



SAN FRANCISCO PORT COMMISSION

**MAY 12, 2026
MINUTES OF THE MEETING**

MEMBERS, PORT COMMISSION

**HON. GAIL GILMAN, PRESIDENT
HON. STEPHEN ENGBLOM, VICE PRESIDENT
HON. WILLIE ADAMS, COMMISSIONER
HON. STEVEN LEE, COMMISSIONER
HON. KEN MCNEELY, COMMISSIONER**

**MICHAEL MARTIN, ACTING EXECUTIVE DIRECTOR
JENICA LIU, COMMISSION SECRETARY**

CITY & COUNTY OF SAN FRANCISCO

PORT COMMISSION

MINUTES OF THE MEETING

MAY 12, 2026

1. CALL TO ORDER / ROLL CALL

Port Commission President Gail Gilman called the meeting to order at 3:15 p.m. The following Commissioners were present: Gail Gilman, Stephen Engblom, Willie Adams, Steven Lee, and Ken McNeely.

2. APPROVAL OF MINUTES – APRIL 28, 2026

ACTION: Commissioner Adams moved approval of the minutes. Vice President Engblom seconded the motion. The minutes were approved unanimously.

3. RAMAYTUSH OHLONE LAND ACKNOWLEDGEMENT

The Commission Secretary read the Ramaytush Ohlone Land Acknowledgment.

4. ANNOUNCEMENTS

- A. Announcement of Prohibition of Sound Producing Electronic Devices during the Meeting: Please be advised that the ringing of and use of cell phones and similar sound-producing electronic devices are prohibited at this meeting. The Chair may order the removal from the meeting room of any person responsible for the ringing of or use of a cell phone or other similar sound-producing electronic device.
- B. Announcement of Time Allotment for Public Comments: Please be advised that a member of the public has up to three minutes to make public comments on each agenda item unless the Port Commission adopts a shorter period on any item. Public comment must be in respect to the current agenda item. In-person public comment may be made at the speaker podium in the hearing room during the relevant agenda item. For remote public comment, instructions are on the first page of the agenda. During public comment, dial *3 to be added to the queue. An audio prompt will signal when it is your turn to speak.

5. PUBLIC COMMENT ON ITEMS NOT LISTED ON THE AGENDA

Public comment is permitted on any matter within Port jurisdiction that is not an agenda item. No Port Commission action can be taken on any matter raised

other than to schedule the matter for a future agenda, refer the matter to staff for investigation or respond briefly to statements made or questions posed by members of the public. (Government Code Section 54954.2(a))

No Public Comment on Items Not Listed on the Agenda.

6. EXECUTIVE

A. Acting Executive Director's Report

- **Economic Vitality**
- **Equity**
- **Resilience**
- **Key Project Updates**

Acting Director Martin: Good afternoon, President Gilman, Vice President Engblom, commissioners, Port staff and members of the public. My name is Michael Martin. I'm the acting executive director of the Port. And this is my report for May 12, 2026.

Before I get to the slides, I want to do a couple of items to sort of highlight a few things. First, in May, we recognize and celebrate Asian American, Native Hawaiian and Pacific Islander Heritage Month. This is an opportunity to honor the generations of AANHPI individuals whose leadership, resilience and contributions have helped shape San Francisco and our nation as well as the Port.

San Francisco's history and identity are deeply connected to AANHPI communities and cultures. And the Port is proud to recognize and celebrate those lasting contributions by participating a series of internal events and educational opportunities throughout the month.

I'm also pleased to share some positive news regarding the Port's financial outlook. Our nine-month report -- so that's nine months of the fiscal year, which ended the end of March, reflects a \$10.1 million net surplus. This will allow us to do additional contributions to our capital projects and reserves beyond the conservative assumptions included in our adopted budget, which anticipated an \$11.4 million in net revenue so a significant increase from our conservative projections.

These net revenues came from disciplined fiscal management including finding savings on our interagency work orders, continued strong interest earnings for our reserves and our fund balance and a one-time \$5 million legal settlement that was obviously the bulk of that revenue.

Commissioners, under your leadership, the Port remains financially strong and able to take these really impactful investments that we're contemplating, a

number of which we'll talk about today. The controller's office is expected to publish the city's nine-month report later this month for the entire city.

Relatedly, I have been joined by deputy director of finance and administration, Meghan Wallace and our government affairs manager, Boris Delepine, for meetings with the waterfront supervisors to prepare for hearings on our budget that you adopted back in February.

The Board of Supervisors budget and finance committee will be hearing our budget tomorrow afternoon. So I'm excited to really push forward with this good news but also to say our plan is strong, especially as to the capital improvements we've been working on to keep the good investments going from all the grant money we've been able to spend.

Now to the slide and some really exciting news, commercial salmon season has returned, first time in three years after three years of closure. This is welcome news for Fisherman's Wharf, our local fishing fleet, our restaurants, visitors alike. Fresh local salmon is expected to return to markets and restaurants throughout the wharf beginning this month.

We're also proud to continue supporting the Fisherman's Wharf pop-up fish market, a weekly pop-up market operated by local fishers in partnership with the Fisherman's Wharf Community Benefit District. The pop-up market is located at 101 Al Scoma Way hard by the Wharf J9 location where many of our off-the-boat fish sales take place.

It's operated every Saturday from 8:00 a.m. to 2:00 p.m. And we love the way it connects the public with the fishing industry, our maritime heritage -- encourage everyone to support our local fishers and very happy to welcome the CBD who's just joined us as well. We'll be hearing from them later in the meeting. I wasn't able to get to the pop-up market last weekend, but I'm definitely going this weekend. And I hope everybody else does too.

Keeping our cameras in Fisherman's Wharf or relating to Fisherman's Wharf, I want to thank everyone who helped make the April 30th kickoff of our community engagement process on the next phase of Fisherman's Wharf Forward such a success.

The event really reflected the Port at what I'm really proud to say is our best, thoughtful planning, a lot of good information and expertise but a lot of really great input from our community stakeholders. We really appreciate the productive dialogue.

In my opening remarks that night, I really pointed at, you know, the Port is really taking a much more forward look at investing in our property than we have in recent decades. But to do that well, to be successful, we really need the expertise of our stakeholders to let us know what's important about what they find

in Fisherman's Wharf and what they want to see in this next generation of improvements that are intended to protect the wharf from serious risks of earthquakes and sea-level rise.

You know, our stewardship in this sort of initial set of investments that we're delivering starting this summer with Alioto's Plaza and the smokehouse overlook and the improvements in the inner lagoon for the working fishing industry I think are really a good down payment. I think it shows where our heart is and where our expertise is going. And I think the kickoff of this effort is really a sign of that.

We'll have a series of more of these meetings going forward this year as we bring forward alternative plans and ideas and try to get more feedback as we refine to what the preferred plan will be. Our goal with this phase of resilience improvements for the inner lagoon, the entire sort of three sides and sort of improvements in the inner lagoon -- we're targeting 2030 for completion.

And so this year is super critical to make that happen and getting all of the good thinking. So again, I appreciate everyone that spent time with us. And I'm looking forward to the next one, so we can keep moving this important work forward.

Sticking with public engagement and waterfront resilience, I want to talk about two upcoming community engagements we're kicking off further down the waterfront also in relation to our Army Corps of Engineers coastal flood resilience plan.

So on the left side of the slide, you'll see the downtown coastal resilience project, which includes flood-protection improvements, starting all the way up at Broadway but really focused on this area at Rincon Park between the Ag Building and Pier 24, really trying to create that durable line of defense.

This is one of our most critical flood-risk areas, as you probably all have seen and recall, during the winter, during king tides, we'll see some flooding in this area sort of lapping up to the edge of the Embarcadero. And it's really a wake-up call or a call to action because we know, as sea levels rise, as storms get more difficult, the important infrastructure that the shoreline protects, including the muni portal that's in the median of the Embarcadero, really needs a better and more durable shoreline to be able to protect it, so we don't have increasing impacts to our various infrastructure systems.

So we're excited to have that initial community engagement to talk about the context of the area and our ideas about how to improve it. In addition, sort of going to the right-hand side of the slide, we have a South Beach coastal resilience project so basically continuing and linking up at the edge of Pier 24. But South Beach will continue from Harrison Street all the way down to Townsend Street.

We're studying this stretch under a grant from the California Coastal Conservancy. And as part of that grant, it calls for doing this community engagement. But obviously, we feel like it aligns with our downtown work and hoping to sort of get as much of that community thinking about as we refine a plan and bring it to a higher level of resolution in hopes of getting into design in the near future.

