



Port of  
San Francisco  
**Impact  
Report**  
2024

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## LETTER FROM THE EXECUTIVE DIRECTOR

In the eight years I have served as the Executive Director of the Port of San Francisco under the San Francisco Port Commission, I have witnessed remarkable growth and positive change within our organization. Our greatest strength lies in our people: the dedicated individuals who bring their best every day to advance our shared goals of economic vitality, equity, and resilience. The year 2024 was a pivotal one for the Port. We made significant strides in making San Francisco's waterfront safer, cleaner, and more vibrant. Through focused economic recovery efforts and steadfast support for locally owned businesses, the Port has become a space that embodies San Francisco's diversity and spirit. I am incredibly proud of all that we have achieved and am excited about the direction we are heading.

We are prioritizing the condition of our facilities and making unprecedented investments in the waterfront. Resources such as the American Rescue Plan Act, along with key federal, state, and private partnerships, have funded the creation of new parks and public spaces. By activating the Little Embarcadero, Crane Cove Park, Bayfront Park, and other areas, the Port is fostering sustainable environments that welcome everyone. These projects go beyond beautifying the waterfront – they are about creating lasting spaces for residents and visitors to enjoy, building community, and expanding access to the Bay. With dozens of capital improvement projects in progress, the Port is shaping a waterfront that reflects the City we love, supports our southern neighborhoods, and preserves our historic spaces.

Our commitment to equity remains steadfast as we make meaningful progress toward creating a culturally inclusive waterfront. From showcasing diversity through art to recognizing and honoring Indigenous Peoples' land along the waterfront, and expanding access to open spaces and affordable housing, we are advancing this critical work with intention and excellence. Internally, we have opened pathways to promotion for roles historically limited in opportunities, ensuring that everyone at the Port has a fair chance to grow their careers and develop their skills. By building career ladders, we retain talent and strengthen our organization. Through initiatives such as the Racial Equity Action Plan, the Equity Champion Program, and Port CHAT, we are fostering a workplace that is inclusive and actively anti-racist. Equity is not just part of what we do – it is central to who we are as an organization and will continue to guide our vision for the future.

Looking ahead, the urgency of climate action has never been clearer. Climate change and seismic risks demand urgent, innovative action to safeguard the city, which is why we are prepared to initiate construction on resilience projects as early as 2025. We have collaborated with the U.S. Army Corps of Engineers to develop a Draft Plan that, if approved by Congress, would provide significant federal matching funds to achieve a seismically safe and flood-resistant Port shoreline.

We are taking bold steps to build a more resilient waterfront capable of meeting the challenges posed by sea level rise. Notably, the Port has been selected to pioneer the nation's first all-zero-emission fleet of ferries, reaffirming San Francisco's leadership in climate action, sustainability, and resilience.

Our achievements in 2024 were truly remarkable, and I am confident that we will continue to fulfill the Port's mission with integrity and determination. Guided by our strategic plan, I am excited to see how much more we can accomplish together in 2025 and beyond!

Sincerely,  
Elaine Forbes  
Executive Director  
Port of San Francisco



# Port of San Francisco 2024 Impact Report

## 2024 Impact By the Numbers

**7.5** Miles of Port waterfront

**16** Public art pieces

**107** Acres of open space

**91** Cruise calls

**365K** Cruise passengers to the waterfront

**1.4M** Visitors to Alcatraz (estimated)

**10-12M** Visitors to Pier 39 (estimated)

**400+** Port tenants

**67%** Port contracts awarded to small businesses

**33** Leases and licenses executed

**\$105M** Grant funding received

**\$134M+** Revenue generated in FY 24 (record high)

### PERMITS ISSUED

**77** Encroachment permits issued (+14 from 2023)

**\$23,772** Revenue generated

**255** Building permits issued (+25 from 2023)

**\$632,882** Revenue generated

**276** Port employees

**35** New staff hired

**2.3M** Social media impressions

**14** Internal staff promotions

**22** Interns mentored

**50** Public engagements conducted

# Port of San Francisco

## 2024 Impact Report



### ECONOMIC VITALITY

Strategically targeted economic recovery and growth strategies to ensure a vibrant and financially sustainable waterfront.

