracted and retained tenants to build an economically successful and vibrant waterfront.

Historic Resources. Restore and activate Embarcadero Historic District piers.

Piers 30-32 & Seawall Lot 330

Entered an agreement with partner on Piers 30 and 32 & Seawall Lot 330 to strengthen and preserve the East berth, deliver earthquake and sea level rise resilience to the Embarcadero, provide one-of-a-kind water recreation and public access, preserve small tenants, and build 850 residential units, office and retail space.

Piers 38-40

Entered agreement with partner for the rehabilitation and activation of Piers 38 and 40 to restore historic resources, significantly improve earthquake and sea level rise resilience, convert a surface parking area to a public plaza, and build new water recreational facilities.



Maritime Business. Growing the Port's maritime portfolio.

Cruise Services

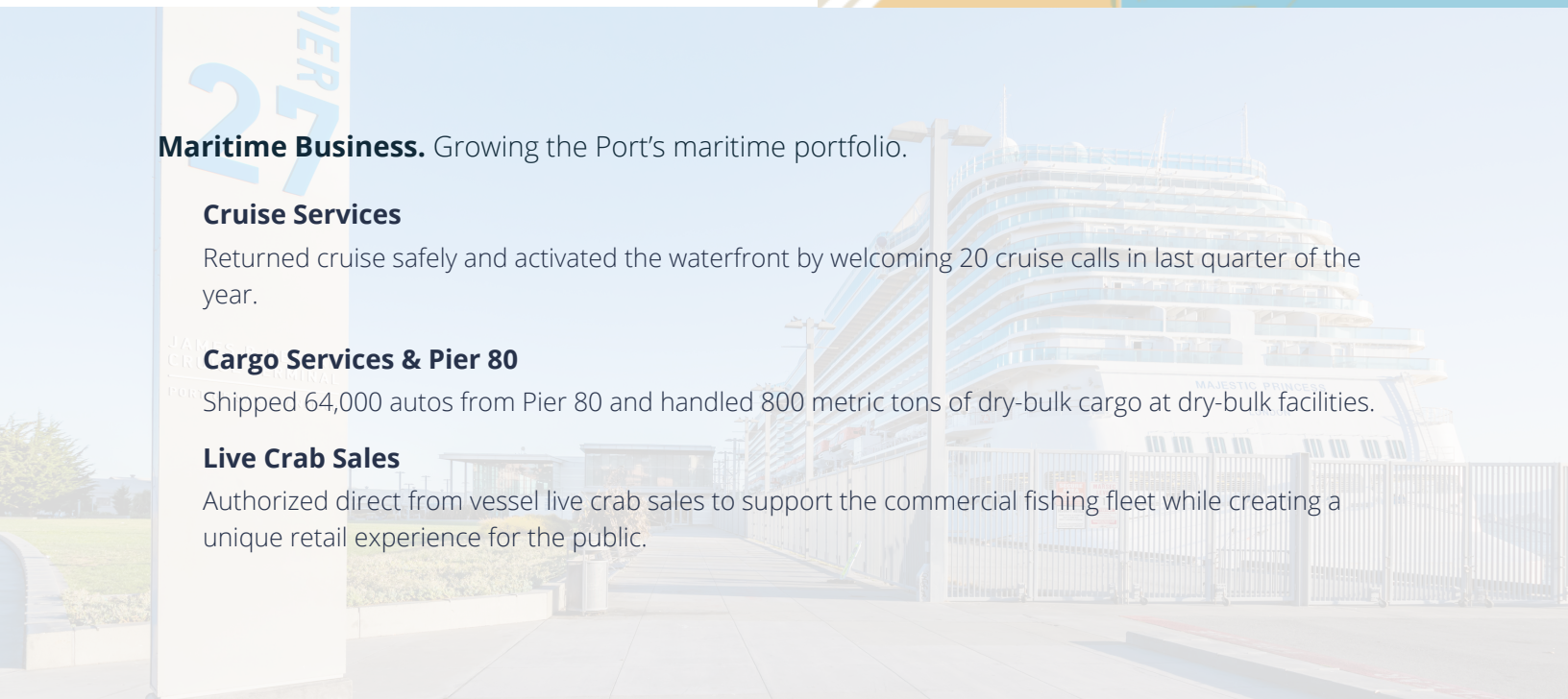
Returned cruise safely and activated the waterfront by welcoming 20 cruise calls in last quarter of the year.

Cargo Services & Pier 80

Shipped 64,000 autos from Pier 80 and handled 800 metric tons of dry-bulk cargo at dry-bulk facilities.