So we know this is a lot for the community to engage in. What we'd like to do is we're scheduled South Beach for June 2nd. And we're in the process of scheduling the downtown coastal resilience project meeting for later in June with a little bit of a gap between, so we're not hopefully demanding too much of people.

We'll also have an online option for those who can't come. But I think it would be more beneficial to be there because it'll be more of an open house environment. So that information as well as the defined date of the downtown project will be on our website. You can find all of this information at SFPort.com/wrp.

Staying with resilience but on a different angle in terms of the financial challenge, I want to express the Port's gratitude for Vice President Engblom to have presented at the Milken Institute conference in Los Angeles earlier this month, one of the world's most important convenings of capital investors.

And we're really proud and appreciative that he brought forward the San Francisco waterfront case for how resilience infrastructure can become a more investment-grade offering. This is a multi-decade, multi-billion-dollar project. We really appreciate the generosity of the taxpayers for 2018's prop A. It's allowed us to do a lot.

But we know that we're going to need sources from everywhere to make this work so that we're not just hitting the city's tax base. So we're looking far and wide in terms of the Army Corps match investment that we're excited to get into, grant opportunities with the federal and state governments but also public-private partnerships.

We think private capital can really play a role in hopefully delivering this improvement fast and efficiently and in a way that the city needs to really define the waterfront for the next generation. So these kind of contacts with the conference and hopefully our follow-on work to understand more about what this set of investors is looking for I think is going to be hugely helpful to us as we continue to refine our plan for the waterfront resilience project.

And to that point, I do want to highlight -- we continue to work closely with the Army Corps of Engineers to refine our resilience pathway to making these improvements. And we look forward to presenting you with an update this July, as we approach our really hopeful, impactful congressional action later this year.

Last week was very busy on a number of fronts. And it was exciting updates for all of them. On Thursday morning, we hosted our Trades Career Fair at Pier 50. This event connects young high school students and job seekers with opportunities -- understanding opportunities that are out there in skilled trades and maritime careers.

This is hugely important for the Port. We need to find that next-generation workforce that's going to come and build these projects that we're excited about planning right now and operate the waterfront for decades to come. And to do it with people from San Francisco is really that next level, that domino effect we want to see where the dollars that we spend to improve the waterfront are spent on people who are building careers and spending those dollars back in our economy.

I want to say -- I went down there early in the event. I was able to talk to some of the people tabling. We had 27 participating organizations, city departments, unions, workforce resource partners. And they were all super excited with that same mission in mind. And then, to see the students arriving -- we had over 400 -- not really shown in these pictures. But it was full, I swear.

Pier 50 was really a high-energy place that morning. And seeing those folks learning about what these opportunities look like -- you know, if we could open doors for just a few of them to come to the Port, it would be a huge win. So this was a great event.

I want to thank the human resource team for really organizing it. But I want to say I saw people from every single division at the Port really out there making this event a success. And I'm excited to see it next year.

We were excited to welcome Mayor Lurie twice to Port property last week, the first of which was welcoming the Brilliant Lady on her maiden call at Pier 27, the James R. Herman Cruise Terminal. This is Virgin Voyages, a new partner of ours, bringing their vessel here.

So the mayor participated in a plaque exchange with the vessel captain. It was a beautiful morning out there, a beautiful day, a beautiful vessel. And I loved -- as it departed, it gave us a little farewell note using the mayor's famous tagline, "Let's go, San Francisco," in its lights on the side of the vessel so a great new partner.

But I also want to appreciate our longtime partner, Carnival Cruise Lines. They've returned for a fifth season of seasonal homeport operations. So we very much appreciate that as well as the inaugural season for the Carnival Luminosa.

On Thursday morning, we also welcomed the mayor down to Terry Francois Boulevard by Mission Rock to cut the ribbon on Terry Francois Boulevard bike and pedestrian safety improvements. This was a project that the

Port conceived and funded, but we delivered in a great partnership with Public Works as well as the SFMTA and the Giants and Mission Rock Partners.

This was just -- you know, this is a location that's really part of the working waterfront. And as we have this great new connection in Bayfront Park that really help people bike and walk and push strollers and do everything to get from the ballpark area to the central waterfront, this was a place that really needed some improvements to really help people understand where to go so that the working waterfront can still succeed.

But if someone's biking or walking, they know where they need to be on the road. So we can have safe paths of travel for everyone. And I want to say that this is one link in a chain that we need to extend throughout the Port. It's really critical to our future to be able to blend the waterfront with the active users, the people that are coming to connect with the Bay, the people we're trying to attract with our arts and our culture. And so doing that in a safe way is absolutely a foundation for our success going forward.

Before I close, I want to follow up on a previous Port Commission item request from President Gilman regarding fireworks notifications. So we've had an instance earlier this year where there were some fireworks that were not sort of the usual Fourth of July, New Year's fireworks. And so people were surprised.

We have long maintained an email list to let people know when fireworks are coming. But we realize we needed to sort of take another run at reenergizing and re-publicizing that opportunity. So we've been able to do that to sort of point people to that email list so that they can get those push notifications.

But we've also gone further than that. So we partnered with District 3 Supervisor Sauter, who put an advisory in his newsletter to join our list but also has instructed his staff to help constituents point in our direction so that they can become more informed going forward, especially for the northern waterfront fireworks.

We've also expanded our own affirmative notifications, reaching out to city agencies at City Hall as well as our advisory groups, who are often kind of the center of their networks as relating to things that happen on the Port so, again, trying to get as much word of mouth out there as we can.

And then, we've also set up our own webpage, so people who don't know about the email list can come to our website at SFPort.com/fireworks to find out when upcoming fireworks displays are happening. So we're definitely not resting on our laurels. We're going to continue to find ways to push this out because we definitely work closely with city, state and federal partners to ensure the events are conducted safely and responsibly in terms of permitting.

But we know we need to make that next connection to the public so that these events can go off safely, and we don't have any negative impacts. So that concludes my report. I'm happy to answer any questions.

No Public Comment on the Executive Director's Report.

Commissioners' Discussion on the Executive Director's Report:

Commissioner Lee: [laughs] Always the first. Director Martin, great report, as usual. As you see, we are going so fast, and summer hasn't even just hit. I'm glad we have a surplus, a little less pressure. We do have still a lot of work to do as a lot of offers are coming in on some of our empty real estate spaces, which is great news.

Again, I was on Pier 39 actually last week for a tour. And I see that they're at 85 percent capacity. I haven't been on that pier for a long time. And it's good to see a lot of new stuff. And what I noticed is it's all about experience. And I think, right now, our focus is not only that we're coming back.

But in every sector, whether it's for the tourism, whether it's fishing, whether it's festivals at the CBD part area, water taxis -- again, I was on Pier 39. And the water-taxi program, we're kind of hiding in the cuts. I really think the locals should start using the water taxis more, have more pre -- it's only \$10 to take a water taxi from northern waterfront to go down to Chase. And I think it's a better experience. So I think that we should actually support that a little bit better.

I was at the career fair last year. And I'm glad it's even bigger this year. And what I was always amazed in the back was the vintage signs. And since there's -- what's going on at Fisherman's Wharf -- we're taking down a lot of things. I really like to see, as long as I'm here, you know, to see possibly a vintage sign museum, whether it's a one-day tour to show the city of our history.

I mean, we've got it. We should use it. And maybe, if we have some extra space somewhere, I know that the fire department is looking to bring some of their vintage fire stuff down here to the Port. And again, it's to give all our visitors an experience, right, to spend money down here, to eat our food, to enjoy our waterfront.

So I think we're on the right direction. There are so many things to do and -- exciting. So let's just keep going. And I think we're coming out of this really well. So I'm going to be, you know, putting a little pressure on some of these properties that are dragging their feet trying to figure out, you know -- things are coming back.

And if we could support them more, I mean we'll do what we can. But it's time now to really put on the gas before other people will start wanting to come

in. So I'm looking forward to the next -- this summer actually. So great report. Thank you.

President Gilman: Commissioner McNeely?

Commissioner McNeely: Yes. Thank you, Madam President. Great report, Director Martin. A couple of questions and a comment. On the budget, the settlement -- the one-time settlement, you said, was a substantial portion of the surplus. What would the budget look like without that particular piece of it?

Acting Director Martin: So that was \$5 million of the \$10.1 million --

Commissioner McNeely: Okay.

Acting Director Martin: -- sort of net surplus from our projected net revenues.

Commissioner McNeely: Okay. All right. Thank you.

Acting Director Martin: And that was associated with Pilot Thomas, the spill up in Fisherman's Wharf. And it's intended to compensate us from future costs of our operations up there relating to, you know, what we'd have to do to make sure we're not creating another spill. So it was a good negotiation. I really appreciate the support of the city attorney's office on that.

