

**Port of San Francisco**



# 10-YEAR CAPITAL PLAN

**2024-2033**



Crane Cove Park, in the Pier 70 neighborhood

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## Executive Summary

The Port of San Francisco's 10-Year Capital Plan (Plan) outlines the projected capital needs and funding sources over a 10-year horizon. This allows the Port to identify and develop solutions for addressing unfunded needs. This Plan, like others before it, shows that the Port's need for capital investments significantly outpaces available Port dollars, leaving the Port with a growing backlog and deteriorating assets unless substantial external funding sources can be secured.

Caring for the Port's many historic structures to meet the Port's public trust mission presents a challenge that requires a multi-pronged approach: securing new external funding sources, dedicating Port revenue to capital, and targeting available funds to the most strategic projects. In the last eight years, the Port has met this challenge by establishing policies regarding annual capital funding, creating a 5-Year Capital Improvement Program (CIP), gathering data about the condition of its facilities, seeking grant funding, and entering public-private partnerships to renew Port assets. While the economic effects of the COVID-19 pandemic have reduced available Port funding, the Port is confident that its long-term approach will support the effective management of its aging assets and help position the organization for economic growth.

In the past two years, the Port's major capital accomplishments include:

- Completed Crane Cove Park, a major transformation of the previously inaccessible industrial shoreline in the Pier 70 neighborhood into a seven-acre public open space;
- Constructed new roadway in the southern waterfront extending 19<sup>th</sup> Street to the Pier 70 development project site;
- Improved the Pier 1 backup generator to ensure electrical reliability to the Port's Emergency Operations Center;
- Improved safety through upgrading the Pier 26 fire suppression system;
- Completed the police berth at Hyde Street Harbor;
- Included a review of race equity impacts in the most recent capital project selection process;
- Awarded approximately \$117 million in stimulus to offset the economic impacts of COVID-19, including restoration of capital investments;
- Delivered substantial levels of public infrastructure needed to support the Mission Rock development project; and
- Advanced the Waterfront Resilience Program (WRP) two major efforts: (1) developing a long-term sea-level rise adaptation strategy and (2) advancing early projects to address immediate needs.

## Port Need and Funding Sources

**Table 1: Summary of Port Changes from the Prior Plan (\$ millions)**

	Type	Prior Plan	Change	Current Plan
State of Good Repair	Backlog	1,052.9	114.0	1,166.9
	Renewal	671.0	126.6	797.6
	One-Time	270.1	6.5	276.6
	<b>Total</b>	<b>1,994.0</b>	<b>247.1</b>	<b>2,241.1</b>
Enhancements	WRP	592.9	(3.9)	589.0
	Enhancements	733.1	(62.5)	670.6
	Conditional Seismic	605.0	36.8	641.8
	<b>Total</b>	<b>1,931.0</b>	<b>(29.5)</b>	<b>1,901.5</b>
<b>Plan Total</b>		<b>3,925.0</b>	<b>217.6</b>	<b>4,142.6</b>

The Port’s 10-Year Capital Plan for 2024-2033 identifies \$4.1 billion in total capital need, including \$2.2 billion to bring facilities up to a state of good repair (SOGR) and \$1.9 billion. The enhancements identified in this Plan include major development projects and conditional seismic work<sup>1</sup>, but exclude the full cost of the anticipated resilience efforts to address seismic and sea level rise risk to the Port and City (this Plan only includes resilience projects to the extent a financing plan exists, as discussed in the Resilience section below).

Table 1 summarizes changes from the prior Plan, including a \$247.1 million increase in SOGR need, due primarily to more accurate cost assessments and inflation impacts. The \$29.5 million reduction in enhancement needs reflects the substantial work accomplished at the Mission Rock development site.

**Table 2: Anticipated Port Funding Sources (\$ millions)**

Revenue Projections	
Internal Funding Source	Plan Total
Port Capital	180.0
Port Tenant Improvements	206.0
<b>Internal Funding Subtotal</b>	<b>386.0</b>
External Funding Source	
Federal & State Grants	31.2
COVID Recovery Stimulus	7.5
Regional Measure 3, MBFL	25.0
MBFL Anticipated Private Contributions	4.0
Orton IFD Tax Increment	7.9
Pier 70 Shoreline CFD Tax	5.5
Mission Rock Shoreline CFD Tax	14.3
Private Developer Investment	778.8
GO Bond for WRP	575.0
<b>External Funding Subtotal</b>	<b>1,449.2</b>
<b>TOTAL</b>	<b>1,835.2</b>

Table 2 shows the Port’s anticipated capital funding sources over the next 10 years, including internal sources of \$386.0 million and \$1,449.2 million in external sources. External sources largely fund enhancements, and include general obligation bonds, public-private partnerships, and grants.

**Table 3: Unfunded Need (\$ millions)**

	State of Good Repair	Enhancements	Total
Need	2,241.1	1,901.5	4,142.6
Funding Sources	589.6	1,245.6	1,835.2
<b>Unfunded gap</b>	<b>1,651.6</b>	<b>655.8</b>	<b>2,307.4</b>
<b>% Unfunded</b>	<b>74%</b>	<b>34%</b>	<b>56%</b>

Table 3 shows the needs from Table 1 compared to the funding sources in Table 2, resulting in a significant unfunded gap of \$2.3 billion. This data paints a clear picture: Port assets require substantial investment due to their age and condition, and delays in making those improvements come at a price as construction costs escalate and deterioration accelerates. The Port has succeeded in increasing capital investment through the award of one-time stimulus funding to offset the impacts of COVID-19; leveraging private investment in large-scale development projects, and receiving local, state, and federal financial support; however,

<sup>1</sup> Per the Port’s building code, significant capital improvements to existing facilities are likely to trigger a requirement to bring the existing facility up to meet current seismic safety requirements in the building code. This requirement can significantly increase project costs, but costs are difficult to estimate until specific project designs are available. Port staff has estimated the cost of such work at \$641.8 million, although costs could vary significantly.

addressing the full extent of the Port's capital need still requires significant external funds which have yet to be identified.



Figure 1: Heron's Head Park

## Port of San Francisco

The Port is charged with managing the seven and one-half miles of the San Francisco waterfront. The Port's jurisdiction stretches from Hyde Street Pier in the north to Heron's Head Park in the south and includes 205 acres on the waterside and 629 acres of upland properties. The Port's property portfolio is composed of 550 ground, commercial, retail, office, industrial, and maritime tenants, including leases for many internationally recognized landmarks such as the Ferry Building, Oracle Park (home of the San Francisco Giants baseball team), Fisherman's Wharf, and PIER 39.

The Port is managed by an executive director who is appointed by the Mayor and serves the Port Commission. The Port Commission provides overall policy direction to the Executive Director and is a five-member body, each of whom is appointed by the Mayor and subject to confirmation by the City's Board of Supervisors. Each commissioner is appointed to a four-year term.

The Port's waterfront has played an important role in San Francisco's development since the 1850's. The bulkhead buildings and finger piers along The Embarcadero, the shipyard warehouses and facilities at Pier 70, and other Port waterfront landmarks served to support a growing City and handled maritime commerce for decades. With changes in cargo and shipping, the historic facilities can no longer be used for cargo and shipbuilding but are defining features of the unique San Francisco urban form and provide a network of important public places.



Figure 2: Aerial View of Northern Waterfront

## Capital Planning at the Port

The Port's capital planning starts with the seven goals laid out in the Port's Strategic Plan, particularly the following four goals:

- **Evolution:** Evolve the waterfront to respond to changing public and Port needs.
- **Equity:** Empower Black, Indigenous, and other People of Color (BIPOC) in Port operations and opportunities through equitable policies and practices.
- **Productivity:** Attract and retain tenants that build an economically successful and vibrant waterfront.
- **Economic Recovery:** Develop and implement strategies to stabilize the Port's financial position from the COVID-19 Pandemic economic impacts.

In addition to the Strategic Plan, the Port's Waterfront Plan also informs capital decisions. The Waterfront Plan governs the use, design, and improvement of the Port's seven and one-half miles of public trust lands and was first published in 1997, and most recently approved on April 11, 2023.

Through the dual lenses of the Strategic Plan and the Waterfront Plan, Port staff must consider available funds, then balance the use of those scarce funds between addressing the large capital backlog of deferred maintenance or investments in enhancement projects which could increase maritime, recreational, and economic opportunities on the waterfront. The resulting capital planning decisions are reflected in three different documents: the 10-Year Capital Plan (this report), the 5-Year Capital Improvement Program, and the 2-Year Capital Budget.

