

## MEMORANDUM

August 10, 2018

**TO:** MEMBERS, PORT COMMISSION  
Hon. Kimberly Brandon, President  
Hon. Willie Adams, Vice President  
Hon. Gail Gilman  
Hon. Victor Makras  
Hon. Doreen Woo Ho

**FROM:** Elaine Forbes  
Executive Director

**SUBJECT:** Informational presentation on the *Fisherman's Wharf Community Benefit District Retail Strategy* report

**DIRECTOR'S RECOMMENDATION:** Informational Only; No Action Required

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### **Summary**

The Fisherman's Wharf Community Benefit District (FWCBD) recently completed and adopted their 'Retail Strategy' report. The Retail Strategy report provides a profile of visitors, describes recent public and private investment, and serves as a roadmap to align property and business owners with a district-wide vision to improve the unique physical and experiential environment within the Fisherman's Wharf district. The Retail Strategy also includes key findings and recommendations for new amenities and public space activation that celebrate the Wharf's fishing industry character and scenic Bay setting, improving the appearance and vitality of the area to attract new businesses and capital investment. Troy Campbell, FWCBD Executive Director and member of the Waterfront Plan Working Group, will present the findings of the Retail Strategy at the August 14 Port Commission meeting.

### **Background**

Fisherman's Wharf is a top destination in San Francisco with over 16 million annual visitors. In preparing the Retail Strategy, the FWCBD surveyed visitors and businesses and developed profiles of who visits Fisherman's Wharf, where they go, how much they spend, and what they like and dislike. This research led to findings about visitor makeup and activities, and retail and hotel challenges and opportunities. Visitors and stakeholders all emphasize that the Wharf's unique waterfront character, scenic views, and marine life are what they most treasure about Fisherman's Wharf, most of which is supported on waterfront properties managed by the Port. This includes Port retail and

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restaurants which account for about 25% of the retail establishments, and some of the highest revenue businesses in the area. The Port's fishing industry is home to 185 active commercial fishing vessels, and 22 seafood distribution companies which unload 19 million pounds of seafood annually. These fishing industry operations are authentic to the Wharf's maritime history, and preserve its unique waterfront character.

The Retail Strategy was developed through a collaborative effort led by the FWCBD and supported by Seifel Consulting, which provided economic and business analysis. The Office of Economic and Workforce Development provided funding for the study. The FWCBD created a Retail Strategy Task Force, led by Sina von Reitzenstein of Pier 39, which spent a year working with FWCBD staff to develop the Retail Strategy. The Port participated in the process, and Jay Edwards, Port Senior Property Manager, was a member of the Task Force. The guiding principle was to identify the best retail strategy to benefit both the fishing and tourism industries, while also making the district more enjoyable and appealing for local residents and visitors alike. The FWCBD Board of Directors approved the Retail Strategy in June 2018.

### **Key Recommendations**

The FWCBD recognized that a full suite of elements play a role in achieving the business development, visitor experience, security and public space improvement objectives described in the Retail Strategy vision. "Retail" is defined not only by the goods and services sold, but also the physical and experiential environment encompassing those businesses. The following Key Recommendations are to strengthen the Wharf's position as a world-class retail destination:

- **Improve Wharf Appearance and Connection to the Waterfront** – Implement existing plans to continue to expand and enhance the public realm. Within the past ten years the Port has completed many projects that have established the waterfront open space and public realm framework for the Wharf, such as the Pier 43 Promenade, Taylor Street sidewalk and roadway reconstruction, and Jefferson Street Phase 1. To further enhance the public realm, the Retail Strategy promotes completion of Jefferson Street Phase 2, and re-imagining other open spaces to provide event and public gathering uses, and outdoor dining and seating. The recommendations also include development of a continuous lit waterfront path.
- **Curate the District's Retail** – Promote retail marketing and work with the brokerage community to attract local and visitor-oriented businesses to the Wharf. Encourage stores and local attractions to stay open at night and expand use, customer base and public enjoyment of the Wharf.
- **Promote the Wharf's Uniqueness** – Increase the visibility of fishing activities and improve awareness of the Wharf's unique character (e.g. signage, Wharf walk, lighting, gateway entrances).

- **Enhance the Public Experience** – Organize rotating events, performances and art installations attractive to diverse populations. Continue to address street life and public safety through advocacy and additional security.

Mr. Campbell will further describe the FWCBD Retail Strategy and invite Port Commission and public comments on the report.

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For: Diane Oshima  
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**Attachments**

Fisherman’s Wharf Community Benefit District Retail Strategy report