Commissioner McNeely: Yeah. That was great work on that. On the -- you mentioned the other surplus items were attributed to budget tightening and exercising more discipline on some of the other items. Is that something that you would see as a continuation, that we would continue to kind of see this kind of fiscal management as we kind of move forward through the year, and you're feeling confident about the budget going forward?

Acting Director Martin: Absolutely. I mean, I think the interagency work orders is obviously a huge way -- a way we get things done. But we want to make sure we're sort of minding what the work is and how we're getting it done and how that lines up with the payments being made.

And so I appreciate the finance and admin team for really leaning in on that. I would say a big portion of the net benefits is really interest rates. We have a large fund balance right now. So that has been one of the benefits is that interest income.

And so that's part of what we talked during the capital plan discussion is thinking about maybe we want to issue some debt so that we don't spend out of that fund balance on all of our capital but can have a balance between those things to try to sort of manage that benefit of the interest income as well as the debt expense.

Commissioner McNeely: Sure. The Port and the staff does a great job with community outreach. You always seem to have your finger on the pulse of the community and the work that you were doing. And you mentioned around the cruise terminal and some of the outreach with the community has always been fantastic.

On the Fisherman's Wharf engagement, are we seeing representation of residents and some of the businesses that have interests there? My concern is, are we also reaching just the general residential community as well?

Acting Director Martin: We are. I mean, there were definitely people there that weren't part of the business or the fishing/waterside community. I would say there was a significant amount of representation from the fishers themselves, who had a lot of thoughts about what needs to be improved.

We had a number of business owners who are definitely curious about sort of how we can build something that keeps sort of the economic engine moving during that really impactful construction. But that's why we're having more meetings. I think we want to get out.

We also have the Fisherman's Wharf advisory committee, which is a little easier for people to participate in. It's a virtual meeting. But we know that, you know, we want to get as many of those thoughts in -- one other thing we've done is reaching out to stakeholders before the meeting to have interviews just to sort of start preloading some of those thoughts.

So we don't have to force everyone to have that moment at the mic at the meeting to get their thoughts in and using a survey after the meeting to get more in as well.

Commissioner McNeely: Sure. And last, just congrats on the Trades Career Fair. It's great to see that it's growing. And we have so many different trades represented there. There's been so much discussion around, you know, continuing to invest in trade work and ensuring that we're able to, you know, build that next generation of trade talent. So I appreciate the work that you're doing on that respect as well.

Acting Director Martin: Thank you.

Commissioner McNeely: Thank you.

President Gilman: Thank you. Commissioner Adams?

Commissioner Adams: Yes. Madam President, Acting Director Martin and, I guess, Michelle, I would ask that my comments would be lifted. And I'll explain why at the beginning of my report. Mike, thank you for an excellent report.

But before I start, I would like to pay homage. We lost a great labor leader in San Francisco. We lost Larry Mazzola, Sr. And I had an opportunity on Friday to attend his funeral. And for me coming from labor and from the working class, I got to stand in the back with the working men and women that showed up in their uniforms.

I appreciated the comments of our esteemed Mayor Lurie and Leader Pelosi. But Larry Mazzola was a labor legend. He was a warrior. And he was a gladiator. And my comments would be, Michelle, if it would be appropriate, and Madam President, that Director Martin would lift these comments and make sure that Larry Mazzola, Jr. And Rudy Gonzalez gets it to the Plumbers Local and Pipefitters Local Number 38 and that, Madam President, if we could have a moment of silence.

President Gilman: Sure. Absolutely.

Commissioner Adams: Thank you. And just real briefly, I would like to read his obituary, Mr. Director, Madam President, into the record. A native San Francisco, Larry spent 47 years playing a major role in the leadership of the Bay Area's labor movement.

He served as business manager of Plumbers Union Local 38 for 24 years and dedicated his life to improving the lives of working families. Throughout his career, he served on the Golden Gate Bridge Commission, the Recreation and Park Commission and as president of the San Francisco Airport Commission.

He also served as United Association District 5 vice president, on the California State AFL-CIO Board and as vice president of the San Francisco Labor Council and as president of the San Francisco Building Trades Council for 30 years.

Larry is survived by: his wife of 58 years, Stephanie; his children, Larry Jr., Stephen (Judi), and Lori Di Grande (Domenico); his grandchildren, Joey, Nick, Sophia and Stella; and his sister, Joanne.

He loved his family, his friends and all the members of Local 38. Larry negotiated some of the best contracts and implemented some of the strongest benefits for the members of Local 38. And his impact on the labor movement will be felt for generations. Larry enjoyed horse racing, his monthly card games, Sunday flea markets and family vacations. His favorite people called him Papa.

I also wanted to say, in talking about Larry Mazzola, Sr., he was a part of the old guard, the OGs, that he really had the pride and the heart of San Francisco, whether the Port, the City and teaching younger people what it meant to be proud to be working with your hands and being a worker. And may he rest in power.

And before I start more, I want to wish my esteemed Port commissioner, Steven Lee, a happy birthday today.

Commissioner Lee: [sighs] [laughter]

Commissioner Adams: Director Martin, excellent report. You know, this waterfront resilience and flood protection is something that -- I think we're living in a time that -- I just saw that South Africa is having all these storms and wind. So much is happening even with the weather here in San Francisco. It's so unpredictable with this global warming and everything.

One day, it's 70. The next day, it's in the 50s. It's just so unpredictable. And this waterfront resilience and flood protection -- we have to get this thing done. This is so important to the citizen -- we have to be ready for whatever's coming at us because we don't have a crystal ball.

I also am glad that the mayor is coming down. You know, I was downstairs having lunch before the Port Commission meeting. And even just walking around -- and people don't know I'm a Port commissioner. I'm just a regular person, like we all are.

But there's a different vibe walking around the Ferry Building downstairs and in the city. I was up at Union Square the other day. It just feels that -- we're getting our way back to where we want. But we're also going out on a new chapter, a new adventure.

And it's nice to know that the Port is a part of that and that we're helping to lead. And we're transforming. And we're going to be a different Port. And I kind of like that. And I want to say to VP, thank you for going to L.A. for the Milken Institute. This is so important.

Five years ago, we would have never thought about this on the commission. And I'm glad that these are the things that we're doing. I want to follow up with Ken's comments, the trades, because I think about all the trades that used to work, right, in the shipyards.

It was 12 different unions working in that shipyard, the true working class. And then, that email we got today -- and I won't talk about it. But if there's a hope and there's a way, that's awesome. And I will just leave my comments at that, Madam President. Thank you.

President Gilman: Thank you, Commissioner. VP Engblom?

Vice President Engblom: Thank you for the report, Mike. It was a great report. And happy AAPI Month. I'm glad you started with that. It's incredible to think about how the AAPI community really -- you know, it's so intertwined with the

history of our city and our current culture. And the future of the city really is intertwining with that community. So happy AAPI Month to everyone.

I'll just use my time to just thank everybody for the support in sending me to Los Angeles for the Milken Institute. My take away from that conference was that the global capital community is interested in resilience. There are institutional investors, philanthropic groups, family funds, state -- you know, CalPERS was there. On the panel with me was the Washington State Investment Pension Fund.

There is a great interest in resilience. And the global capital markets are always looking for places to invest. But I think what I really learned was that, in addition to our -- creating an engineering-excellence state for our waterfront -- we really have an opportunity to lead in being a financial model as well because every city has this challenge.

And we have taken the work that the Port -- our staff has done with our consultants and in partnership with the Army Corps -- has created a global case study of how to protect our waterfront. But what I really realize is that we have to make this an investment asset class that they understand.

So I think we need financial innovation. And I think that we -- one thing that I really realized in just prepping for the panel is that we have to go beyond just sort of everyone thinking about this just as a -- this is not just a Port issue. This is a -- yes, it's our postcard that everybody loves. But it's also our platform for our economy.

And if we lead -- if all we talk about is an \$18 billion program, people glaze over. But if you talk about the fact that this is \$18 billion to protect our \$350 billion worth of property role tax that's just here in our financial district and the \$35 billion worth of venture capital that has invested in San Francisco-based AI companies just this year, then all of a sudden it becomes like, how can we not do this?

You know, it's inevitable we have to do this. We have to do it faster than we currently project. So that's why we need financial innovation. The longer we wait to do this the more expensive it's going to become and the longer we're at threat of losing our beloved economy.

So we have to talk about it not just as a postcard, but it's a platform for everything that the city stands for, all of our maritime industries, all of our tourism, all of our core economy. So anyway, that was my takeaway. There's a great amount of interest. I want us to run faster on this issue. Thanks.