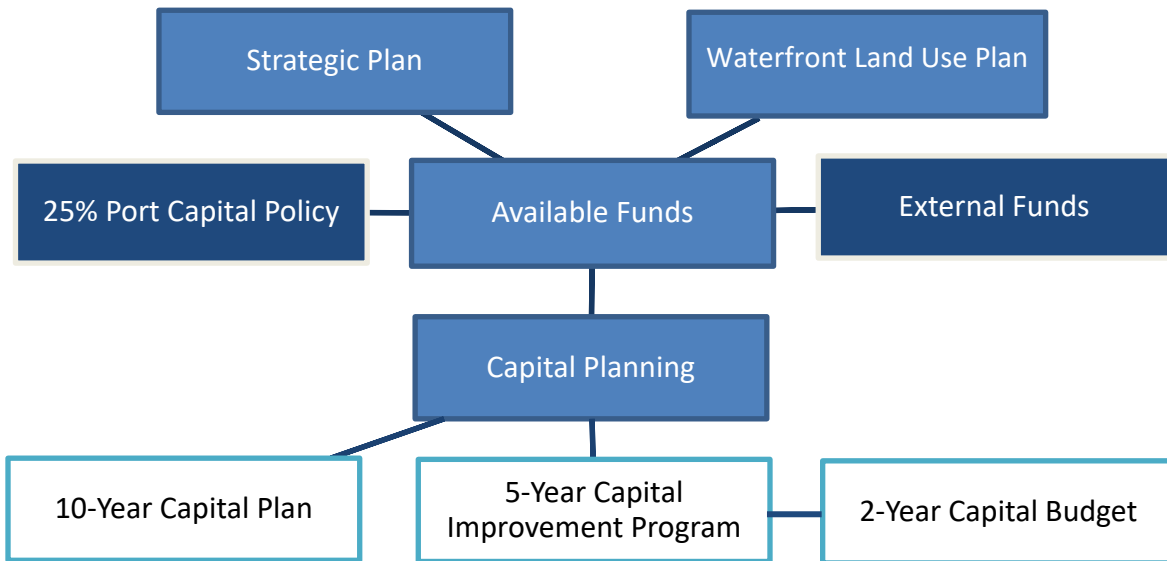


Figure 3: Capital Overview

### Available Funds

The Port uses a combination of scarce internal funding and irregular external funds to finance capital improvements. Port revenue is the Port’s most flexible funding source as it can be used for otherwise hard-to-fund work like basic repair in locations with existing tenants that are not a fit for development projects or eligible for grants. External funding from grant programs, other governmental sources, and public-private partnerships is key to addressing the Port’s capital need and to support non-revenue generating enhancements such as parks and open space. The diversity of external sources secured by the Port has grown in recent years to include new Infrastructure Financing Districts (IFDs), a special tax for shoreline resiliency, and a General Obligation Bond for the Waterfront Resilience Program.

### 10-Year Capital Plan

This report presents the Port of San Francisco’s 10-Year Capital Plan for Fiscal Years (FY) 2024–2033 which provides an outline of projected capital needs and funding sources to allow the Port to identify and develop strategies for addressing unfunded needs. The Port’s Capital Plan, which is updated every two years, is incorporated in the City’s 10-Year Capital Plan to capture a holistic view of capital needs and expenditures across the City. Since the publication of the Port’s first report in 2008, the Capital Plan has helped communicate the magnitude of the Port’s capital needs, as well as the limited resources available to address them.

### 5-Year Capital Improvement Program (CIP)

The 5-Year CIP seeks to bridge the far-reaching capital view of the 10-Year Capital Plan with the immediacy of the 2-Year Capital Budget (described below). The 5-Year CIP lays out the Port’s vision for addressing as many of the needs addressed in the 10-Year Capital Plan as possible within expected resources. The CIP allows staff to consider project available capital funding over a reasonable timeframe and to identify the time span necessary to conceive, design, and deliver capital projects. To select specific projects, Port Divisions, including Real Estate, Maritime, and Maintenance, submit project descriptions including preliminary cost estimates. Staff then prioritize and rank the projects based on life-safety needs, keeping Port assets in good repair, supporting Port revenue, and advancing the Port’s maritime mission and commitment to race equity. Projects compete for the same limited revenue, forcing trade-off decisions when determining rankings.

## 2-Year Capital Budget

The biennial Capital Budget is the Port's tool to appropriate funding for specific capital projects. Projects in the 2-Year Capital Budget consist of the first two years of the 5-Year CIP. The 2-Year Capital Budget is approved by the Port Commission and submitted to the Mayor and the Controller's Office. The budget is reviewed by the Mayor's Office, the Capital Planning Committee, and the Board of Supervisors, and enacted at the end of July.

## Challenges and Opportunities

### Challenge: Accurate Cost Estimates for State of Good Repair

The Port uses facility maintenance modeling software which calculates costs based on customizable facility characteristics to generate estimates for the overall Port portfolio. These estimates are reasonable at the aggregate portfolio level but are not accurate by facility. To address that challenge, in the summer of 2019, the Port initiated the Facility Inspection Repair Assessment Program (FIRPA) to provide detailed cost information for 5-10 facilities per year. So far FIRPA has provided our best data yet for 15 facilities, with more facilities being analyzed every year.

### Challenge: The COVID-19 Pandemic and Economic Uncertainty

Due to the COVID-19 pandemic, the Port has experienced a significant decrease in revenues. To manage the short-term impacts of COVID, the Port successfully pursued \$117 million in Federal stimulus allocated through the State of California. This allowed the Port to restore operating and capital funding that had been cut due to COVID-19 and invest in economic recovery. However, expenses continue to rise with inflationary pressures such that future Port revenues available to invest in the capital are likely to remain highly constrained. The combination of COVID-19 impacts, inflationary pressures, and the threat of recession creates unprecedented levels of economic uncertainty for the Port.

### Challenge: Sea-Level Rise and Seismic Risk

Sea-level rise, flooding, and earthquakes present risks to all of San Francisco, with sea-level rise presenting existential threats to many Port facilities. The Port's WRP efforts are advancing work to defend the shoreline and city, and the Port will face long-term challenges in deciding how to protect those over-water assets which extend beyond the shoreline.

### Opportunity: Racial Equity

The Port of San Francisco is deeply committed to eliminating racial and social disparities and promoting equity in the service delivered. In the summer of 2020, the Port hired its first Diversity, Equity, and Inclusion Manager to develop and implement the Port's Racial Equity Action Plan in alignment with the Office of Racial Equity. The first phase of the Port's Racial Equity Action Plan was issued in December 2020 and the Office of Racial Equity will continue to support the Port in integrating racial equity into Port processes and policies. Notably, for the first time, the Port included race equity impact information in the capital project selection process during the preparation of the current 5-Year Capital Improvement Program and the 2-Year Capital Budget.

### Opportunity: Development and Revenue Generating Projects

The high cost of seismic and capital repairs, historic preservation, and flood protection create challenges for financially feasible pier development projects. These issues were discussed in the Waterfront Plan public process and resulted in new policies tailored to support financially feasible historic pier rehabilitation projects that deliver multiple public trust benefits, including revenue to fund waterfront capital improvements.



[The Waterfront Plan](#), takes those challenges under consideration and creates policies that allow the high revenue-generating uses necessary to achieve a financially feasible project. These policies expand the tools available to the Port as it pursues projects to revitalize under-utilized historic piers, including the ability to lease facilities for longer periods to amortize high pier construction and rehabilitation costs. Port staff crafted these policies with the support of the State Lands Commission and the Port is continuing consultation with the State Lands Commission and San Francisco Bay Conservation and Development Commission to develop a mutual agreement regarding this strategy.



Figure 4: Draft Waterfront Plan

### Opportunity: Expanding Ferry Transportation

The Port with the Water Emergency Transportation Authority (WETA) has pursued two projects to support and expand ferry service on the San Francisco Bay: expansion of the Downtown Ferry Terminal and

construction of a Mission Bay Ferry Landing. In 2020, WETA completed the Downtown Ferry Terminal and the Port completed the first phase of the Mission Bay Ferry Landing (including dredging, site preparation, and remediation). Together these two projects will more than double the number of passengers served every day to over 20,000; provide transportation resiliency in the event of emergencies; and provide transportation choices for people traveling to growing neighborhoods such as Mission Bay and Treasure Island. Further detail on Mission Bay Ferry Landing can be found in the Enhancements section.



Figure 5: Conceptual Design of Mission Bay Ferry Landing

## Capital Accomplishments

Since the last Capital Plan update, the Port has improved its property in many ways. The following are highlights from the last two years.

## Crane Cove Park

Crane Cove Park is a new, approximately seven-acre, Blue Greenway waterfront park located in the Central Waterfront between 19th and Mariposa Streets east of Illinois Street. The park includes shoreline reconstruction including the creation of a beach and revetment, stabilization of historic gantry crane, use of shipyard relics as interpretive elements, bay access, green space with shade trees and seating, a waterfront walkway, and bicycle parking. The total cost for the entire project was \$36.7 million and was funded by \$25.9 million from the 2008 and 2012 Parks Bonds and \$10.8 million in grants and Port sources. The park opened to the public on September 30, 2020. 19th and Georgia St construction and Building 49 core and shell retrofit and the permanent public restrooms were completed in July 2021.



Figure 6: Crane Cove Park and Beach



## 19<sup>th</sup> Street to Pier 70 Development

To connect the Pier 70 development site to Crane Cove Park, 19<sup>th</sup> Street was expanded from Georgia Street to Pier 70. This expansion provides access to the 19<sup>th</sup> St parking lot and the Pier 70 shipyard. It also extends the Blue Greenway bike-pedestrian path.

## Pier 1 Backup Generator

The Pier 1 backup generator safety project added secondary power to the fire pump in the event of a power outage. This project successfully added the fire pumps to the backup generator and added a mechanism to allow the generator to alternate power between a fire emergency and a non-fire emergency.

## Pier 26 Fire Suppression System

This project provided an appropriate fire response system at Pier 26 that complies with the California Fire Code. The corroded deluge fire sprinkler system was replaced with a new fire standpipe system that the Fire Department recommended as a critical preservation measure.