**Safe, Clean, and Vibrant:** Ensured 7.5 miles of the Port waterfront was safe, clean, and vibrant for residents and visitors to enjoy.

**Cruise:** Hosted 365,000 cruise passengers on the waterfront, which is the second highest year of passengers on record.

- **Pier 80 Cruise Call:** Hosted first-ever cruise call on the southern waterfront in April, bringing more visitors and residents to the southern waterfront and surrounding areas.

**Economic Activation:** Intentionally focused on placemaking strategies to bring more people to the waterfront to enjoy a variety of activities.

- **Fisherman's Wharf Activation:** Awarded Fisherman's Wharf Community Benefits District a \$3.2 million grant in 2023 to stimulate the neighborhood and leverage on-the-ground ambassadors to improve the visitor experience in the district. In 2024, these efforts resulted in the following:
  - Produced "Pier Party at the Wharf" summer event series hosting 21 free concerts at the Crab Wheel Plaza, 75% of which were performed by Black Indigenous and other People of Color artists. The series saw over 43,000 visitors in 2024, as compared to 17,400 in 2023, a nearly 150% increase.
  - Installed sea-themed murals, over 100 hanging flower baskets, and decorative lighting.
  - Added colorful bistro seating in Crab Wheel Plaza.
  - Unveiled Fisherman's Wharf Promenade featuring seven pergolas, various playful seating options, and new planters along with popup kiosk containers.
  - Removed over 2,000 stickers or instances of graffiti.
  - Collected and disposed of over 4,000 bags of trash from the area.
- **SkyStar Observation Wheel:** Reopened the Wheel at Fisherman's Wharf as part of a longer-term permitted activation to draw more visitors and locals to the neighborhood. Seismic improvements were completed that enabled SkyStar to continue operation for a total of two years. Ridership in July 2024 doubled ridership in July 2023, compared to when it was in Golden Gate Park. Ridership in the late summer of 2024 peaked at over 40,000 riders per month.
  - Over 3,500 free community tickets were provided to San Francisco youth community-based organizations and agencies including Chinatown Community Development Center, Boys and Girls Club of San Francisco, Unified School District, United Playaz, Hamilton Families, and more.



# Port of San Francisco 2024 Impact Report



- **Crane Cove Park Activation:** Partnered with the Mayor's Office and San Francisco Parks Alliance to host events including SF Live free concert with Sudan Archives, Movies in the Park, and Makers Pop-Up events, drawing diverse communities to the park.
- **Building 49 Activation:** Executed lease agreement for Building 49 in Crane Cove Park, made improvements to the building, which is slated to be transformed into a YMCA, expected to open in the first quarter of 2025.
- **Heron's Head Park Activation:** Partnered with non-profit organizations and the Recreation and Park Department to host public events including Beekeeping Workshops at Heron's Head Park EcoCenter.

**Leasing:** Targeted leasing strategies to ensure an economically vital waterfront.

- **Fisherman's Wharf Restaurants:** Following the devastating economic impacts of the COVID-19 pandemic, eight Port restaurants remain in operation in Fisherman's Wharf: Boudins, Scoma's, the Franciscan, Nick's Lighthouse, Capurro's, Sabella and La Torre, the Crab Station and Cioppino's. Maven Properties was hired to market the spaces formerly occupied by Alioto's, Lou's Blues, and Pompeii's as well as the vacant building at 490 Jefferson. After a successful market solicitation effort in early 2024, the Port is actively negotiating new leases at the properties formerly occupied by Lou's Blue and Pompeii's for a BBQ restaurant and Italian restaurant concept, respectively.
- **Ferry Plaza East:** Entered into a contract with Cushman & Wakefield for marketing of the Ferry Plaza East Building and the restaurant space at Pier 33.5. Currently in active lease negotiations with PB&K/Kuleto's for the space at Pier 33.5 as well as with a potential developer/tenant for Ferry Plaza East.
- **Equitable Rent Program for Relocation of Pier 54 Tenants:** Relocated small production tenants at Pier 54 and developed an equitable rent program to keep tenants on Port property.
- **Pier 70:** Developer executed nine lease agreements, including a brewery, bakery, design studio, and others, which opened to the public in 2024.