Live Crab Sales

Authorized direct from vessel live crab sales to support the commercial fishing fleet while creating a unique retail experience for the public.



Development Projects. Advanced the Pier 70 and Mission Rock (Seawall Lot 337) developments.

Community Facility District (CFD) Bonds

Completed two bond sales in the amount of \$107 million for the Mission Rock development project to support construction of streets, sidewalks, utilities and other critical infrastructure for the burgeoning neighborhood.

Mission Rock

Coordinated with partners to break ground on apartment, office or lab space, and topped off a building for office. Construction milestones are more than halfway towards buildout of more than 550 rental units with at least 200 below market rate, 550,000 square feet of office/lab, 65,000 square feet of retail, and five-acre park.

Pier 70

Collaborated with partner to approve concept designs for 275-unit apartment building, 305,000 square foot commercial building, and 260-unit condominium.



Capital Projects. Delivered \$27.5 million of funded capital projects in 2021.

Port Construction Projects

Completed eight construction projects worth approximately \$20.7 million in 2021 and started six construction projects worth approximately \$7.7 million in 2021. In addition, the Port completed an additional five projects using City's job order contractor program with a value of approximately \$2 million and started another five projects with a value of approximately \$1.7 million using the program.

San Francisco Police Department Marine Unit Dock Replacement

Completed construction of the replacement docks for the San Francisco Police Department's Marine Unit. Received gold-level award from the San Francisco Collaborative Partnering Committee in recognition of its commitment to the partnering process.

Mission Bay Ferry Landing

Received partnering award from the San Francisco Collaborative Partnering Committee in recognition of its commitment to the partnering process.

Equity

Empowering Black, Indigenous, and other People of Color (BIPOC) in Port operations and opportunities through equitable policies and practices.

Partnerships for Disadvantaged Communities. Increased opportunities for historically underserved communities.

Youth Sailing Program

Led effort to promote a partnership between the Bayview Boys and Girls Club, South Beach Yacht Club Youth Sailing Program, and Pasha Automotive Services, the Pier 80 Terminal Manager to provide sailing scholarships and connection to the waterfront for youth.

88 Broadway

Opened the first-of-its-kind 100% affordable housing project on Port property.

Navigation Center

Exercised the option to extend the term of the Embarcadero SAFE Navigation Center (at Seawall Lot 330) for an additional 24 months, maintaining up to 200 spaces for unsheltered neighbors.



Job and Business Opportunities. Provided job and business opportunities to economically disadvantaged communities.

Emergency Micro-LBE Loan Program

Issued \$827,000 in loans to 23 diverse businesses. Seventy four percent of the loans have been made to women or minority owned businesses and 52% of the loans have been made to Black or Latinx owned businesses.

Workforce Development and Local business Support Services

Completed a survey to shape messaging for future outreach, identify potential barriers to participation, develop a database for future outreach and technical assistance, and cultivate and initiate a dialogue for future engagement with local business.

Inclusion and Belonging. Created a culture of acceptance.

Ramaytush Ohlone Land Acknowledgement

Adopted the Ramaytush Ohlone Land Acknowledgment to support the organization's goal of becoming more equitable by building a culture of inclusivity and combat Native invisibility.

Juneteenth on the Waterfront

Co-sponsored the first Juneteenth on the Waterfront event with MegaBlack SF and CUESA to celebrate Black emancipation in the United States. Created a short video highlighting Black history along the waterfront featuring local Black-owned businesses.

Racial Equity Action Plan

Implemented 30 actions in the areas of Hiring & Recruitment, Diverse & Equitable Leadership, Mobility & Professional Development, Organizational Culture of Inclusion & Belonging, Boards & Commissions, Contracts, Leasing, and Parks & Open Space.

Equity Champions

Expanded an internal group which includes representatives from all divisions, to commit to advance racial equity within the organization and significantly contribute to the implementation of the Racial Equity Action Plan.

A Diverse Organization. Developed a racially diverse and inclusive leadership within the Port.

Racial Equity Training

Senior Leadership completed a 10-month racial equity training series of interactive trainings for staff to learn skills and strategies to promote inclusion, diversity, equity and respectful relationships that promote a wider understanding of racial equity.



Resilience

Improving the waterfront's infrastructure to ensure life safety and maintain a viable Port for future generations.

City Bond. Delivering on the promise to voters to improve waterfront earthquake and flood resilience.

Early Projects

Evaluated and selected a set of projects that could be funded by City bond Proposition A, and other funding sources, to prioritize life safety and emergency response and address urgent risk findings.