## Police Berth at Hyde Street Harbor

The SFPD Marine Unit Dock Replacement Project created secured and dedicated berths for the San Francisco Police Department's (SFPD's) marine vessels at Hyde Street Harbor. The project consisted of manufacturing and installing two main floats and four-finger floats. The floats were secured by driving ten new concrete piles. The team also installed a security gate that separates the new docks from the commercial fishermen, light poles with a battery backup, and the required wiring to install security cameras in the future for added safety and security of the new SFPD floats and the rest of Hyde St. Harbor.

## Race Equity Consideration in Capital Project Selection

During the Port's 5-year capital improvement program, projects were evaluated using several factors, including impacts on race equity. Impacts varied for projects from supporting job opportunities for the majority BIPOC workforces to improvements that serve or are adjacent to historically underserved neighborhoods.

### Stimulus Grant Fund Award

The Port achieved a critical economic recovery success when the State Lands Commission approved \$117 million in grant funds. Of this, \$64 million will be used on capital improvement projects over the next few years. This funding will allow the Port to restore some of the capital projects that were defunded in FY2021-22 and address other mission-critical or revenue-generating facilities to bring them back into a state of good repair.

### Mission Rock Infrastructure Development

Horizontal construction started at the Mission Rock site in late 2020. Presently, raising the site to prepare for sea level rise through the year 2100 and preparation for vertical construction is complete. Substantial completion of the district's black water recycling system is expected in early 2023 with full operation of the system set to begin in 2024. Construction of China Basin Park and the Phase 1 roadways is currently underway with completion anticipated in Fall 2023.

### Advancing the Waterfront Resilience Program

The Waterfront Resilience Program has made significant progress and is currently advancing work on two main fronts: (1) developing a long-term sea-level rise adaptation strategy and (2) advancing early projects to address immediate needs.

## Ten-Year Capital Need

This Capital Plan identifies an overall investment need of up to \$4.1 billion, including \$2.2 billion for the state of good repair (SOGR) and \$1.9 billion for enhancements, as shown in Table 4 below. This summary figure represents the high estimate the Port would need to spend to bring all elements of all facilities into full repair at their current use, complete all anticipated enhancements, and upgrade the seismic strength of all piers. For SOGR, there is an estimated \$1.2 billion backlog for deferred maintenance, \$797.6 million needed for renewal investments, and \$276.6 million in one-time work to renew Port facilities and keep them in good repair. Enhancement needs include \$589 million for the Seawall, \$670.6 million for enhancement projects ranging from development projects, parks, and open space improvements, to new maritime facilities, and an additional potential \$641.8 million for seismic repairs needed for code compliance for a change in use when rehabilitating a pier.

Ultimately, the Port's intended use of each facility determines what subset of these total potential needs will be prioritized and pursued. Such work is then included in the Port's Capital Improvement Program.

**Table 4: Summary of Changes from Prior Plan (\$ millions)**

	State of Good Repair				Enhancements				Total SOGR and Enhancements
	Backlog	Renewal	One Time	TOTAL	WRP	Enhancements	Conditional Seismic	TOTAL	
Prior Plan	1,052.9	671.0	270.1	1,994.0	592.9	733.1	605.0	1,931.0	3,925.0
FIRPA	15.4	88.9		104.3				-	104.3
Completions and Removals	(3.2)	(35.7)	(9.4)	(48.3)	(3.9)	(62.5)		(66.4)	(114.6)
Passage of Time/New Projects	35.5	28.3		63.8				-	63.8
Escalation	66.3	45.2	15.9	127.3			36.8	36.8	164.2
Change	114.0	126.6	6.5	247.1	(3.9)	(62.5)	36.8	(29.5)	217.6
<b>Current Plan</b>	<b>1,166.9</b>	<b>797.6</b>	<b>276.6</b>	<b>2,241.1</b>	<b>589.0</b>	<b>670.6</b>	<b>641.8</b>	<b>1,901.5</b>	<b>4,142.6</b>

Table 4 also summarizes the changes to the Port’s 10-year investment need for state of good repair and enhancements from the prior plan. This plan reflects a \$247.1 million increase in need for state of good repair investments and a decrease of \$29.5 million for enhancements. These changes are due to the following factors:

- FIRPA—Staff updated project costs to reflect more recent estimates from the Facility Inspection Repair Program Assessment of fifteen Port facilities.
- Completions and Removals—Staff logged completed projects, which removed them from the backlog, renewals, or one-time needs. This includes projects undertaken by the Port and by its tenants, where the tenant has responsibility for facility maintenance. Updated project costs or cost estimates were logged, which accounts for increases shown on this line.
- Passage of time—As each year passes, new systems require renewal and others pass their optimal renewal date and become part of the backlog, if work was not completed. This includes missed renewals, new renewal years of 9 and 10, as well as new projects.
- Escalation— The plan includes annual escalation of costs to capture the increasing price of delivering capital projects in San Francisco.

## State of Good Repair

State of good repair (SOGR) includes projects needed to keep Port assets in good working condition. Ideally, repair work happens on a regular cycle, renewing each subsystem of a facility (like the roof on a building) as soon as it reaches the end of its useful life. The cost for such repairs in the future is classified as the renewal need. Due to insufficient funding availability, some pier facilities or elements of facilities were not renewed at the optimal time, or at all. Systems that are now beyond their useful life are captured in the backlog. The final element of SOGR is one-time costs for necessary investments that do not require routine renewal, such as pier demolition or moving utilities from under a pier.

## Backlog and Renewals



Figure 7: Pier 48 Shed

Consistent with the Port Commission’s commitment to invest in Port assets, the Port maximizes its investment in the capital program given the scarce revenues available. This work maintains existing resources and, when possible, makes vacant properties fit for leasing to increase the Port’s revenue-generating capacity. A substantial portion of the Port’s facility renewal budget supports pier structure repairs to ensure: 1) the continued safe operation of pier superstructures and buildings; 2) the preservation and growth of lease revenues; and 3) the extension of the economic life of the Port’s pier and marginal wharf assets.

The 10-Year Capital Plan Spending Plan partially addresses the \$2.2 billion need by identifying \$589.6 million in state-of-good repair funding.

**Dredging**

The Port’s renewal program supports a maintenance dredging program that ensures the proper depth of berths at the Port’s piers so that they remain suitable for water traffic.

**Table 5: Spending Plan (\$ thousands)**

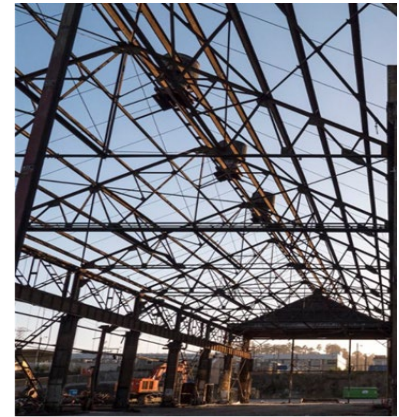
State of Good Repair	Plan Total
Dredging	63,600
Repair / Reinvestment	525,986
<b>State of Good Repair Subtotal</b>	<b>589,586</b>

**Repair and Reinvestment**

In addition to addressing emergency facility repairs, the Port must work to bring its facilities to a state of good repair. The Port utilizes the 5-Year Capital Improvement Program and 2-Year Capital Budget to select and fund specific projects given the scarce capital funding available. This also includes state-of-good repair aspects of the Port’s numerous development projects.

**One-Time**

The one-time cost category primarily captures non-cyclical improvements, typically driven by changes in code requirements. It also includes the cost of demolition, when a facility, such as the Pier 90 grain silos, has been deemed no longer necessary to the Port and is removed from the renewal cycle. One-time work includes moving under-pier utilities above the pier, as well as rehabilitating a large number of the structures at Pier 70. As a result, the plan reflects these facilities as one-time costs for rehabilitation or demolition until they are fully improved, and a capital maintenance cycle commences.



**Figure 8: Pier 70 Structures**

**Enhancements**

Enhancement projects play a vital role in advancing the Port’s mission, falling into two categories: capital enhancements and conditional seismic.

**Direct Enhancements**

These are projects to construct new parks to increase recreational opportunities; protect economic interests and ensure financial stability; and bring new life (including maritime, recreational, and commercial activities) to otherwise vacant piers. In some cases, enhancement projects include elements of state-of-good repair in their scope. When that happens, the SOGR work including the enhancement project is eliminated from the backlog upon project completion. The Plan identifies \$1.2 billion in direct enhancements, as shown in Table 6.

**Table 6: Spending Plan (\$ thousands)**

Enhancements	Plan Total
Facility Improvements	57,753
Mission Bay Ferry Landing	29,000
Development Project Areas	569,865
Waterfront Resilience Program (WRP)	589,000
<b>Enhancements Subtotal</b>	<b>1,245,619</b>

**Facility Improvements**

This category captures the value of Port tenant capital improvements, as well as Port capital enhancement projects. These enhancements will address Port facility needs such as bathroom upgrades, creating leasable spaces, and supporting tenant businesses.