President Gilman: Thank you. Director Martin, thank you so much for your report. There's so much there to unpack and so many comments from the fellow commissioners. I think I just wanted to do a couple of highlights. First of all, I just

really wanted to say how magnificent it really was to have the maiden voyage of Virgin come to our shores as they have the first route that they're doing out of Los Angeles up to Alaska and back, as an incredibly popular route and it being, for us, not a deep [markation] but actually a stop along that trip.

It brings visitors that maybe would not come to San Francisco. And particularly, I think it's really interesting the cruise model. And we had an opportunity to really tour and see the innovation both from an environmental perspective but also from a market-share perspective of what Virgin is really going to.

And I think it's a class of ship that we normally may not always be receiving. So I just really wanted to say -- I wanted to thank the Port. I wanted to thank Metro Cruise and Virgin Voyagers for the opportunity to tour it and learn more about how they're driving economic impact into San Francisco and how this is now a regular port of call for them. It was really exciting.

I had a question about the net surplus. You mentioned that \$5 million came from the settlement. So I'm assuming it's restricted. Is it a restricted use for the future to mitigate against expenses we might have? Or is it cash to the bottom line for the Port?

Acting Director Martin: It's cash to the bottom line. It was sized relating to what we expected those impacts to be. But it's money we can use. We don't have to reserve it.

President Gilman: Okay. Thank you for the clar -- so that is great that we can fund some of our other initiatives and put it towards our capital stack. I think that is really amazing. And I also, you know, did want to note that the ILWU was also at the cruise event and really important to see the brothers and sisters who make that cruise ship terminal work every day participate in the event as well.

And then, in closing, I'm actually going to dovetail two interesting things, which hopefully will be of interest to more than just me. To VP Engblom's comments around working capital and the blue economy and Commissioner Adams's remarks about the labor leader, Larry Mazzola, who we lost, who I hope the commissioners -- while he didn't serve on this commission, his work in San Francisco, his trades made this waterfront, that we'll close this meeting in [memoriam] to him.

Mr. Mazzola had the opportunity now almost a decade ago to make a decision to be the first labor union to put supportive housing on a parcel of land they owned here in San Francisco when they rebuilt their hall, Jazzie Collins Apartments.

And that, in itself, was the opportunity I had to work with him over many years to make that dream and that possibility happen. But he was also -- it was

the first private deal in San Francisco that ever used private capital to build 100 percent supportive housing without local or public funds.

And the interest from that came from international capital, came from the pension fund of the AFL-CIO, who had never made investments like that before. I think it would be amazing to bring that legacy forward to how we're looking at sea-level rise and the work we're doing here in San Francisco.

And as I said during a workshop during climate week that I got to participate in, the more we can monetize and start telling the narrative of the impact of the pandemic, which is recent and real in people's minds of what happens when we don't protect against a natural disaster -- a pandemic is a scientific natural disaster that happens to us as humans just like sea-level rise is going to happen to our shoreline.

I think we can really make the case to have that private capital investment and have the foresight, like Larry Mazzola did, to see that you can finance housing a different way. And now, that model has been replicated across the country. So I just wanted to close with those remarks.

And we'll be closing in [memoriam] to Larry Mazzola and all of his dedication to the City and County of San Francisco. And next item, please.

7. CONSENT

- A. Request authorization to award Construction Contract No. 2879, Pier 80 Improvements. (Resolution 26-26)**
- B. Request approval to terminate existing Lease No. L-10388 with JPPF 1300 Battery, L.P., a Delaware limited partnership ("JPPF") and enter into new Lease No. L-17390 with JPPF retroactive to February 1, 2026, that reduces both base and percentage rent and provides JPPF with up to \$188,192 in rent credits for tenant improvements on the same lease term, for approximately 4,635 square feet of a single-story restaurant space along with 2,992 square feet of outdoor dining area at 1300 Battery Street between Greenwich and Lombard Streets. (Resolution 26-27)**
- C. Request approval of a Settlement Agreement for Bauer's Intelligent Transportation, Inc. (Bauer) under Lease No. L-15004 (Pier 50, Sheds A and C), Lease L-16206 (401 Terry Francois Blvd - terminated) and Parking Agreement 003805 (Pier 96 - terminated) to resolve all balances due including Port waiver of certain rent, terms for completing safety upgrades to Pier 50, and resolution of litigation against Bauer upon compliance with the Settlement Agreement. (Resolution 26-28)**

ACTION: Commissioner Adams moved approval of the consent calendar.
Commissioner Lee seconded the motion.

No Public Comment on the Consent Calendar.

All Commissioners were in favor.

Motion passed unanimously. Resolutions 26-26, 26-27, and 26-28 were adopted.

8. MARITIME

- A. Request approval of a proposed new lease (“Lease No. L-17415” or “Lease”) with FBD Vanguard Construction, Inc. a California corporation (“Vanguard”), for approximately 21,780 square feet on paved land for a term of 18 months and an additional adjacent 108,900 square feet to be used for no longer than a two week period no more than four times within an 18 month period, located at Pier 94. (Resolution 26-29)**

Dominic Moreno: Good afternoon, President Gilman, Vice President Engblom, commissioners -- happy birthday, Commissioner Lee -- Acting Director Martin, Port staff and general public. My name is Dominic Moreno. I'm your acting maritime director. I'm proud to bring forward and introduce an opportunity at Pier 94.

To present this item, I'm joined by Charles Labitan, maritime business development manager.

Charles Labitan: Good afternoon, President Gilman, commissioners. My name is Charles Labitan. I'm the manager of business development for maritime. Today, I will make a presentation on the Vanguard lease for a temporary cement batching plant at Pier 94.

To give you some background, Vanguard Construction provides concrete for the Caltrans major U.S. 101 Freeway repaving and rehabilitation program. If you've flown in and out of San Francisco in the last month, you may have seen some of the prep work that they've already done.

And if you're down by the Harney interchange, you'll also see one of their primary temporary batch plants. The work is -- the project is phased into three segments. The first segment, as you can see on the map, is from the Harney interchange, which is down by the old Candlestick Park, up to the Highway 101/280 interchange.

Segment two is from the interchange up to Cesar Chavez Parkway. And then, you've got segment 3, which is Cesar Chavez up to the Vermont Street exit by Potrero. Currently, they will be moving the cement from their plant at the Harney exchange for segment one and segment two.

However, when they start working on segment three, it will be further away from the Harney interchange and anticipating highway traffic and the delivery of cement, which cures kind of quite fast, there's issues that the truckers may divert and drive into the local Bayview, local streets on the Saturday and the Sunday weekends that they'll be working.

I forgot to mention they will be working four times during an 18-month period. And each time they'll be working, it'll be two weeks of storing the material. So they approached us a few months ago with the idea of placing their plant at Pier 94. And there's many reasons for that. Number one is the proximity to the segment-three project.

From there, they can easily jump on Amador Street, Third Street, then on Cesar Chavez. And by doing that, the trucks would avoid having to drive through the Bayview community, would eliminate truck traffic, emissions from the trucks. And they'll be using it for two weeks.

Most of it will be for the storage of aggregates, which will be rock and sand, and then, the weekends that they'll be operating there. And they'll also need part of the land for their field office, which is trailers and parking. You can see from the map it's really only one-sixth of the old Pier 94. And most of it will be used for storage.

The benefits for the community -- of course, there will be reduced truck traffic, 8,000 less trips, 27,000 less miles and 45 metric tons of CO2 emissions avoided. There will be public benefits for the Port by supporting Caltrans and the community.

And the good thing is the Port will be generating revenue on property, which has been a challenge to generate revenue from. I'll go back to the other slide. You can see the water-ponding area there. And this map doesn't show the other smaller water-ponding areas in Pier 94.

We are giving Vanguard the option to receive rent credit in exchange for remediating and filling in the holes and resurfacing the water-ponding areas. So we'd like to request a reduction -- well, we negotiated a rental rate that's favorable for the Port as well as with Vanguard.

Because they have to set up a secondary plant operation, it increases their cost. And knowing that we need revenue for the Port, we felt that it would be wise for us to enter into a lease with them. We will generate \$335,000 in revenue

over an 18-month period and possibly more if they need extra time for their operations

And we also have the option -- or they have the option to fill in the water ponding, which will make the property more attractive for future leases. So we're here today seeking request to approve the reduction in parameter rate as well as the option for them to have rent credit in exchange for resurfacing the water ponding. Thank you. If you have any questions, I'm happy to answer.

ACTION: Commissioner Adams moved approval of the resolution. Vice President Engblom seconded the motion.