**Parks and Open Space:** Delivered new open spaces and parks for the public to gather and have more access to the Bay.

- **China Basin Park:** Opened a new park in partnership with the San Francisco Giants and Tishman Speyer. The five-acre waterfront site features a great lawn, Bay Trail connectivity, shoreline sands, a central plaza, a gathering grove, and a stormwater garden.



# Port of San Francisco 2024 Impact Report



- **Bayfront Park:** Through coordination with the Office of Community Investment and Infrastructure and San Francisco Public Works opened Bayfront Park in November 2024, an amazing new park the public already cherishes.

**Housing:** Created new communities and opportunities through housing for low-income residents.

- **Mission Rock:** Completed three of the four vertical building certificates of occupancy, with residents continuing to move into Building A. Visa occupied its new corporate headquarters at Building G in 2024. The project also has recent leasing successes, signing five retail tenants plus a substantial office lease of nearly 30,000 sq. ft. at Building A. The Mission Rock neighborhood is an inclusive community that combines an imaginative, eclectic array of residents, businesses, retail, makers, and creators where open space meets the Bay.
  - **Verde Opening Housing:** Opened Verde, the second residential building in Mission Rock. In total, Mission Rock now has 537 homes, including 30% affordable homes, and 161 homes, for residents making 90%-150% of the area median income.

**Funding:** Secured \$105 million in 2024 from state and federal agencies to ensure a financially sustainable organization and waterfront. Additionally, the Port is continuing to manage \$117 million American Rescue Plan Act (ARPA) resources.

- **\$55 Million Environmental Protection Agency (EPA) grant:** The Port in partnership with San Francisco Bay Ferry (SF Bay Ferry) received a \$55 million EPA Clean Ports Program award to transition to zero-emission ferry operations and enhance air quality. The \$55.4 million grant will allow the Port and SF Bay Ferry to:
  - Build a 400-passenger zero-emission vessel,
  - Install electric charging infrastructure here at the Downtown San Francisco Ferry Terminal,
  - Complete a brand-new ferry terminal in Mission Bay that will be fit with electric charging infrastructure, and
  - Support a regional maritime workforce development program.
- **\$50 Million Federal Emergency Management Agency (FEMA) grant:** Received Building Resilient Infrastructure and Communities Grant award from the FEMA for up to \$50 million to advance the Downtown Resilience Project.
- **\$117 Million American Rescue Plan Act resources:** Established internal working group to work with Port leadership to identify, track, and execute construction projects funded by ARPA resources obtained in 2022.



# Port of San Francisco 2024 Impact Report



**Construction Delivery:** Strategically managed construction portfolio to ensure Port assets remain in good condition for tenants and the public.

- **Projects:**

- Broke ground on 10 construction projects, including Tulare Park, 696 Amador Street office rebuild, Little Embarcadero improvement project, South Beach Harbor Marina Repairs, Hyde Street Harbor Repairs, Pier 80 Temporary Fendering, Ladders & Skylights, Crane Cove Park Playgrounds, Pier 27 Fender Repairs, Pier 23 North Apron Repair, Leavenworth Emergency Sewer Replacement, Pier 52 Boat dock, Seawall Lot 321 Parking Lot Lights across from the Exploratorium, and more.