**Mission Bay Ferry Landing**

The Mission Bay Ferry Landing (MBFL) will provide critical regional ferry service to and from the Mission Bay neighborhood, one of the fastest-growing neighborhoods in San Francisco, as well as the Dogpatch, Potrero Hill, and Pier 70. The ferry landing will sit within a half-mile of approximately 11,000 new housing units, 7 million square feet of new office and commercial space, over 1 million square feet of new retail space, and 70 acres of public open space. The Ferry Landing will further activate existing maritime activity along our working waterfront.

Mission Bay Ferry Landing will provide the capability to berth two ferry boats simultaneously and it is estimated that the ferry landing will have the capacity to handle up to 6,000 passengers per day. The ferry landing is essential to alleviate current regional transportation overcrowding and provide transportation resiliency in the event of an earthquake, BART or Bay Bridge failure, or other unplanned events. Ferry service will reduce our community’s carbon footprint and the landing will be designed to accommodate the expected sea-level rise.

The estimated total project design and construction cost are \$58.8 million. The project is seeking commitments of funding to support the completion of construction. Anticipated external funding sources include Regional Measure 3 and private contributions.



Figure 9: Proposed Location of Mission Bay Ferry Landing

**Development Project Areas**

*Pier 70 Waterfront Site*

Brookfield Properties is the Port’s development partner for the Waterfront Site at Pier 70. Project construction started in 2018 and the full build-out is estimated to be completed in 10-15 years. The project includes 6.5 acres of waterfront parks, playgrounds, and recreation opportunities; new housing units (including 30% below market rate homes); restoration and reuse of currently deteriorating historic structures; new and renovated space for arts, cultural, small-scale manufacturing, local retail, and neighborhood services; up to 1.75 million square feet of new commercial and office space; and parking facilities and other transportation



Figure 10: Pier 70 Renderings

infrastructure. The capital cost estimate for this public-private partnership project is \$340 million. A combination of land contributions, tax increment from an Infrastructure Financing District, and special taxes from a Community Facilities District will reimburse the Developer for infrastructure costs.

*Mission Rock (Seawall Lot 337 and Pier 48)*

Led by Seawall Lot 337 Associates, LLC (a partnership between Tishman Speyer and the San Francisco Giants), this project is a flexible development including housing, office, life science, retail, exhibition, and parking uses. The Port anticipates that the leases from this development will generate new revenues to support ongoing operations for the Port.

The development requires the construction of new horizontal infrastructure including streets, sidewalks, and utilities. The cost of these infrastructure enhancements will be ultimately paid by revenues generated by Port land value in the form of pre-paid leases and an Infrastructure Finance District to be established for this project. The development Phase 1 construction started in 2020 and will deliver four buildings and a five-acre park in 2024.



Figure 11: Rendering of a park in the planned Mission Rock development.

*National Park Service Alcatraz Embarkation Site*

In June 2018, the Port Commission approved the new Alcatraz Ferry Embarkation Project located at Piers 31-33 on The Embarcadero at Bay Street. The Alcatraz Project will activate the Pier 31 bulkhead with a plaza, café, and improved public restrooms, and transform the Pier 33 bulkhead into a visitor-contact station. In August 2019, the Port completed a \$7.5 million repair to the facility’s substructure to prepare the site for the new tenants. Significant further investment in the site will be made through leases with the new ferry concessioner, Alcatraz Cruises, LLC (selected by the National Park Service through its competitive-bid process) and the Golden Gate National Parks Conservancy. These planned Alcatraz Embarkation Project improvements are currently in the design phase. Construction is slated to begin in 2023 and is projected to be complete by mid-2026. The Port anticipates that the project will ultimately result in \$41.2 million of investment in Piers 31-33.

*Seawall Lots 323 and 324*

on September 10, 2019, the Port Commission approved a Lease Disposition and Development Agreement (LDDA) with TZK Broadway, LLC to improve a Port-owned vacant land parcel (consisting of Seawall Lots 323/324 and the nearby street stubs) with a mixed-use development. This proposed development is planned to include the following: a four-story building with a 192-room hotel, a dinner-theater space featuring the historic “Spiegeltent”, and a ~14,000-square-foot privately financed public park. Teatro ZinZanni will operate the dinner theater. COVID-19 disruption has caused a two-year delay in the implementation timeline and it is now anticipated



Figure 12: Rendering of the proposed hotel-dinner-theater development on SWLs 323 & 324

to be constructed and operational by 2025. The Port anticipates that this development will ultimately result in over \$142 million of private capital being invested in this Port-owned vacant land parcel.

**Waterfront Resilience Program**

The Waterfront Resilience Program (WRP) is a major effort to improve the Port’s 7.5-mile Embarcadero shoreline to provide increased seismic performance, provide near-term flood protection improvements, and plan for long-term resilience and sea-level rise adaptation. WRP has made significant progress and is currently advancing work on two fronts: (1) developing a long-term sea-level rise adaptation strategy and (2) advancing early projects to address immediate needs.

San Francisco faces coastal flood risks today. Port property including low-lying areas of the Embarcadero Promenade currently experiences flooding during annual high tides. Other properties such as Mission Creek, Islais Creek, and Heron’s Head Park are at low elevations and are subject to flood risk today with a 100-year storm event. In 2016, the National Historic Trust identified the Embarcadero Historic District as one of the 11 most endangered historic places in the country, due to the threats of rising sea levels and seismic vulnerability.

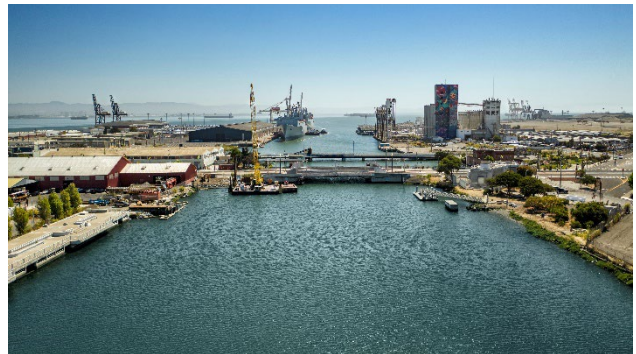


Figure 13: Islais Creek



Figure 15: King Tides flooding at Pier 14

The Waterfront Resilience Program (WRP) is a major City and Port effort to improve the Port’s 7.5-mile shoreline to provide increased seismic performance, provide near-term flood protection improvements, and plan for long-term resilience and sea-level rise adaptation. In 2018, the Port estimated that the cost of this work for the approximately 3.5 miles of the Embarcadero area was \$5 billion. The Port is now developing updated estimates of these costs for the entire waterfront. The Port will implement the WRP over several decades and will require federal, state, and local permitting and funding to complete the

effort. The funding plan thus far has included a \$425 million Seawall Earthquake Safety General Obligation Bond, which was overwhelmingly approved by voters in November 2018. In 2018, the U.S. Army Corps of Engineers (USACE) awarded the Port an appropriation to begin a general investigation of coastal flood risk along the Port’s 7.5-mile waterfront. Additionally, in February 2019, the Port secured a \$5 million appropriation from the State of California. In August 2020, the Port released a multi-hazard seismic and flood risk assessment of Port and City infrastructure along the Embarcadero Seawall which is being used as a guide to inform project planning. The City and the Port continue to seek other sources of revenue to fully fund the Waterfront Resiliency Program.

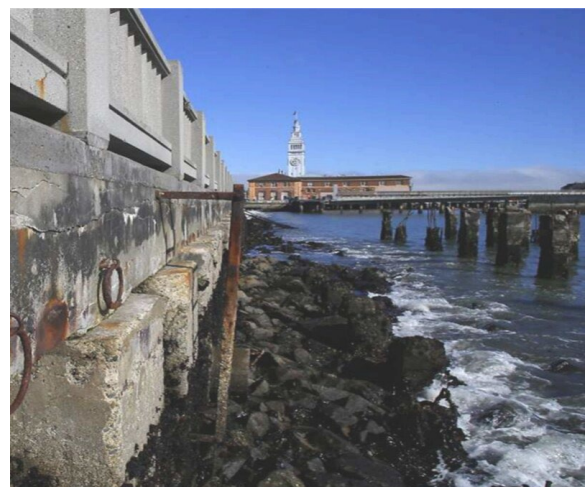


Figure 14: The Embarcadero Seawall south of the historic and iconic San Francisco Ferry Building.



### *Embarcadero Early Projects*

Embarcadero early projects address the areas with the highest earthquake and sea level rise risks along the Embarcadero waterfront. They are near-term actions, focused on improving life safety and citywide disaster response capabilities, and are the first step toward building long-term, waterfront-wide resilience. The Port has identified 23 early projects from China Basin to Fisherman's Wharf. These projects were selected based on their extensive risk assessment studies and a joint disaster response exercise conducted with the Department of Emergency Management.

### *Adaptation Strategies*

The Port of San Francisco, in partnership with the U.S. Army Corps of Engineers (USACE) and San Francisco city agencies, has drafted seven strategies based on over five years of public engagement which represent some combination of defending against, accommodating, or retreating from rising waters. These strategies are informed by the highly varied risks, topography, historical significance, and economic importance of each area of the waterfront. With the draft strategies now available for public feedback, the goal is to reach a preferred approach to reduce flood risks from sea level rise and extreme storms and provide an opportunity to invest in and bring public benefits to San Francisco's waterfront. More details are available at [sfport.com/wrp/waterfront-adaptation](https://sfport.com/wrp/waterfront-adaptation).