No Public Comment on Item 8A.

Commissioners' Discussion on Item 8A:

Commissioner McNeely: Sure. Thank you. Thank you for the presentation. It sounds like quite an elegant solution to a problem. Certainly, \$300,000-plus is not inconsequential. My question is, have we considered any negative impact on the communities around or -- the community around Pier 94?

It sounds like we will avoid substantial impact to the Bayview. But is there any on the way to Pier 94 that might be of concern as well?

Charles Labitan: We socialized this with the Southern Advisory Committee. And we have their support. And if you look at those streets, those are mainly industrial streets.

Commissioner McNeely: Industrial.

Charles Labitan: Amador goes through the Cemex facility. So you always have cement trucks going through there anyway on a daily basis. And it cuts through a little bit on Third Street then up Cesar Chavez. And that's really an industrial part of the city. There's not much residential in that area.

Commissioner McNeely: All right. Thank you.

Charles Labitan: Mm-hmm.

President Gilman: Thank you. Questions from commissioners? Commissioner Lee?

Commissioner Lee: This ponding situation -- is this something that -- is the pad sinking or something? Or is it -- they're just going to fill it? Or we still have to deal with this Pier sinking?

Charles Labitan: Well, I think it's just wear and tear. It's a dilapidated pier. When they start the work, it has to be approved by our Port engineers. So there's specifications on how, you know, they would need to fill and resurface it.

Commissioner Lee: Otherwise, what would we be using it for in general? Just parking trailers --

Charles Labitan: Well --

Commissioner Lee: -- like we did before? Or --

Charles Labitan: -- since Mar -- well, Martin Marietta was there previously. And when they left, they were able to pave most of it but not all of it because they were only on half of it. So eventually, the long-term plan, if it ever materializes, would be use it for offshore wind staging for fabrication.

And when that happens, the entire terminal would be redone anyway. But that's still a long ways away. And we need to generate revenue until that time happens.

Commissioner Lee: So by curiosity, what would it cost us if we had to do it ourselves?

Charles Labitan: I don't really have the answer to that. We'd have to go through engineering. But we can get back to you.

Commissioner Lee: I mean --

Charles Labitan: We don't think it'll be as much as the rent.

Commissioner Lee: Right.

Charles Labitan: As a matter of fact, we think it'll be below the rent --

Commissioner Lee: I mean, the benefit is we're getting rent, which is great. And if it saves us money from, you know, future repairs, that's even better. I was just curious --

Charles Labitan: Yeah.

Commissioner Lee: -- you know, how much money that we're actually gaining from that. So you don't have to get back to me on that. I was just curious.

Charles Labitan: All right.

Commissioner Lee: Thank you.

Commissioner Adams: Dominic, you have anything to say? And then, I'm good -- no. I'm good because you said the Southern Waterfront Advisory Committee was good and gave -- I'm good. But I just wanted to know. You look like you wanted to say something. So I'd appreciate if you had to say something to say about it.

Dominic Moreno: Just standing by for support, Commissioner.

Commissioner Adams: Thank you. I'm good, Madam President.

President Gilman: Thank you. Any other questions?

Vice President Engblom: Yeah. Well, I'd like to just say, you know, I think this is, in my mind, one of the most under-sung roles that the Port plays is this, you know, place for the input and output of these construction materials that build our city.

You know, it's a really important role that we play. And I'm not sure that everybody appreciates how important it is. And this is an incredibly important staging area. And that's what Martin Marietta does as a company. I'm glad that we're partnering with Caltrans on this project. I think it's a really important project.

I do think we need to be sharper in the story though about, you know, impacts because, you know, when I hear there's less air-quality impacts on the neighborhood, I just -- I want us to be sharper about like less than what? You know, like -- because you just look at the map. And you think, well, if I lived at this other end of Potrero, I would be -- wait. But this traffic is going to be really bad for however long. So I think we should just be prepared to be sharper with that story.

And I also think that the question that was asked earlier -- like, you know, I think we should always know like the cost of doing nothing on these sites. Like we -- this is really -- I think it's a great story. And I just think that partnering with Caltrans and also -- I also think about, you know, last year, we were all really excited about the Amador improvement.

You know, all of these things kind of feed on each other. If we hadn't approved it, it wouldn't have been as attractive of a route. And so I think this is a great story. And it's not anything that I would ask to come back to commission. But I just think we should be -- you know, and even -- I think -- you know, we've all been getting excited about blue economy.

Like I would like to know more about what kind of cement is Caltrans using. Are they using cutting-edge cement in these projects? You know, because I know there's a lot of research in low-carbon cement being used. And I hope that we're able to kind of understand that our partners are doing the best they can in the roles that they're playing in building our society. So anyway, just some questions.

President Gilman: Thank you. Thank you so much for the report and particularly going to the Southern Advisory Committee. I am supportive of the item and have no questions. Thank you. That concludes commission discussion.

All Commissioners were in favor.

Resolution 26-29 passed unanimously.

9. REAL ESTATE & DEVELOPMENT

A. Informational presentation and update on the Port's sole source grant to the Fisherman's Wharf Community Benefits District.

Amy Cohen: Hi. Good afternoon, commissioners. It's Amy Cohen. I'm with the real estate division. I'm just going to quickly introduce quite a team here. I'm just admiring all the merch right in front of us. [laughter] We were here about a year ago approving an extension of the grant that started with Fisherman's Wharf Community Benefit District in June of 2023.

A lot has happened since we were. And we promised the commission an update on activities. There's been so many activities. And I will turn it over to Bri to update and talk about the future of summer activities. But I just wanted to point out, when you see the first slide here -- yes, there you go -- I guess great evidence of the evolution of our partnership is that there are real flower baskets hanging on Jefferson.

And when we first started the grant, the CBD actually used some of our funds to put up fake flowers, which was so scary [laughter] because we just didn't know if fake flowers could be cared for. But they showed that the fake flowers could be cared for and convinced us that real flowers could be cared for.

So it is -- what CBDs do is provide services above and beyond what city agencies are able to do. And I think this is a great example. And Taryn Hoppe is here from the board. So -- anyway, I forgot to mention that. So I'll turn it over to Bri.

Bri Maughan: Well, good afternoon, commissioners. Bri Maughan, executive director of the Fisherman's Wharf Community Benefit District. Thank you, Amy. Appreciate the intro. I would like to start by taking a moment to show our gratitude to the Port Commission and for the leadership in this room and not here today for its investment and dedication to ensuring Fisherman's Wharf thrives for generations to come.

Fisherman's Wharf is historically and iconically San Francisco through and through. And it is at a pivotal time in its evolution. And we're grateful for the Port for its commitment to this very, very special place along our waterfront. We're

also grateful to the Port for its trust and confidence in the CBD to be a leading partner in the future of Fisherman's Wharf.

We've made a lot of progress. And that -- we'll share on that today. And we'll keep riding that wave well into the future. So let's get into it. And I want to start by reorienting ourselves a little bit. And what was the original purpose of our grant? And I'm going to walk us through this.

Implement multifaceted public-space activation and stewardship program, elevate Fisherman's Wharf experience through cleaning, safety and hospitality, enhance public space through beautification and infrastructure improvements, reignite a stronger community, foster small-business engagement and support economic recovery of our small businesses.

And in the spirit of reorientation, we're just going to give a high-level overview of the grant timeline. In June of 2023 -- thank you to the Port Commission for approving the first iteration of the sole-source grant, approximately just over \$2.1 million.

The original scope was born out of a critical need for economic recovery on Port property, supporting the activation of outdoor spaces through events, public art, marketing initiatives and enhanced cleaning, hospitality and safety services. And at the time, these were areas in need of urgent investment and support.

A year later, June 11, '24, we reallocated \$400,000 of the original grant to infrastructure improvements and new programming along Little Embarcadero, now named Fisherman's Wharf Promenade. And we increased the original grant funding from \$2.2 million to \$3.2 million to introduce that infrastructure improvements to the promenade.

And come May, a year later, after a proven success of this partnership, in recognizing the ongoing need for continued economic revitalization, we were very pleased and grateful to the commission for approving the extension of the grant through January 9th of next year, 2027, and increasing that grant funding to \$3.1 million, resulting overall in a new total of just over \$6.3 million over the course of three-and-a-half years.

We are now in this current phase. And I will present more on the progress and improved momentum that Amy pointed out as we move into our future this summer. Let's review some of the services that the CBD provides to the Port. And I won't read through the entire slide. I'll give a high-level overview.

We have daily onsite management of dedicated CBD staff. We have an amazing dedicated clean and safe hospitality services team. We lean into district advocacy, collective with Port. And we lean into economic development through business support, public-space beautification and a very robust events calendar.