Risk Analysis. Conducted seismic and flood risk analysis

Islais Creek Southeast Mobility Adaptation Strategy (ICSMAS)

Completed multi-agency three-year community planning process and report for combined flood risk from storm water and coastal flooding adaptation strategies that support a healthy environment, robust transportation, and a sustainable economy.

Initial Southern Waterfront Earthquake Assessment

Commenced a review of key southern waterfront facilities, focusing on establishing a baseline of understanding of the geotechnical and structural conditions and potential vulnerabilities.

Seismic Measures Development Studies

Completed study that validate seismic measures analytically, constructability, and estimate costs.

Facility Inspection Repair Program Assessments

Completed the second round of assessments which provided accurate data and assessments of costs to bring five facilities up to a state of good repair.

Flood Resiliency Study. Working with the Army Corp of Engineers (USACE) to complete waterfront flood risk assessment.

U.S. Army Corps of Engineers (USACE) Waiver

Secured waiver request and USACE recommendation for an additional \$10 million and 4 plus years to complete the flood risk assessment.



Adaptation Plan. Prepare the “Adapt Plan” to guide WRP long-term efforts.

Waterfront Resilience Adaptation Strategies

Continued longer-term geographically focused alternatives development work that sets the foundation for engaging partners on long-term waterfront resilience.

Envision

Completed exercise to evaluate how the waterfront may adapt to extreme sea level rise and illustrate feasible scenarios for a waterfront that is resilient in 2100 and beyond.

Draft City Coastal Flood Risk Reduction Recommendations

Issued recommendations for level of flood protection, consideration of sea level rise scenarios, and adherence to state and federal guidelines for shoreline infrastructure for City review.



Multi-benefit capital projects. Included resilience improvements in capital projects through 2026 and beyond.

Pier 22 ½ Fire Station #35

Advanced substantial construction of first in the nation floating fire station.

Beltline Building Core and Shell

Completed hazmat remediation in the interior of the Beltline Building to prepare it for possible future tenants or other proposals.

Amador Street Sewer & Pavement Repair Phase 1

Constructed project to address stormwater drainage and flooding.

Pier 19 Below Deck Conduit Repair

Prepared the facilities for natural and human made risks and hazards by resilient electrical and communication system for emergency response.

Pier 26 Fire Protection

Installed fire system to bring fire protection system into fire code compliance.

Pier 50 Fire Protection

Provided sprinkler coverage to designated enclosed areas.

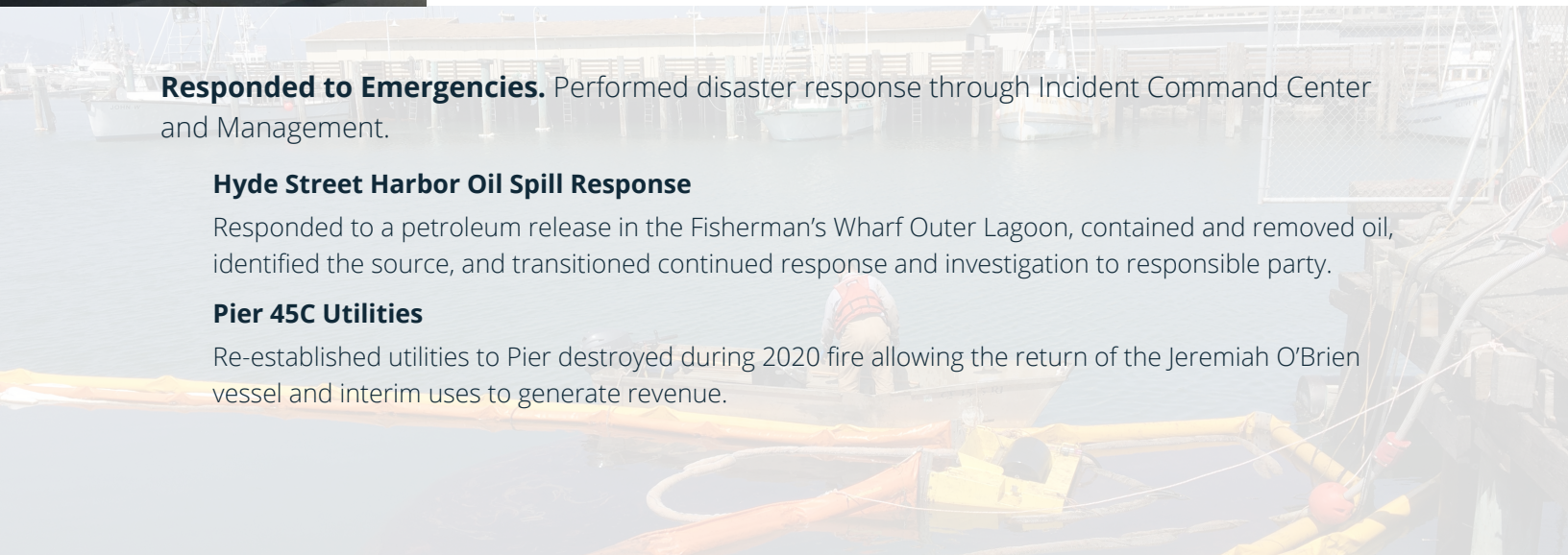
Responded to Emergencies. Performed disaster response through Incident Command Center and Management.