Figure 16: Agua Vista Fishing Pier

### *Potential WRP Funding*

As discussed above, the 10-Year Capital Plan only includes WRP costs to the extent that funding sources have been secured. But the financial feasibility of the multi-decade WRP relies on internal City sources and external grantors, specifically the State and Federal governments which have yet to be secured and are therefore considered only potential sources. Additionally, the amounts of potential sources are uncertain and subject to significant change. Port staff has begun pursuing the potential funding sources described below and is deeply appreciative of our State and Federal partners as we explore these essential funding opportunities.

**Federal Grants:** Several projects within the Waterfront Resilience Program are eligible for grant funding from the Federal Emergency Management Agency (FEMA), the Department of Transportation (DoT), and the Maritime Administration (MARAD). The WRP seeks grant awards from three primary pots of funding from FEMA: the Hazard Mitigation Grant Program (HMGP), Building Resilient Communities and Infrastructure (BRIC), and Advanced Assistance (AA). WRP applications for FEMA grants range from \$150,000 to \$50,000,000. Given the critical transportation infrastructure along the Embarcadero and within the Program area, some WRP projects are eligible for DoT's Rebuilding American Infrastructure with Sustainability and Equity (RAISE) funding. For such projects, the WRP has partnered with the San Francisco Municipal Transit Agency (SFMTA) and Bay Area Rapid Transit (BART) and will continue to do so for subsequent transportation funding opportunities. Some WRP projects are also eligible for funding from the Maritime Administration's Port Infrastructure Development Program (PIDP), to which the WRP will apply for grants whenever applicable.

**United States Army Corps of Engineers:** In June 2018, the United States Army Corps of Engineers (USACE) awarded San Francisco a “new start” study appropriation to commence a General Investigation feasibility study, which would consider and recommend potential project alternatives to reduce coastal flood risk along the San Francisco waterfront. A waiver was approved in November 2021, increasing the study time from 36 to 86 months to be completed in November 2025, and increasing the study cost from \$6 million to \$16 million. The result of the study will be a report signed by the USACE Chief of Engineers, which would be submitted to Congress for potential authorization of future Federal appropriations in the next Water Resources Development Act. If approved by Congress, the federal government will pay for and construct a project, subject to a 35% local matching fund requirement.

**State Grants:** Thus far, there have been fewer eligible state-wide and regional grant opportunities compared to Federal grant programs. However, the WRP expects to see additional funding opportunities with new state allocations toward climate resilience. There are two primary sources of state and regional funding that the WRP looks to: the California Coastal Conservancy and the Metropolitan Transportation Commission (MTC). One of the primary funding goals for the Coastal Conservancy’s grant programs is sea-level rise resilience, making several WRP projects eligible for such funding. The MTC’s One Bay Area Grant (OBAG) program administers transportation funding regionally. Like our pursuit for DoT funding, the WRP plans to maintain partnerships with SFMTA to apply for OBAG funding.

**Matching Funds:** The funding sources above all require matching funds, with USACE funds requiring the highest match at 35% and other federal and state programs requiring between 11-25% of total project costs. The source of funds to match any external funding has yet to be identified, but the Port is committed to finding sources to leverage these outside dollars. Notably, the Port has had success layering grants, using funds from one grant source to serve as a match for another grant. This type of layering and other creative approaches will be needed to fund WRP.

### Conditional Seismic

The Plan also includes \$641.8 million for conditional seismic work, as shown in Table 4 above. Per the Port’s building code, significant capital improvements to existing facilities are likely to trigger a requirement to bring the existing facility up to meet current seismic safety requirements in the building code. This requirement can significantly increase project costs which are difficult to estimate until specific project designs are available. Port staff has estimated the cost of such work at \$641.8 million, although costs could vary significantly.

## Port Funding Plan

The Capital Plan identifies an estimated \$1.8 billion in funds that will be available during the Plan period for Port needs. The Plan differentiates expenditure of those funds into two categories: 1) capital projects that help maintain the Port’s facilities in a state of good repair; and 2) enhancement projects that add value to the Port property. These projects are described in the State of Good Repair and Enhancement sections of the prior section. Table 7 details the breakdown of planned capital expenditures and funding sources by expenditure type.

Overall, the plan reflects a balanced expenditure of funds, with most of the Port’s internally generated funding sources directed towards SOGR projects because they are the most flexible funding source, whereas enhancement projects are more dependent on externally generated funds, as described in the next section.

Despite these investments in capital improvements, the Port faces a \$1.7 billion unfunded need for SOGR. To reduce this gap, the Port will continue to use its multi-pronged approach of dedicating operating revenues and one-time sources to capital; securing new external sources of funding; and targeting available funds to strategic projects.

**Table 7: Detailed Sources and Uses**

Program / Project	All figures in \$1,000s						Plan Total
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029 - 2033	
<b>SPENDING PLAN</b>							
<b>State of Good Repair</b>							
Dredging	6,360	6,360	6,360	6,360	6,360	31,800	63,600
Repair / Reinvestment	69,863	39,377	37,508	25,427	41,139	312,670	525,986
<b>State of Good Repair Subtotal</b>	<b>76,223</b>	<b>45,737</b>	<b>43,868</b>	<b>31,787</b>	<b>47,499</b>	<b>344,470</b>	<b>589,586</b>
<b>Enhancements</b>							
Facility Improvements	4,838	3,423	3,409	3,499	4,491	38,093	57,753
Mission Bay Ferry Landing	-	29,000	-	-	-	-	29,000
Development Project Areas	210,919	108,599	51,331	21,647	14,782	162,588	569,865
Waterfront Resilience Program (WRP)	38,750	24,050	103,750	101,500	41,000	279,950	589,000
<b>Enhancements Subtotal</b>	<b>254,507</b>	<b>165,071</b>	<b>158,490</b>	<b>126,646</b>	<b>60,273</b>	<b>480,632</b>	<b>1,245,619</b>
<b>TOTAL</b>	<b>330,730</b>	<b>210,809</b>	<b>202,359</b>	<b>158,433</b>	<b>107,771</b>	<b>825,102</b>	<b>1,835,204</b>
<b>REVENUES</b>							
<b>Internal Funding Funding</b>							
Port Capital	15,000	15,000	15,000	15,000	20,000	100,000	180,000
Port Tenant Improvements	47,637	11,664	15,598	10,622	18,133	102,356	206,011
<b>Internal Funding Subtotal</b>	<b>62,637</b>	<b>26,664</b>	<b>30,598</b>	<b>25,622</b>	<b>38,133</b>	<b>202,356</b>	<b>386,011</b>
<b>External Funding</b>							
Federal & State Grants	2,122	2,185	2,251	2,319	2,388	19,912	31,177
COVID Recovery Stimulus	7,500	-	-	-	-	-	7,500
Regional Measure 3, MBFL	-	25,000	-	-	-	-	25,000
MBFL Anticipated Private Contributions	-	4,000	-	-	-	-	4,000
Orton IFD Tax Increment	688	709	730	752	775	4,237	7,892
Pier 70 Shoreline CFD Tax	-	114	116	453	462	4,345	5,492
Mission Rock Shoreline CFD Tax	652	922	1,482	1,512	1,542	8,186	14,296
Private Developer Investment	219,581	128,364	64,731	27,574	24,871	313,715	778,836
GO Bond for WRP	37,550	22,850	102,450	100,200	39,600	272,350	575,000
<b>External Funding Subtotal</b>	<b>268,094</b>	<b>184,144</b>	<b>171,761</b>	<b>132,811</b>	<b>69,639</b>	<b>622,746</b>	<b>1,449,194</b>
<b>TOTAL</b>	<b>330,730</b>	<b>210,809</b>	<b>202,359</b>	<b>158,433</b>	<b>107,771</b>	<b>825,102</b>	<b>1,835,204</b>

### Internal Funding Sources

Internally-generated funding sources include those sources that are primarily within the Port’s control, utilizing existing assets, with a fairly high degree of confidence in their projected value.

### Port Capital

The Port is a self-sustaining enterprise and generates funds for capital improvements by earning more revenue than is required to support operating costs and reserves (referred to as net revenues). The Port

**Table 8: Internal Funding Sources (\$ thousands)**

Revenue Projections	
Internal Funding Source	Plan Total
Port Capital	180,000
Port Tenant Improvements	206,011
<b>Internal Funding Subtotal</b>	<b>386,011</b>

actively designates net revenue within its budget to ensure that funds are available for capital spending. Additionally, at the end of each fiscal year, surplus revenues are deposited in the Port’s Fund Balance.

The Port also has issued long-term debt to finance large improvements such as the cruise ship terminal at Pier 27. At present, however, the Port has no plans to issue any additional bond debt within the 10-year window of this Capital Plan.

**Port Tenant Improvements**

The Port enters into lease agreements that may include obligations on the tenants to complete capital improvements and maintain the facility in a state of good repair. The Capital Plan captures the amount and timing of those improvements that would otherwise be completed by the Port.

**External Funding Sources**

Externally-generated funding sources represent those sources that require some form of partnership with an external party to be realized. Those partners may include developers, federal or state agencies, or other departments within the City and County of San Francisco. For example, the Port has received General Obligation (GO) Bonds secured by the taxing authority of the City and County of San Francisco. While partnerships often require considerable effort to build and maintain and are not entirely within the Port’s control, ultimately they have far greater potential to deliver significant capital improvements in the long term than traditional internally-generated sources.