- **Engineering Design:**

- Commenced design on nine projects in 2024, including Pier 9 Roof, Pier 33 Roof, Pier 45 West Apron Repair, Pier 47 Substructure Demolition and Repair, Stormwater Trash Capture Devices, Seawall Lot 349 Parking Access, Blue Greenway Improvements, Pile/Fill Removal at Pier 38 North Apron, Pier 50 South Apron, and Pier 60.
- Completed design of 10 projects in 2024, including Amador Street Pump Station and Roadway Improvements, Pier 90 Structural Demolition, Pier 96 Admin Building Deck Repair, Pier 27 East Bollards, Pier 29.5 Office Rehabilitation, Pier 40 Hoists and Kayak, Pier 26 Fire Water Pipe, Pier 28 New Restroom, Pier 50 Maintenance Lockers, Pier 96 Crane Demolition to break ground in 2025.

- **Hyde Street Pier Restoration:** In partnership with Port tenants and the National Park Service, we broke ground on an improvement project aimed at preserving historic ships and ensuring the long-term protection of the pier.

- **Pier 33 Alcatraz Landing:** Collaborating with the National Park Service, the Port continues its investment in renovating the ferry plaza, with project completion anticipated in 2025.

**Systems and Operations:** Ensured Port operations system management is efficient.

- **Project Tracking Tool:** Tested and enhanced Project Management application to facilitate inter-divisional collaboration and communication on Port construction projects to capture critical information, manage approval workflows, and create reports to allow for data-driven decision-making.
- **Dredging Database:** Developed an interdivisional dredging management tool to coordinate and forecast dredging permitting, budgeting, and operations.

# Port of San Francisco

## 2024 Impact Report



**Waterfront Events:** Hosted various events drawing millions to the waterfront.

- **Fleet Week:** Partnered with the City and the United States Armed Forces, Navy, and others to host Fleet Week and welcome hundreds of thousands of people to the waterfront to celebrate the military partnership and those who serve and have served.
- **Portola Music Festival:** Held the third annual Music Festival at Pier 80 welcoming over 80,000 visitors to the Southern Waterfront to enjoy electronic music, enhancing San Francisco arts and culture.
- **Pier Party at the Wharf:** For the second year running, the celebrated weekend concert series transformed the heart of San Francisco's iconic Fisherman's Wharf into a vibrant musical hub, attracting both visitors and locals. Every Saturday from May through October brought a vibrant musical experience to Fisherman's Wharf, with a lineup of artists featuring 40 musical acts, such as The Unauthorized Rolling Stones as a Rolling Stones cover band, Baycoin Beats, delivering upbeat jazz, soul, and R&B hits, and Jazz Mafia, performing upbeat jazz and funk. The series featured a large stage, a Pier Party bar, and plenty of bistro-style seating, creating a lively atmosphere for dancing and enjoyment. Located in the heart of Fisherman's Wharf, it offered visitors access to dozens of retailers and restaurants to explore. All of this was set against the breathtaking backdrop of the waterfront and the bustling energy of Jefferson Street.
- **Ocean Clean-Up Event:** The Ocean Cleanup and partners held a press event on Pier 15 to announce progress in its important effort to rid the world's oceans of plastic.
- **Mayor's State of the City Address:** Hosted the Mayor and City dignitaries and business leaders for the annual State of the City address at the James R. Herman Cruise Terminal, at Pier 27, highlighting the Port as an economic engine for San Francisco.
- **Cruise Terminal 10th Anniversary Celebration:** Celebrated 10 years of cruise operations and investment in the terminal contributing to economic vitality and visitor attraction.



# Port of San Francisco 2024 Impact Report



## EQUITY

Intentionally executed and managed activities to ensure an anti-racist organization and an inclusive and diverse waterfront.

**Public Art:** The Port highlighted art along the waterfront to celebrate diversity, culture, and the enjoyment of all communities.