And we are also the lead marketing and communications team on behalf of the entire district. Whoops. Pardon me. Moving on to stewardship, at the heart of all we do is our ambassador team. And with us here today are [Vic] and [Perla] from our amazing team.

These individuals come to work each and every day with an open heart and mind, ready to take on the day. No task is too small or too big. They're kind, smart, dedicated to ensuring Fisherman's Wharf is a clean, safe and happy place for all visitors.

Over the last year, our ambassadors have addressed over 170,000 hospitality interactions on the promenade alone, over 131,000 hospitality interactions on the remaining areas of the Port property. They swept over 6,400 block faces. Four faces make up a block. I'll just call that out.

They collected a little over 2,600 bags of trash. That equated to just over 117,000 pounds of trash. And we also supported the Port's maintenance team by addressing the overflow-bin portion of the trashcans, just under 5,000 incidents of that.

We also removed just over 4,500 instances of graffiti. And we helped support our fellow humans with just under 2,500 wellness checks to ensure that these individuals were able to get the services they needed. All right. And here is most of our team with our joint-part walk with the mayor's office and District 3 supervisor's office last month.

All right. Let's talk about beautification and the amazing flower baskets we're also very happy about. This year, we really leaned into refining what our future goals are. A dream, as Amy mentioned, has been lining our streets with fresh blooms. And thanks to this money, we were able to introduce live flower baskets to Jefferson and Taylor Streets.

These baskets will be swapped out every spring and fall with fresh blooms. Also, here, you can see the Desert Shark, if you're in front of Pier 45. We supported the Port's efforts to extend the artwork walk through the wharf by amplifying the Port's marketing efforts, being on hand during install as well inspecting the artwork, looking for damage or cleaning needs.

We cleaned the artwork base. And if any needs arise, we immediately alert the Port and Building 180. And moving on to the promenade, last year we worked with street plans and the Port to create the whimsical fish shoals you see swimming around the promenade.

These murals represent fish that are vital to our commercial fishing industry. This was a great partnership project with us and the Port and street plans. And we hosted a volunteer weekend to paint the fish.

This funding was vital to improve not only the public space infrastructure but also the way that the public uses the space. This funding transformed the area from an overpopulated, unpermitted vending public-safety challenge to the vibrant, welcoming and enjoyable public space that it is today.

It provided: over 28 new seating opportunities to linger longer, enjoy our waterfront; the reconfiguration of 24 existing benches and 12 concrete planters; the installation of 20 new redwood landscaping planters; the installation of eight units of interactive, fun furniture for kids of all ages and seven new pergolas.

All right. Now, moving into events and activations, starting with our iconic Pier Party at the Wharf. This last year, we celebrated our third season. Pier Party attracted over 15,000 domestic visitors with an average dwell time of 47 minutes. We worked closer with wharf businesses to offer attendees meal and drink deals.

During our music breaks, our emcee announced offers at various businesses, all in an effort to elevate economic vitality for our wharf businesses. We also worked with Warriors hype man, Franco Finn, to emcee the concerts, elevate visitor experience and expand our reach to new audiences.

We secured new local artists, creating fun, interactive intermissions and more. And then, also this year, around intermissions, we hosted the wharf's very first drag show, celebrating pride. We also introduced trivia for chocolate, in partnership with local businesses and even salsa dancing, which was a great hit.

All right. And then, Fleet Fest -- this year, we solidified Fisherman's Wharf as the place to host Fleet Fest. Within days, we band together, us and the Port and the Fleet Week Association, to bring Fleet Fest from Pier 27 to the triangle lot.

During Fleet Week, we welcomed over 150,000 domestic visitors to the wharf Friday, Saturday and Sunday. While this traffic dip was due to the government shutdown and lack of participation from the Blue Angels and U.S. Navy ships, Fleet Fest in the wharf was vital to support our businesses and make the best of the programming we were able to host, like the Canadian Snowbirds and the Columbian ships.

Several businesses commented that they were thrilled that Fleet Fest happened regardless. And the negative economic impacts were less than anticipated. Fleet Fest was a shining example of what happens when a community aligns in heart and purpose. And it was truly a community event. And we're already in talks for planning this year's Fleet Fest.

And last but not least, Warm Up at the Wharf -- and who said San Francisco is not family friendly? We brought a football field to Fisherman's Wharf and welcomed approximately 16,000 visitors to our event that weekend. And

thanks to our amazing ambassador team, we literally turned the parking lot adjacent to the SkyStar Wheel into a football field.

Visitors put their throwing arms to the test with a football-throwing simulator, participated in CrossFit agility challenges, listened to live music, received free Liquid I.V. giveaways. And parents and guardians enjoyed their kids' smiles as they played in Oogubi's kids sensory play zone.

Our Fisherman's Wharf businesses also brought their A game. More than 25 businesses offered prizes from hotel stays, Bay cruises and tours, free merchandise, rides on the SkyStar Wheel and meal discounts to free football-shaped sourdough drops from Boudin Bakery in the football field. Our community really showed up for each other.

And around the corner in the Crab Wheel Plaza, we hosted Legends pop-up merchandise trailer as well as a Nike merchandise giveaway. It was an epic weekend.

And then, lastly, we also hosted our very first wine walk last May and welcomed back our annual crab crawl this March and other small activations such as a sunset sip and paint in the Crab Wheel Plaza, a dance class produced by Rae Studios this summer. We partnered with Scrap SF Arts for an arts and craft workshop.

We also brought back our maritime market this holiday season. Our ambassador team developed -- designed the I Heart SF activation that was in the Crab Wheel Plaza as well as we introduced our Wharf Wednesdays small business activation series.

All right. Now, let's move on to our pop-up fish market, as Mike mentioned earlier. This January, we partnered with the Crab Boat Association to launch a pop-up fish market. This initiative is aimed at re-inspiring San Franciscans to come to the wharf for their fresh fish.

Supporting our fishing fleet and celebrating the wharf's historic maritime heritage, every Saturday from 8:00 to 2:00 p.m. our neighbors can come to the wharf to buy locally caught fish. Year to date, the market has served over 700 customers, not including last week's salmon season launch. And we're very happy to report that the fish market has been extended through September.

Let's touch on revenue generation, which the CBD has committed to reinvest it back into a thriving Fisherman's Wharf. We have increased our revenue-generation strategy by: elevating our brand's presence and marketing efforts; establishing a set event fee structure for events and activations based on the type of activation; as well as leveraging our existing iconic waterfront locations.

Through March, we've obtained approximately \$201,000 in revenue. And we exceeded this year's goal by \$100,000. And we're on track to obtain an additional \$37,000 by the end of this fiscal. The revenue generated through these avenues is reinvested into the wharf.

And an example of this is the Warm Up at the Wharf event. This event was fully funded through that revenue generation. As the CBD increases its revenue-generation strategy and secures more funding, our commitment is to reinvest it back into the wharf via more events, more public-space beautification projects and increased marketing campaigns and more.

And speaking of marketing, one of our core purposes, we've elevated our marketing and social media presence by hiring a new marketing and events coordinator, Marlo, who is dedicated to planning and promoting our events and marketing new and existing public spaces and our iconic wharf businesses.

Over the past year, we've built a strong partnership with the Port comms team through: reoccurring biweekly check-ins to discuss current events and local initiatives; joint advocacy of D3 supervisor and Central Station's Captain Del Gandio; as well as with multiple collaborative press releases to promote crab season, Fisherman's Wharf events and the completion of the promenade and soon to be new Taylor Street Plaza.

We've also brought a new branding agency in, Creative:MINT, to help elevate the Fisherman's Wharf brand identity. We also collaborated with Port comms at our workshop last fall and developed new guidelines and a branding roadmap that will help shape our collective identity and unification.

We've made progress on collaborative coverage between our organizations as well including a piece from the San Francisco Chronicle highlighting the public-private partnership with a joint interview with the Former Director Forbes and myself.

Moving on to advocacy, advocacy plays a crucial role in building relationships, confidence and elevating and addressing district cleanliness, safety and economic development needs. In the CBD, we hold a unique position as we serve as the primary catalyst for unification of Fisherman's Wharf, from Pier 39 to the Little Embarcadero to the Hyde Street Pier to Ghirardelli Square.

This year, we leaned in really hard. We've increased advocacy efforts by engaging with civic leadership and other organizational partners, hosting district walks and regular engagement with the mayor's office, District 3 supervisor's office, Central Station, MTA, SF Travel, the Chamber and more.