**Table 9: External Funding Sources (\$ thousands)**

Revenue Projections	
External Funding Source	
Federal & State Grants	31,177
COVID Recovery Stimulus	7,500
Regional Measure 3, MBFL	25,000
MBFL Anticipated Private Contributions	4,000
Orton IFD Tax Increment	7,892
Pier 70 Shoreline CFD Tax	5,492
Mission Rock Shoreline CFD Tax	14,296
Private Developer Investment	778,836
GO Bond for WRP	575,000
<b>External Funding Subtotal</b>	<b>1,449,194</b>

**Federal & State Grants**

Since 2007, the Port has applied for and been awarded over \$31 million in federal port security funding provided by FEMA. The Port anticipates similar awards in the future, from federal or state sources. Such funding will enhance security capabilities, establish boundaries, and provide controlled access where required and authorized, as well as enhance threat detection and prevention, and increase security measures for berth and passenger terminals. Notably, the Port has demonstrated the capacity to win significant grants in the recent award of \$9.6 million from DoT for improvements to Amador St. in the southern waterfront (note that these funds are likely to be appropriated in FY 22-23, therefore are not reflected in this Plan).

**COVID Recovery Stimulus**

The Port was successful in pursuing \$117 million in stimulus from the State of California to offset the economic impacts of COVID-19. Most of that funding was allocated to FY 2022 and FY 2023 (before the Plan’s 10-year window), with \$7.5 million dedicated to capital for FY 2024.

**Regional Measure 3, MBFL**

In June 2018 Bay Area voters approved Regional Measure 3 (RM3) which raised Bay Area bridge tolls by \$3 over six years starting with a \$1 increase on January 1, 2019, followed by an additional \$1 increase in January 2022 and January 2025. Since its passage, RM3 has been challenged by two lawsuits in the Superior Court of the City and County of San Francisco. In February 2023, the California Supreme Court issued a unanimous decision that determined there would be no review of the earlier decision supporting RM3. Therefore, RM3 funds for the MBFL project are expected imminently.

**MBFL Anticipated Private Contributions, MBFL**

The Port anticipates a private \$4 million contribution to Mission Bay Ferry Landing from an anonymous source.

**Orton IFD Tax Increment**

Infrastructure Financing Districts (IFDs) establish a geographical district within which all growth in property and possessory interest tax above an established base year (typically referred to as “tax increment”) are captured to service debt on bonds issued to fund capital improvements of communitywide significance or are captured on a pay-go basis. The Port Commission and the Board of Supervisors formed a Port-wide IFD, Infrastructure Financing District No. 2 (Port of San Francisco) in 2013. The Port then formed IFD Project Areas over the Orton project in 2016 where the increment can help fund capital maintenance and improvements that serve the project area.

**Pier 70 and Mission Rock– Shoreline CFD Taxes**

Community Facility Districts (CFDs) assess new special taxes on a specified area after a vote by the property owners. In the case of the Port of San Francisco, the Port Commission is the single property owner of the Port area, and there are no registered voters living on Port property.

As part of the Pier 70 Leased Properties CFD and Mission Rock CFD, a Shoreline Special Tax will be levied on the leasehold interests in property within the development footprint. The Shoreline Tax is dedicated to projects that help the Port adapt to sea level rise by funding Shoreline Adaptation Studies and Shoreline Protection Facilities.

These tools are critical to the Port’s ability to share in future revenue streams generated through the Orton, Pier 70, and Mission Rock development projects. By expanding the Port’s revenue base, these development projects are a critical strategy to address the capital backlog in the future. The tax districts will enable these projects to complete approximately \$500 million in renewal and enhancement of public infrastructure at Pier 70 and Mission Rock during this plan period. These projects build public value at the sites and improve the Port’s capital assets much faster than the Port could achieve by using only its internal funds.

**Private Developer Investment**

In addition to the CFD and IFD special tax districts to support the development discussed above, direct expenditure of private developer funding at Pier 70, Mission Rock, generates significant investment on Port property. As shown in Table 9 above, the total investment over the Plan period is \$778.8 million.

**GO Bonds for WRP***Seawall Bond*

In November 2018, voters approved a bond to support Phase 1 of the Seawall Program and address the most immediate life-safety and flood risks. These funds are an important down payment for the larger program and will allow the City to address the most urgent risks and plan a longer-term program to strengthen the seawall and adapt to flood risk along the waterfront.

*Climate Resilience Bond*

The City’s Capital Planning Committee plans to work with the Port to authorize a second GO Bond in FY 2028 to support to-be-determined waterfront safety needs with the Port receiving \$200 million of the full authorization. These funds may support later phases of WRP, or projects focused on the waterfront more broadly as the Port faces the resilience challenges of sea level rise and climate adaptation. Port staff assumes the first issuance will occur in FY 2030.

## Emerging Needs and Opportunities

The following emerging needs are potential future capital projects, which require further analysis by Port staff. Once additional planning is completed to develop greater understanding of these projects' scopes, costs, and funding options, staff will add them to the Plan, if needed.

### Embarcadero Historic Piers Request for Interest

Many of the Port's one-of-a-kind facilities in the Embarcadero Historic District need repair and remain closed to the public. In the fall of 2018, the Port of San Francisco issued a Request for Interest (RFI) to gather feedback about how to rehabilitate and preserve 16 historic facilities in need of significant investment. Through the RFI, the Port sought creative ideas on how these historic piers can be accessible, resilient, and best used. The Port received 52 unique responses to the RFI. Based upon the favorable input received from the RFI, the Port Commission authorized staff to release a Request for Proposals (RFP) for specific facilities below.

#### **Piers 30-32 & SWL 330**

On December 10, 2019, the Port Commission authorized Port staff to issue a Request for Proposals (RFP) for the development of Piers 30-32 and Seawall Lot 330 which included approximately 13 acres of undeveloped deck surface on Piers 30-32 (a portion of which is currently used for surface parking), and the 2.3-acre SWL 330 across the Embarcadero from Piers 30-32, currently used as a temporary navigation center and a parking lot. The Port received five concepts, and in September 2020, selected the submission from Strada TCC as the highest-ranked proposal which included a mix of maritime, parks and public access, water recreation, resilience, retail, office, market-rate housing, and affordable housing uses.

#### **Piers 38 and 40**

The Port has entered into an Exclusive Negotiating Agreement with Pacific Waterfront Partners to develop and operate Piers 38 and 40 within the Embarcadero National Register Historic District. The Port's development objectives include the rehabilitation of a vibrant, financially feasible, mixed-use program for the piers. While residential and hotel uses are prohibited in the piers, the Port seeks a variety of other use types to activate this important stretch of the waterfront.

#### **Future RFPs**

Through the Embarcadero Historic Piers Request for Interest process, the Port identified additional sets of piers with development potential, Piers 19-23, 29-31, and Piers 26 and 28. Currently, the staff is awaiting further development of sea-level rise adaptation strategies (see the WRP section below) before it can issue an RFP for these development opportunities.



Figure 17: Pier 19 Bulkhead Building, a future RFP site.

## Conclusion

The need captured in this plan paints a clear picture: Port assets require substantial investment due to their age and condition and delay in making those improvements comes at a price as construction costs continue to escalate, seismic risk is unmitigated, and water levels inch closer each year.

While the full extent of the Port's capital need still requires significant external funding which has yet to be identified, the Port has made significant improvements in its approach to capital investment through external funding. The Port has benefitted from General Obligation Bonds to support the development and improvement of parks and open space and to rehabilitate the Embarcadero Seawall. The Port is also leveraging private investment in large-scale development projects, like those at Pier 70 and Mission Rock, which will renew and enhance some of the Port's most vital historic resources, opening up former industrial areas to the public and breathing new life into the waterfront. The successful pursuit of \$117 million in stimulus was also critical to restoring capital investment cuts that were caused by the COVID-19 pandemic.

As it has with external funding sources, Port staff is committed to accelerating the economic recovery and driving tourism at the waterfront. The Port will continue to seek new and novel revenue investment methods and opportunities to ensure a diverse and economically vibrant waterfront is available to San Franciscans for future generations.