- **Public Display of Artwork by Ary Arcadie Lochakov:** Hosted the first-ever free public exhibition of works by Ary Arcadie Lochakov at the Ferry Building. The display featured 40 original pieces by the Russian Jewish artist, whose works were rediscovered by Port staffer Jermaine Joseph at Crane Cove Park. More than 1,000 visitors viewed the collection and engaged with Port staff. In 2025, these works will be transferred to the Museum of the Art and History of Judaism in Paris.
- **As Sounds Turn to Noise Sculpture by Thomas J. Price:** Partnered with the San Francisco Arts Commission to install a nine-foot-tall bronze sculpture of a Black woman jogger along the Embarcadero promenade, between Pier 1 and the Ferry Building. This powerful piece provides representation for Black men and women, who are often underrepresented in sculptural art and offers a vision of beauty and strength along San Francisco's iconic waterfront.

**Activation:** The Port intentionally activated spaces to engage diverse communities and celebrate cultural heritage.

- **Toni Stone Crossing and Maya Angelou Streets Lane:** Collaborated with Mission Rock, Tishman Speyer, and the San Francisco Giants to celebrate the dedication of Dr. Maya Angelou Lane and Toni Stone Crossing, as well as the unveiling of the Toni Stone statue in the Mission Rock development. Dr. Maya Angelou, a renowned poet, memoirist, and civil rights activist, was the first Black female streetcar conductor in San Francisco at age 16 before she achieved global acclaim. Toni Stone was a trailblazing professional baseball player, becoming the first woman to play as a regular on a major-level professional baseball team when she joined the Indianapolis Clowns in 1953. Her early career also included playing for the San Francisco Sea Lions, the New Orleans Creoles, and the Kansas City Monarchs.
- **USNS Harvey Milk Maiden Voyage:** Welcomed the naval ship named after civil rights icon Harvey Milk as it docked at Pier 30-32 on its maiden voyage. The event brought together San Francisco elected officials, community leaders, and friends and family of the Navy veteran and LGBTQ+ activist to celebrate his enduring legacy.
- **Islais Creek Interpretive Sign Installation:** Collaborated with the community to design and install a series of interpretive signs that reflect the area's past, present, and future, offering educational and cultural insights for visitors and residents alike.

# Port of San Francisco 2024 Impact Report



**Events:** The Port hosted numerous cultural engagements on the waterfront to connect with and celebrate diverse audiences.

- **4th Annual Juneteenth on the Waterfront:** Sponsored and participated in Foodwise's annual Juneteenth celebration, also known as Freedom Day, commemorating Black emancipation in the United States. The event featured racial equity-focused community organizations, small businesses, and local vendors, attracting a diverse audience to the waterfront.
- **Pop-Ups on the Plaza:** Partnered with Foodwise to host quarterly public events celebrating Bay Area Black entrepreneurs. These events, held at the Ferry Terminal Plaza and Farmers Market, showcased 12 to 20 Black-owned food and craft businesses per event, drawing thousands of visitors with delicious food, family activities, and community engagement.
- **7th Annual Contract Open House:** Organized an event at the Justin R. Herman Cruise Ship Terminal that brought together 250 attendees, including micro and small businesses, prime contractors, technical service providers, and City departments, fostering connections and collaboration.

**Mentorship and Career Development:** The Port created opportunities for youth and employees to connect with the waterfront, understand Port operations, and explore career paths.

- **SailGP at Pier 80:** Hosted the SailGP base camp, where 60 students per day participated in the SailGP Inspire Learning program, and nearly 700 visitors explored the base camp during the week-long event.
- **South Beach Yacht Club Youth Sailing Program:** Partnered with Pier 80 Terminal Manager, Pasha, and San Francisco Boys and Girls Clubs to sponsor six students in a youth sailing program, equipping them with safe boating skills while enjoying the waterfront.
- **Job Fairs:** Attended 14 job fairs, engaging over 50 community-based organizations (CBOs) to build talent pipelines and position the Port as an employer of choice.
- **Career Development:** Supported Port staff with workshops on civil service exam preparation and tools like SmartRecruiter, fostering career advancement and skill-building opportunities.
- **Rising T.I.D.E.S Internship Program:** Welcomed 15 interns across five divisions, including two students from Historically Black Colleges and Universities (HBCUs). One intern transitioned into a full-time role, while a cohort of seven participated in Maintenance's Young Adult Employment Program, providing career preparation for economically disadvantaged youth.