And the results are coming in. We're gaining recognition and responsiveness from the Board of Supervisors and City Hall. We've positioned

ourselves to be the go-to for legislative feedback that will impact our small businesses and our fishing community as well as the tourism industry.

And we've also welcomed our Fisherman's Wharf [Foot Feed] back. Every Wednesday through Sunday, 11:00 a.m. to 9:00 p.m. And our entertainment zone legislation was officially approved by the Board of Supervisors this year. And it will increase district visitors and create greater economic opportunities for our waterfront tenants.

And last but not least, we fostered a good partnership with the Department of Emergency Management to address the needs of our most vulnerable unhoused residents within the district, connecting them with vital support services while also increasing public safety.

And talking about foot traffic, our foot traffic is tracking on its way back. What we're seeing from the data is that the '22-'23 was the height of the doom-loop narrative. And as the city has collectively campaigned against that narrative, as the '25 data shows, has improved -- or is improving. And this year, we're tracking well to continue that growth.

Historically, we've tracked unique visitor count through Placer.ai. We track the entire district from Pier 39 to Ghirardelli Square. And we also can create special zones like at the Crab Wheel Plaza, the triangle lot by Boudin and the promenade. However, being the tech capital of the world, tech is consistently evolving. And we're currently onboarding a new software called Datafy.

Datafy is another tracking software however with spending data and has the capabilities to create targeted collective district campaigns. Not only will we be able to track foot traffic, we will also be able to track and analyze spending data and create custom marketing campaigns on behalf of the entire district.

As you can see from the graphic on the screen, we're tracking to exceed 2025 numbers if we keep heading in this direction. And a little fun feedback, every year, we document feedback and conduct outreach to the businesses to assess our impact, learn how we can improve our support and improve upon our programs.

On the screen are a couple stand-out pieces of feedback from Port tenants and others, another from a visitor last year. From a Port tenant, the promenade turned out fantastic. The flea market and hotdog vendors are gone. And the promenade is, once again, inviting real estate.

And from a visitor, it's prettier and cleaner than ever before. From another Port tenant, the CBD programming has been instrumental in contributing to the vitality of Fisherman's Wharf. Let's talk about those surveys for a little bit. This year, we introduced event surveys as another tool to learn more about our

visitors, where they're from. What do they like? What are they coming to the wharf for? And what do they spend their money on?

We offered CBD blankets, water bottles, sunglasses and more in exchange for completing a survey. This year, we gathered over 670 survey results over the course of our events, providing us with additional insight on visitor data and desired experiences.

So what's next? What does the future hold? This year, we'll be working with the Port to install a light canopy above the Crab Wheel Plaza. We're currently working on revamping the Jefferson Street banners. And soon, we'll be extending the beautiful Joey Rose fish mural from the Crab Wheel Plaza west down Jefferson Street.

And for the upcoming new Taylor Street Plaza, we'll wrap the plaza into our daily ambassador schedule, caring for the space, removing litter, trash, graffiti and biohazards. We're also working with some of our other district partners like the Maritime Association and others to develop new programming concepts.

And our goal is to introduce concepts like maritime history, working waterfront lessons, sustainable fishing practices and waterfront stewardship, marine biology workshops and more.

For events, we're expanding our Pier Party. This year, we're introducing a day-and-night concept. So the second Saturday of the month will be a Pier Party Afternoon with a fun, engaging activity. The fourth Saturday of the month will be Pier Party at Sunset, more of a nighttime concert.

We will also be introducing new large-scale events to the waterfront including a wine and oyster festival, a car and dog show and will be bringing back the annual chowder competition. We're going to go big with the chowder competition. We're inviting local celebrity chefs and civic leaders to be judges. And we'll be introducing possibly a chowder and bread bowl competition, live music, prizes and more.

All right. And just to reorient ourselves a little bit with the budget, at a high-level review, we ended the fiscal year '25 with just under \$400,000. This was due to operational savings and strategically pausing the Crab Wheel Plaza light canopy.

Moving into this fiscal, we reallocated that funding into marketing, infrastructure maintenance, beautification and stewardship, giving us a new fiscal '26 budget of approximately \$2.3 million. You'll also note the revenue that we generated, year to date approximately just over \$200,000. We anticipate, again, to collect an additional \$37,000 by the end of this fiscal.

Year to date, we've spent approximately \$1.3 million, giving us a remaining balance through the end of this December, just under \$1.2 million, which, I want to underscore, will be used to support the projects that we just identified.

In closing, the core purpose of the Fisherman's Wharf Community Benefit District is to promote, advance and maintain Fisherman's Wharf as a world-class destination with our vital and very successful partnership reinforcing our organizational core purpose.

I want to reiterate, on behalf of the entire Fisherman's Wharf community, that we are very grateful to this Port Commission, to Mike Martin, Scott Landsittel, Don Kavanagh, Amy Cohen, which I would like to underscore Amy because she's been a key leader in this partnership and growing this program, also Harold George, Kyle Thomas, Meghan Wallace, Eric Young and countless other vital Port teammates that are not here today. Teamwork makes the dream work. And we've got one epic team. Thank you.

No Public Comment on Item 9A.

Commissioners' Discussion on Item 9A:

Commissioner Lee: [laughs] Well, first of all, when you guys -- when we appropriated the money, at first I thought it was just going to be entertainment, you know. And of course, I'm going to support entertainment no matter what because that would bring people back.

But during the time, we had no money. And when I first joined it was like, okay, we've got to generate something from nothing. But we still were able to give you this budget. And you guys spent it quite well actually. I mean, it's overwhelming that it's not just about the entertainment but how much infrastructure and beautification that you have put into it, which is why -- you know, part of the reason why things are happening at the wharf, why small businesses want to come back, why our Port staff is motivated because, you know -- and your team, you know, the women in there that have been so creative --

-- because, you know, doing events and thinking outside the box of all these new things, all the things that you listed, you know, just one small team cannot handle. I mean, I couldn't even do it in just only one nightclub to have all these kind of things.

And it takes so many people to do it. And for you to have that budget and - - I guess the confidence of the city to give you extra money because you're doing well -- I mean, we've seen so much -- I think we were all kind of holding our breath as what they're going to do with this money. And you guys spent it so well.

And I'm just proud to be there with you guys to motivate you especially in entertainment but, I mean, the public safety, the garbage -- I mean, everything that we need to generate more business and experience to the Port. So I don't know what else to tell you.

You're doing such a great job. It's almost like you're your own port -- and your team. And I appreciate you guys meeting me at a salsa thing because I really think there's time for a salsa festival. And I'm hoping that's --

Bri Maughan: It was a lot of fun.

Commissioner Lee: -- in your program. And I don't know what else to tell you. But great job. I'm glad that we're here to support you. I'm glad your budget got increased. And that's all I have to say.

President Gilman: Thank you. Commissioner McNeely, do you have comments?

Commissioner McNeely: Sure. Yes. An incredible report. I mean, this is clearly money well invested. The work that you've done has been absolutely incredible. I was at Fisherman's Wharf a couple of weeks ago. And the energy around the place is just fantastic. It's clean. It's inviting. It's welcoming. And I know a great deal of that is due to the work of you and your team. Great work on that.

And I had a question. But then, you answered it. I was going to ask about if you are able to determine local traffic versus tourists. And it sounds like you're doing some surveys that will help deal with that -- or reveal that data. I'd be also curious to determine, particularly with respect to residents, if it's their first visit or second visit and trying to understand what's bringing people back so that we could double down on some of that information.

Maybe we could do that with the marketing team. And it seems like there's a real opportunity there to really listen to folks and to give them more of what they're coming to the wharf to see and to get. But congratulations. You guys are doing a fantastic job.

President Gilman: Commissioner Adams?

Commissioner Adams: I'm looking at the staff in the front row. And you're smiling. And you're energetic. But I will just say this, that this is great because we're living in a time where the public is scrutinizing everything that's being done. And I think Director Martin has said it one time. We're being watched, everything we do.

And what I see right here is a comprehensive report, clearly attention to detail. And this is so important because I think, as a society, we have got to win

the public's trust back that money is just not being spent or stolen or being misused.

The public has got to believe that the Port and others -- that we are leading the way and that we're being accountable. And I really like this. This is important. And please continue, you know, doing what you're doing. There is that energy, you know what I mean, and that accountability.

And we can make it work. But some people don't know, when they have power, what to do. And they abuse it. And they don't do what the money is supposed to be spent for. And when you did come back, we gave you the money. And it's right here in front of us.

And I'm going to say good job. Please continue to have that oversight. So we can -- when the public [come], we can celebrate. And we can make sure that everything is done decent and in order. Thank you.