## Appendix A

Bldg No.	Building Name	In \$1,000s	
		Backlog	10 Year Renewals
1001	Downtown Ferry Terminal	\$1,152	\$0
1010	Pier 1	\$0	\$133
1010	Pier 1 - Office Building	\$0	\$18,317
1015	Pier 1 1/2	\$0	\$0
1015	Pier 1 1/2 - Bulkhead/Shed Building	\$0	\$1,041
1020	Pier 2	\$7,022	\$0
1030	Pier 3	\$0	\$0
1030	Pier 3 - Bulkhead/Shed Building	\$0	\$1,890
1050	Pier 5	\$0	\$0
1055	Pier 5 1/2 - Bulkhead Building	\$0	\$1,272
1070	Pier 7 Public Pier	\$0	\$0
1075	Pier 7 - The Waterfront Restaurant	\$697	\$61
1075	Pier 7 1/2	\$0	\$0
1090	Pier 9	\$2,666	\$544
1090	Pier 9 Bulkhead/Shed Building	\$4,356	\$11,689
1095	Pier 9 1/2	\$1,266	\$0
1140	Pier 14 (Public Pier)	\$0	\$0
1150	Pier 15	\$0	\$214
1150	Pier 15 - Bulkhead/Shed Building	\$0	\$3,185
1155	Pier 15/17 - Office on Marginal Wharf	\$0	\$198
1170	Pier 17	\$0	\$160
1170	Pier 17 - Shed Building	\$5,230	\$329
1175	Pier 17 1/2	\$2,353	\$0
1190	Pier 19	\$9,466	\$0
1190	Pier 19 - Bulkhead/Shed Building	\$1,262	\$1,031
1195	Pier 19 1/2	\$8,373	\$0
1195	Pier 19 1/2 - Bulkhead/Shed	\$1,814	\$0
1225	Pier 22 1/2	\$3,764	\$14
1225	Pier 22 1/2 - Fire Station	\$1,084	\$57
1225	Pier 22 1/2 - Maintenance / Recreation	\$0	\$248
1230	Pier 23	\$5,758	\$0
1230	Pier 23 - Bulkhead/Shed Building	\$0	\$2,868
1235	Pier 23 1/2	\$4,651	\$0
1235	Pier 23 1/2 Pier 23 Cafe	\$0	\$413
1245	Pier 24 1/2	\$7,161	\$0
1245	Pier 24 1/2 -Bulkhead/Shed Building	\$980	\$0
1260	Pier 26	\$23,159	\$0
1260	Pier 26 - Bulkhead/Shed	\$9,354	\$0
1265	Pier 26 1/2	\$5,395	\$0
1265	Pier 26.5 - Bulkhead	\$3,533	\$479
1270	Pier 27	\$0	\$709
1270	Pier 27 - Office Annex	\$1,398	\$0
1280	Pier 28	\$0	\$2,209
1280	Pier 28 - Bulkhead/Shed Building	\$14,854	\$0
1285	Pier 28 1/2	\$7,056	\$1,134
1285	Pier 28 1/2 - Hivive Restaurant	\$773	\$0
1290	Pier 29	\$328	\$0



In \$1,000s			
Bldg No.	Building Name	Backlog	10 Year Renewals
1290	Pier 29 - *Bulkhead/Shed Building	\$10,477	\$0
1295	Pier 29 1/2	\$0	\$0
1295	Pier 29 1/2 - Bulkhead Building	\$1,014	\$67
1310	Pier 31	\$6,906	\$0
1310	Pier 31 - Bulkhead/Shed Building	\$1,820	\$0
1315	Pier 31 1/2	\$0	\$0
1320	Pier 30 and 32	\$66,441	\$573
1325	Pier 32 1/2 Marginal Wharf (Brannon St)	\$0	\$0
1330	Pier 33	\$16,396	\$2,588
1330	Pier 33 - Bulkhead/Shed Building	\$18,563	\$17,819
1335	Pier 33 1/2	\$0	\$0
1335	Pier 33 1/2 - Bulkhead Building	\$173	\$1,150
1345	Pier 34 1/2 Marginal Wharf	\$0	\$0
1350	Pier 35	\$91,008	\$6,842
1350	Pier 35 - Bulkhead/Shed Building	\$37,814	\$13,435
1355	Pier 35 1/2	\$0	\$0
1380	Pier 38	\$17,090	\$0
1380	Pier 38 - Bulkhead/Shed Building	\$3,240	\$1,876
1385	Pier 38 1/2	\$995	\$0
1390	Pier 39	\$0	\$0
1390	Pier 39 - Retail Shops	\$6,576	\$7,102
1390	Pier 39 - Underwater World	\$1,447	\$534
1395	Pier 39 1/2 Marginal Wharf	\$0	\$0
1400	Pier 40	\$8,126	\$0
1400	Pier 40 - Shed Building	\$1,359	\$133
1400	Pier 40 Restaurant & Robert Steck	\$217	\$231
1405	Pier 40 1/2 (S Beach Harbor Wharf)	\$4,395	\$0
1405	Pier 40 1/2 - Java House	\$0	\$277
1410	Pier 41	\$0	\$0
1415	Pier 41 1/2	\$3,329	\$0
1415	Pier 41 1/2 - Blue&Gold Bldg.	\$0	\$1,689
1430	Pier 43	\$0	\$0
1430	Pier 43 - Arch	\$277	\$0
1435	Pier 43 1/2	\$0	\$0
1435	Pier 43 1/2 - Franciscan Restaurant	\$1,000	\$144
1435	Pier 43 1/2 - Red & White Tours	\$0	\$53
1450	Pier 45	\$19,903	\$0
1450	Pier 45 - Shed A	\$3,199	\$439
1450	Pier 45 - Shed B	\$8,065	\$3,599
1450	Pier 45 - Shed C	\$1,834	\$2,016
1450	Pier 45 - Shed D	\$8,067	\$3,598
1461	Pier 46B China Basin Ferry Terminal	\$106	\$0
1470	Pier 47 - Guardinos Storage Bldg	\$96	\$0
1470	Pier 47 - Scoma / Fish Prep Bldg	\$0	\$0
1470	Pier 47 - Scoma Storage Bldg	\$0	\$0
1470	Pier 47 - Scomas Restaurant	\$587	\$0
1470	Pier 47 - Scomas Storage Shed	\$0	\$0
1470	Pier 47 - Wharf J6, J7, J8	\$1,532	\$0
1480	Pier 48	\$15,862	\$0

Bldg No.	Building Name	In \$1,000s	
		Backlog	10 Year Renewals
1480	Pier 48 - Shed A	\$4,200	\$1,000
1480	Pier 48 - Shed B	\$4,242	\$1,027
1485	Pier 48 1/2 - Jellys restaurant	\$0	\$918
1490	Pier 49 - Aliotos Restaurant (Wharf J-1)	\$0	\$965
1490	Pier 49 - Fishermans Grotto (Wharf J-1)	\$0	\$1,500
1490	Pier 49 - Fishermans Memorial Chapel	\$252	\$0
1490	Pier 49 - Guardinos (Wharf J-1)	\$0	\$0
1490	Pier 49 - Sabella & Latorre (Wharf J-1)	\$0	\$0
1490	Pier 49 - Tarantinos (Wharf J-1)	\$0	\$812
1490	Pier 49 - The Crab Station (Wharf J-1)	\$0	\$0
1490	Pier 49 Nicks Lighthouse (Wharf J-1)	\$0	\$281
1490	Wharfs J-1 and J-3 (Pier 49)	\$0	\$0
1500	Pier 50	\$36,670	\$6,006
1500	Pier 50 - Shed A	\$3,875	\$1,171
1500	Pier 50 - Shed B	\$16,935	\$6,015
1500	Pier 50 - Shed C	\$10,154	\$13,064
1500	Pier 50 - Shed D	\$2,676	\$1,799
1500	Pier 50 - Small Covered Shed	\$0	\$0
1505	Pier 50 1/2	\$868	\$2,803
1520	Pier 52	\$0	\$0
1540	Pier 54	\$56,419	\$1,330
1540	Pier 54 - Office Bldg	\$837	\$0
1540	Pier 54 - Oil Shed	\$200	\$0
1540	Pier 54 - Shed Building	\$14,222	\$2,544
1540	Pier 54 - Storage Shed	\$0	\$0
1600	Pier 60 - Wharf - wood piles	\$1,846	\$0
1620	Third Street Bridge House	\$0	\$40
1640	Pier 64	\$0	\$0
1645	Pier 64 1/2 Kelly Mission Rock Resort	\$0	\$671
1680	Pier 68	\$12,007	\$0
1680	Pier 70 - Pier 68 - Bathrooms #141	\$100	\$0
1680	Pier 70 - Pier 68 - Beth Street #50	\$0	\$0
1680	Pier 70 - Pier 68 - Beth Street #30	\$0	\$0
1680	Pier 70 - Pier 68 - #150	\$0	\$75
1680	Pier 70 - Pier 68 - #103	\$467	\$0
1680	Pier 70 - Pier 68 - Building #149	\$0	\$75
1680	Pier 70 - Pier 68 - Cable/Electric Shop	\$0	\$0
1680	Pier 70-Pier 68 - Checkhouse #1, #122	\$0	\$0
1680	Pier 70-Pier 68 - Checkhouse #2, #123	\$0	\$0
1680	Pier 70 - Pier 68 - Equipment #36	\$401	\$3,612
1680	Pier 70 - Pier 68 - Machine Shop #105	\$2,902	\$9,230
1680	Pier 70 - Pier 68 - #2, Building #51	\$100	\$0
1680	Pier 70 - Pier 68 - Office Bldg (#127)	\$0	\$578
1680	Pier 70 - Pier 68- Office Annex to #101	\$0	\$0
1680	Pier 70 - Pier 68 - Office Building #101	\$0	\$0
1680	Pier 70 - Pier 68 - Office Building #104	\$0	\$0
1680	Pier 70 - Pier 68 - Office #111	\$11,893	\$0
1680	Pier 70 - Pier 68 - Ops. Bldg #102	\$0	\$0
1680	Pier 70 - Pier 68 - Pipe Rack #120	\$0	\$0