Hyde Street Harbor Oil Spill Response

Responded to a petroleum release in the Fisherman’s Wharf Outer Lagoon, contained and removed oil, identified the source, and transitioned continued response and investigation to responsible party.

Pier 45C Utilities

Re-established utilities to Pier destroyed during 2020 fire allowing the return of the Jeremiah O’Brien vessel and interim uses to generate revenue.



Sustainability

Advanced environmental stewardship to reduce the impacts of climate change and protect the Bay.

Bay Health. Protected the Bay and its ecosystems

Heron's Head Park Shoreline Resilience Project

Initiated the wetland habitat restoration component of the Heron's Head Park Shoreline Resilience project and secured \$3.16 million in grants from the Ocean Protection Council and California Department of Fish & Wildlife for the shoreline stabilization.

Living Seawall Project

Completed scoping and pre-design work to collect data on the performance of ecological enhancements of a new seawall.

Pier 39-43.5 Offshore Remediation

Coordinated with responsible parties to outreach and publish an environmental plan for public comment to address offshore sediment remediation.



Sustainability Framework. Advanced sustainability efforts for Port operations.

Green Building

Finalized draft amendments to Port Building Code for all-electric requirement for new buildings.

District-Scale Green Infrastructure

Broke ground on Mission Rock's neighborhood-serving and privately-run green infrastructure systems that will recycle and reuse water from all Mission Rock buildings and significantly reduce energy use.

Evolution

Evolved the waterfront to respond to changing public and Port needs.

Waterfront Plan. Completed the Port's long-term vision for the use of Port lands.

Waterfront Plan Environmental Review

Documented the methods to produce the Waterfront Plan 20-year development assumptions for environmental review and drafted amendments to the San Francisco General Plan.

Transportation Coordination. Coordinated with City and regional agencies to improve access to the waterfront.

Embarcadero Roadway

Adopted a "Vision Zero" Quick-Build project in the central Embarcadero from Broadway to Folsom Street to improve safety and mobility for all modes of travel by providing a protected lane for bicycles and scooters, improving pedestrian safety on the Promenade and at intersections, and improved traffic signals for vehicles.

Jefferson Street Phase II

Partnered with City to complete the final phase of the Jefferson Street reconstruction project, transforming Fisherman's Wharf main street into a safer multi-modal street, and enhancing the pedestrian and public experience through the heart of Fisherman's Wharf.

Open Space. Improved Port open spaces to provide publicly desired amenities and activities.

19th and Georgia St Improvements

Provided access to the main entry plaza of Crane Cove Park and to the 19th Street Parking Lot. The contract was constructed by a local business contractor and received partnering award from the San Francisco Collaborative Partnering Committee in recognition of its commitment to the partnering process.

Crane Cove Park Building 49

Began construction on Building 49 to renovate and construct public restrooms inside the building.



Engagement

Engaged staff, constituents, and public on Port functions and activities.

Public Awareness. Strengthened understanding and support

Revamped Port Website

Developed and implemented an updated website to provide clear and easy to locate information about Port activities, facilities, and opportunities.

Digital Communications and Engagement

Expanded follower engagement across all social media channels and received over 3 million social media impressions.

External Newsletters

Sent 240 digital newsletter campaigns to more than 8,700 recipients.

Video

Created multiple videos to showcase Crane Cove Park opening, Port tenants, Port's BIPOC community and more.

Media

Partnered with TV, radio, and print media to highlight activities and received over 10,000 media mentions.