# Port of San Francisco 2024 Impact Report



- **Trades Career Fair:** Hosted the first-ever Port Trades Career Fair at Pier 50, featuring 18 organizations and over 220 attendees. The event introduced attendees to trade apprenticeships with live demonstrations, and plans for future fairs included job readiness programs like resume writing and interview preparation.
- **Hiring and Promotion:** Hired 35 new staff, promoted 14 employees, and mentored 22 interns to strengthen the Port's workforce.
- **Workplace Equity Initiatives:** Conducted a Port-wide analysis of positions to ensure career ladders, eliminate dead-end pathways, and promote equal pay across genders. Trained 77% of staff in inclusion and belonging through workplace equity training.
- **Workplace Violence Prevention:** Developed and implemented a Port-wide violence prevention program in compliance with new legislation, with staff training underway.



**Coming Together:** The Port created opportunities for staff to connect, collaborate, and thrive.

- **Equity Champions:** Continued to convene division equity champions to drive racial equity initiatives and implement change within their teams.
- **Staff Appreciation Events:** Honored staff contributions through events like the Breakfast of Champions, Maintenance BBQ, Fall Potluck, and End-of-Year Gathering.
- **Internal Engagements:** Organized programs to build trust and align staff on Port priorities, including:
  - **Port CHAT:** Hosted three discussions on justice, neurodiversity, and cruising history.
  - **Just Keepin' It Reel:** Facilitated seven film discussions tied to cultural heritage months.
  - **Education Engagements:** Delivered five educational sessions on Port operations and milestones.
  - **Maintenance Engagements:** Focused inclusive engagement efforts on Maintenance staff at Pier 50.
  - **Executive Director Engagements:** Held quarterly meetings to share organizational goals, listen to employees, and foster responsive leadership.



# Port of San Francisco 2024 Impact Report



## SUSTAINABILITY & RESILIENCE

The Port partnered with agencies to ensure a seismically safe, flood-protected, and sustainable waterfront.

- **Offshore Wind:** Continued to build relationships and engage with stakeholders on the future of offshore wind component manufacturing in the southern waterfront.
  - Led site tours for regulatory agencies, technology providers, and potential operators and developers.
  - A FEMA Hazard Mitigation Grant was awarded for the investigation, design, and permitting of seismic improvements at Pier 94/96 - initial work for preparing the site for emergency and industry use.
  - Brought an accept and expend item to the October Port Commission Meeting.
- **Flood Study Draft Plan:** Collaborated with the U.S. Army Corps of Engineers to release a Draft Integrated Feasibility Report, outlining a \$13.5 billion adaptation strategy for the waterfront. Pending Congressional approval, the Federal government could fund up to 65% of construction costs. A robust public engagement process was conducted, and the Recommended Plan is expected by mid-2026.
- **Wharf J9 Resilience:** Approved and awarded contracts for constructing a new float to support retail fish sales, while advancing seawall and wharf replacement designs.
- **Pier 35.5 Emergency Firefighting Water System (EFWS):** Supported the San Francisco Public Utilities Commission in evaluating EFWS manifold relocation options.
- **Ferry Building Resilience:** Completed preliminary recommendations for earthquake and flood resilience, including raising the building and constructing a stable seawall.
- **South Beach Coastal Resilience Project:** Secured \$7.8 million from the California Coastal Conservancy to advance resilience planning and design between Howard and Townsend Streets.
- **Pier 50 Resilience:** Completed geotechnical investigations and a draft seismic assessment report to inform future upgrades.