In \$1,000s			
Bldg No.	Building Name	Backlog	10 Year Renewals
1680	Pier 70 - Pier 68 - Pipe Storage #107	\$0	\$0
1680	Pier 70 - Pier 68 - Bldg #109	\$1,627	\$14,065
1680	Pier 70 - Pier 68 - Shipwright -#108	\$10,210	\$0
1680	Pier 70 - Pier 68 - Steel Shop Office	\$0	\$0
1680	Pier 70 - Pier 68 - Substation #4	\$0	\$0
1680	Pier 70 - Pier 68 - Substation #6	\$0	\$0
1680	Pier 70 - Pier 68 - Substation #7	\$0	\$0
1680	Pier 70 - Pier 68 - Warehouse #49	\$0	\$0
1680	Pier 70 - Pier 68 - Washroom #110	\$0	\$0
1680	Pier 70 - Pier 68 - Washroom #119	\$0	\$0
1700	Pier 70	\$0	\$0
1800	Pier 80	\$18,573	\$1,096
1800	Pier 80 - Entry Canopy	\$409	\$0
1800	Pier 80 - Gear & Maintenance Building	\$2,619	\$0
1800	Pier 80 - Office Bldg #2	\$176	\$0
1800	Pier 80 - Service Building	\$2,033	\$762
1800	Pier 80 - Shed A	\$3,097	\$0
1800	Pier 80 - Shed D	\$3,290	\$0
1800	Pier 80 - Terminal Office	\$1,337	\$0
1800	Pier 80 Office Bldg #1	\$353	\$0
1840	Copra Crane	\$1,359	\$0
1900	Pier 90	\$5,866	\$0
1900	Pier 90 - Fire Department Building	\$0	\$103
1900	Pier 90 - Maintenance Bldg	\$0	\$0
1900	Pier 90 - Old Powerhouse	\$0	\$198
1900	Pier 90 - Storage Bldg	\$0	\$0
1900	Pier 90 - Truck Pits	\$0	\$0
1920	Pier 92	\$1,014	\$0
1940	Pier 94 - 96 Wharf area	\$9,152	\$4,140
1940	Pier 94 - Wharfside Building	\$0	\$100
1960	Pier 96 - Administration Building	\$2,414	\$527
1960	Pier 96 - Entry Canopy	\$370	\$0
1960	Pier 96 - Exit Canopy	\$220	\$0
1960	Pier 96 - Gatehouse Bldg	\$364	\$0
1960	Pier 96 - Maintenance Building	\$3,162	\$734
1960	Pier 96 - Office/Restroom	\$215	\$0
1960	Pier 96 - Recycling/LASH Terminal	\$3,981	\$703
1960	Pier 96 - Storage	\$241	\$0
1960	Pier 96 - Truck Scales	\$63	\$0
1980	Hérons Head Park	\$0	\$0
2000	Fac. 2000 - Ferry Plaza	\$1,552	\$0
2500	Hyde Street Harbor - Floats	\$1,722	\$0
2500	Hyde Street Pier	\$0	\$0
2500	Hyde Street Pier - Storage Buildings	\$251	\$0
2505	Pier 50 Administration Building	\$1,029	\$8,948
2740	Fac. 200 - World Trade Restaurant	\$513	\$1,207
2750	Fac. 274-175 - Ferry Building Tower	\$0	\$1,219
2750	Fac. 274-275 Ferry Building	\$0	\$31,523
2750	Ferry Building: Fac. 274 - 275	\$0	\$0

In \$1,000s			
Bldg No.	Building Name	Backlog	10 Year Renewals
2780	Fac. 278 Agriculture Bldg Substructure	\$8,595	\$0
2780	Fac. 278 Agriculture Building	\$5,654	\$0
2800	Pier 80 Administration Building	\$3,736	\$17,095
3010	SWL 301 - Andre Boudin Pavilion	\$0	\$370
3010	SWL 301 - Andre Boudin Restaurant	\$0	\$986
3020	Street - Pier 47, Fish Alley, Al Scoma	\$632	\$0
3020	SWL 302 - Alioto Fish Co.	\$0	\$2,234
3020	SWL 302 - Castagnola/Storage Bldg	\$0	\$216
3020	SWL 302 - Crab Boat Owners Asso.	\$613	\$0
3020	SWL 302 - Firewood Cafe	\$0	\$520
3020	SWL 302 - Pompeis Grotto	\$0	\$227
3020	SWL 302 - Port Harbor Office	\$95	\$0
3020	SWL 302 - Scomas (Smoke House)	\$0	\$381
3020	SWL 302 - United Shellfish Warehouse	\$0	\$0
3020	SWL 302 Castagnola Rest.	\$0	\$1,182
3020	SWL 302 Coast Marine Supply Bldg	\$79	\$656
3020	SWL 302 Costal Marine Retail Space	\$0	\$457
3020	SWL 302 D&G Co. d.b.a. Lou Blues	\$0	\$0
3020	SWL 302 Franks Fisherman Supply	\$154	\$1,063
3020	SWL 302 Substructure (Wharf J-9)	\$5,894	\$0
3020	SWL 302 United Shellfish Processing	\$0	\$61
3030	Street - Hyde Alley, Fish Alley	\$469	\$0
3030	SWL 302 Cal Shell Fish Shed	\$0	\$184
3030	SWL 303 - Alioto Fish Co,	\$403	\$892
3030	SWL 303 - Cal Shell Fish	\$497	\$267
3030	SWL 303 - Cioppinos/(Hoppe)	\$0	\$610
3030	SWL 303 - Franceschis Restaurant	\$0	\$552
3030	SWL 303 - GP Resources	\$52	\$0
3030	SWL 303 - SP Trantino/Martell Ins	\$0	\$380
3030	SWL 303 - The Bay Company, Hoppe,	\$456	\$1,240
3110	SWL 311 Pier 39 Garage	\$0	\$4,165
3130	SWL 313 Embarcadero Triangle Lot	\$0	\$1,082
3150	SWL 315 Office Building (HHC)	\$0	\$7,057
3160	SWL 316 Houstons Restaurant	\$0	\$1,354
3170	SWL 317 Office Building	\$0	\$7,747
3180	SWL 318 Roundhouse One	\$233	\$2,375
3180	SWL 318 Roundhouse Two	\$7,930	\$5,360
3180	SWL 318 Sandhouse	\$361	\$0
3190	SWL 319 Fog City Diner	\$0	\$126
3220	SWL 322 ABC TV	\$568	\$4,598
3270	Epic Roasthouse	\$226	\$532
3270	Waterbar Restaurant	\$226	\$532
3310	SWL 331 & 332 Delancey Street	\$6,308	\$8,929
3450	Pier 70 - SWL 345 - Kneass Boatworks	\$0	\$0
3450	Pier 70 - SWL 345 - Kneass, Pier 66	\$502	\$0
3450	SWL 345 - SF Boat Works Office/Shop	\$312	\$631
3450	SWL 345 - SF Boat Works	\$265	\$36
3490	Pier 70 - SWL 349 - Bldg. #29	\$928	\$0
3490	Pier 70 - SWL 349 - Bldg. #115	\$0	\$0

In \$1,000s			
Bldg No.	Building Name	Backlog	10 Year Renewals
3490	Pier 70 - SWL 349 - Bldg. #116	\$0	\$0
3490	Pier 70 - SWL 349 - Bldg. #114	\$0	\$0
3490	Pier 70 - SWL 349 Building #6	\$1,871	\$0
3490	Pier 70 - SWL 349 Bldg #14	\$0	\$0
3490	Pier 70 - Bldg #113	\$0	\$0
3490	Pier 70 - SWL 349 #11 Noonan	\$0	\$0
3490	Pier 70 - SWL 349 Bldg #21	\$0	\$0
3490	Pier 70 - SWL 349 #12 & #15	\$0	\$0
3490	Pier 70 - SWL 349 Warehouse - Bldg.2	\$0	\$0
3520	SWL 352 - Backlands Redevelopment	\$4,167	\$0
4001	Street - Hyde N to Hyde St Pier	\$380	\$0
4002	Street -Jefferson Leavenworth to Hyde	\$205	\$0
4003	Street - R.H. Dana Dr. N of Jefferson	\$233	\$0
4004	Street - Jefferson Jones, Leavenworth	\$197	\$0
4006	Street - Taylor Street btw. Jeff Embarcadero	\$484	\$0
4008	Street - Embarcadero Taylor to Powell	\$0	\$888
4017	Street-Lombard btw Sansome Embarcadero	\$108	\$0
4020	Street - Green btw Davis and Front	\$266	\$0
4022	Street - Broadway Embarcadero & Vallejo	\$799	\$0
4033	Street - T. Francois along China Basin	\$796	\$0
4034	Street- T. Francois (C. Basin & Mission)	\$8,330	\$0
4036	Street - 20th East of Illinois	\$726	\$0
4038	Street - 24th Michigan to Maryland	\$1,011	\$622
4040	Street - Marin east of Michigan	\$265	\$0
4041	Street - TN, IN, MN	\$1,392	\$0
4043	Street - Amador and extension	\$1,173	\$0
5470	Wharf J-4	\$0	\$0
5470H	Joint Operations Center / Hyde Harbor	\$0	\$35
5470H	Wharf J-11	\$0	\$0
6020	Freight Yard - Intermodal Container	\$23,867	\$0
000	Leased Piers	\$0	\$70,754
0000	Equipment	\$0	\$0
0000	Port-wide Projects	\$324,165	\$417,373
<b>PORT TOTAL</b>		<b>\$1,166,931</b>	<b>\$797,615</b>