Community Meetings

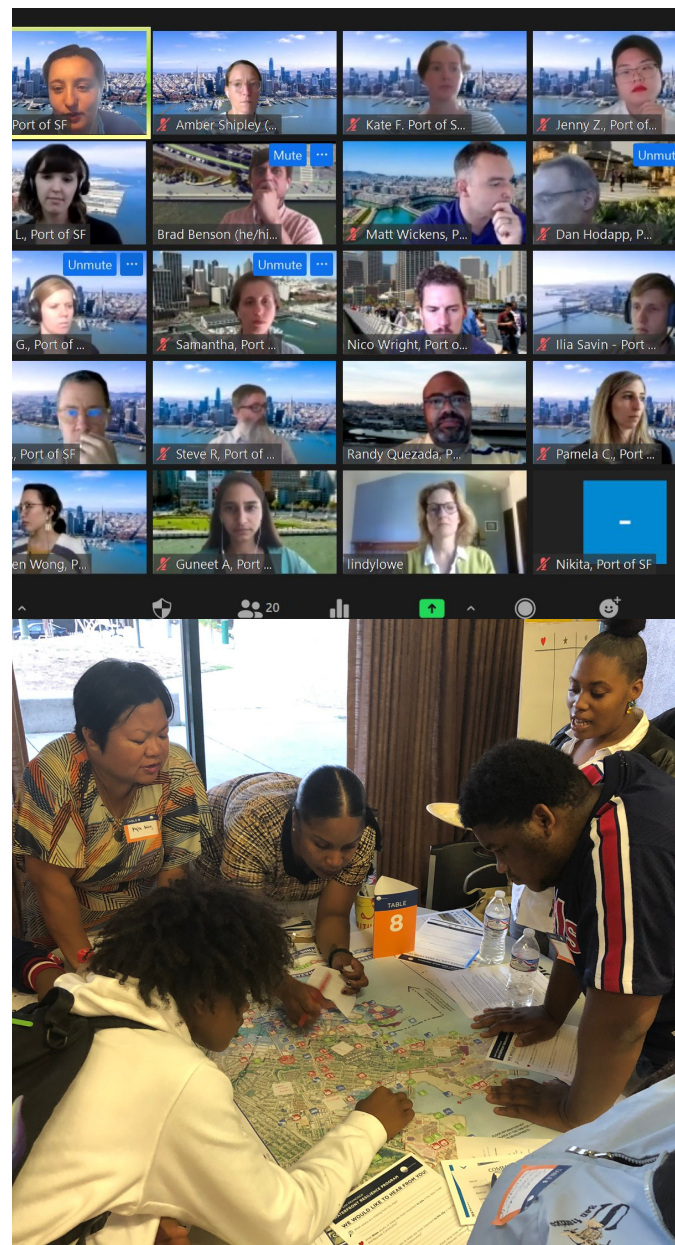
Hosted 32 community advisory committee meetings and co-hosted over 15 events and presentations for stakeholders to engage on current activities.

2021-2025 Strategic Plan

Completed the Port's 5-Year Strategic Plan which outlines work priorities and actions to advance the Port's mission and vision and achieve the Port Commission's policy objectives for the waterfront.

Islais Creek Interpretive Program

Managed design, outreach, development and installation of a program of interpretive exhibits on the north shoreline and within Bayview Gateway and Islais Landing Parks.



Agency Coordination. Partnered with City departments and government agencies to align communication, engagement, and activities.

Resilience Disaster Response Exercise

Hosted engagement series with agencies and stakeholders to evaluate and confirm earthquake disaster response and importance of Port assets.

Regulatory Agency Coordination

Hosted regulatory agencies to discuss resilience policy and guidance. Engaged with agencies to obtain numerous regulatory approvals for projects.

City Department Engagement

Hosted meetings with city department leadership to raise key policy questions for reducing waterfront seismic and flood risks to critical City infrastructure.

Internal Collaboration. Used all Port Divisions to improve the waterfront and organization.

Internal Newsletter

Sent 20 newsletters to staff sharing waterfront news, recognizing Port accomplishments, and highlighting peer to peer recognition.

COVID-19 Response Engagement

Raised awareness for COVID-19 response, return to onsite work, and health and safety with consistent engagement and communications.

Resilience Engagement

Focused on a series of resilience engagements to support divisional work alignment and incorporate all aspects of the Port's operations into resilience planning.

Connecting Employees

Helped employees stay connected with each other with fun engagements such as Online Coffee Breaks, stretch breaks, and virtual birthday celebrations.

Affinity Groups

Encouraged connection and mental and physical wellness with a running and bocce club led by staff for employees to build camaraderie and keep employees active.

Virtual Employee Awards Ceremony

Executed an employee appreciation event virtually for more than 100 employees and recognized employees for outstanding contributions to waterfront and city.