President Gilman: Thank you. VP Engblom?

Vice President Engblom: Thank you, Bri, for the presentation. I guess I have a question. It feels like the scale of the wharf's impact on our tourism economy is much larger than what the scope of this presentation maybe was focused on because I think everything that's in the presentation is impressive.

But then, I have a couple questions. Like the \$6 million investment over three years -- how did that compare to the other portion of where assessments came from? Was there OEWD money? Was here private assessments from the businesses? So that's one question I have. Can you help me understand that?

Bri Maughan: Yeah. So right now -- let me actually take us back for a second. So 2020, there were technically two CBDs Port property. There was a business merchants a -- CBD district -- not Port property. There was a business merchants district on Port property. The business merchants paid into the CBD. The, Jefferson Street building [edge south], the landside of the district, that's paid into by property assessments.

In 2020, both districts came up for renewal. The business merchants decided not to renew the Port-side CBD. So it went away. Landside CBD was renewed. And it's still operating. It's paid through by property assessments. So --

Vice President Engblom: Okay.

Bri Maughan: Okay. Does that help?

Vice President Engblom: Well, sort of. But maybe it makes my question even more -- maybe a little -- because I'm just trying to figure out, how do we go

forward with this? Because the tourism economy, you know -- read statistics. We have like a \$9 billion tourism economy.

And maybe what I heard was the punchline of your presentation was that we have \$200,000 worth of revenue. And I'm just trying to compute like Fisherman's Wharf is one of the most important puzzle pieces of our tourism economy.

How can we connect the dots between the economic impact -- because \$6 million invested and then coming out and hearing \$200,000 worth of revenue -- I don't think that's -- like I want us to -- I want to celebrate everything we're celebrating.

But I also want to connect the dots, so we lift up the presentation, and we point out that, you know, the \$9 billion worth of tourism economy that the Fisherman's Wharf is impacting. That way, people who are looking for that sort of messaging get what they need.

You know, it also gives us a position as we move forward into talking about, you know, the future of fishing and the future of investing in these piers. Like all of it adds up to each other. So I guess my question is, is there another part of the story?

Amy Cohen: I mean, to be quite honest, we didn't ask, as part of this grant, for them to do that kind of evaluation, which that kind of study could be done. And we could do it. We have a lot of the data ourselves.

Vice President Engblom: Right.

Amy Cohen: It's sort of a choice between how much do you like spend time doing and spend money doing versus spend time studying. But we have sales numbers of our own tenants. You know, we have sales numbers of their [Boba] container that show improvements.

And I think someone could ask for and create a study that would show some impact. At the same time, there's bigger global things going on in the city and the country. So all of this is sort of up -- I think it's pushing against pretty challenging trends al -- you know, that's what I w --

Vice President Engblom: Well, and I don't want to soun -- like I want to inspire the team, who is already doing incredible work, Amy, both you and Bri and your team -- is that, you know, I think that dimension, especially given the context of the trends that you're talking about, is that we are -- you know, I'm always surprised when I hear that our tourism numbers are so up when you listen to national news that, you know -- especially because I always heard that we have this outsized international tourism happening.

So I just -- all of these things, you know -- maybe it's just a reminder to all of us that, you know, when we tell a really good story, we have to also just say, okay, well, what is it? What else -- what other dimension is there? Because I totally agree with my fellow commissioners that this is really important.

But also, we have to tell the story of that bigger story that Fisherman's Wharf is so important to our tourism economy. And if it's not clean and safe, people don't want to go there. And that \$9 billion worth of tourism -- I wonder what those numbers would have looked like if we didn't spend the \$6 million doing what we did. So that's huge.

Bri Maughan: And I can add a note to that too. And our board president can definitely attest to this. Part of that increased advocacy efforts that we've been having and these deeper conversations with City Hall and our D3 supervisor is part -- that is part of that conversation is, hey, Fisherman's Wharf needs this attention. We need those resources. We need that support because we are the top tourist destination in the city.

Vice President Engblom: Right.

Bri Maughan: So we are having that conversation. We're looking at ways that we can, you know, pull that data and share that story. Yeah. We'll keep leaning into it.

Vice President Engblom: Yeah. And I'll just say, you know, it's good muscle for us to build too because, you know, we're starting this conversation about the central waterfront. We have to get good at this story. I know, like Amy said, it's there. I know Amy is passionate about these topics. So I'm confident we can do it.

President Gilman: I'm sorry. I think -- I apologize -- I think what VP Engblom is getting at -- and I just want to make sure -- and I would love to hear your comments too. I know you just came to the dais -- is just to confirm -- because it was the leading part of his question -- so you are validating that, outside of the assess -- as someone who's familiar with community benefit districts, outside of the assessment fee on the landside of Jefferson, the only other public funding you've received to support the CBD has been from us, from the Port.

You have not received funding from OEWD. You've not received other tourism dollars. I just want to clarify because that was the crux of his question.

Bri Maughan: Yeah. That's correct. For our services on Port property, it is all through this grant.

Amy Cohen: And the Port grant does not pay for the landside.

Bri Maughan: Correct. It's --

President Gilman: No. Yeah. No. I understand. I understand that. So --

Bri Maughan: We have received a grant for wayfinding signage from OEW -- or sorry -- Avenue Greenlight, project still pending per DPW. But that's all landside work.

President Gilman: Yeah. No. I just wanted to get sort of, I think, to the crux of the question, which was balancing an asset that benefits the whole City and County of San Francisco.

Vice President Engblom: And maybe a follow-up question -- when those two districts split, what's the kind of geographic balance? Like is one twice as big? Are they both about the same area? Do you have a sense?

Bri Maughan: The Port side is actually a little bit smaller than the landside. Port property goes up to building edge of Jefferson Street. And then, that's where the landside kicks in.

Vice President Engblom: Okay.

Bri Maughan: Yeah.

Taryn Hoppe: And I just have a small --

Michelle Sexton: Could you identify yourself?

Taryn Hoppe: Yeah. I'm Taryn Hoppe, the board chair of the Fisherman's Wharf CBD and a local business owner. And I just wanted to point out that the sort of -- I don't think we should pay too much -- put too much attention on the \$200,000 as the revenue generator because the whole purpose of the CBD, of course, was never to generate revenue.

The core purpose of a CBD is to provide services and, of course, enhance the area so that they can provide more revenue, which would be a great thing to learn if we could quantify how it's helped. I think, anecdotally, I can say as a business owner it's been tremendously helpful.

But that 200K sort of came out of just the CBD -- you know, knowing that the Port grant is not guaranteed funding and there's always expiration dates on it and it's always something we have to prove, I think that, as a CBD, we wanted to look longer term and show the Port that, hey, we can actually generate some of our own revenue on the Port so that we don't have to come asking for this money.

So it's just been a slow seedling that we really want to cultivate so that -- you know, it's almost like cherry on top kind of. But it definitely is not the purpose of the CBD. But that number has potential to grow for sure.

Commissioner Lee: Can I make -- [that's -- for me] -- you want to go f -- make your --

President Gilman: Yeah.

Commissioner Lee: [laughs]

President Gilman: Thank you, Commissioner Lee. So Bri, I think, first of all, I want to say congratulations. As someone who lives near the waterfront, I'm there every week. I was there Monday at 4:00. And there was absolutely foot traffic starting from the Crab Wheel. Now, before, you know, coming to the cannery, it was pretty sleepy.

But the minute you hit the Crab Wheel to see Chonkers at Pier 39, it was jammed with people, both tour -- you know, assume tourists when I hear folks mostly conversing in non-English. But I could be wrong. They could be locals who are just bilingual or trilingual -- and then like a mix of locals. You could just sort of tell how people were moving through the experience.

So I just really want to say congratulations to you and your team. I've seen, as someone who's there weekly, a stark difference in the last two years. And it has been exciting.

And before I get to like a question more about the economics and how, in the future, to generate revenue if the Port can't support at this level -- you know, because, as you said, it's always TBD from us from a budgeting perspective. I do really, with all this new programming, really would love to encourage as much as possible some sort of either local discounting or targeting of locals.

What concerns me always is that we're sort of -- I don't want to see us, as a district, get to a point where it's tourism or -- I have tourists coming to visit me. And I choose to bring them there. And I think, with all the activations, as someone who's done the Crab Walk Crawl twice now, who's come down to your concerts, still there needs to be more in-reach into the neighborhoods around the water -- you know, with the family zoning plan, we're going to see hundreds of units hopefully someday be developed along that stretch of the waterfront.

And if there's any way to do promotionals -- maybe even like the first 100 locals who sign up for this event get a discount or something, so it doesn't eat into your revenue too much -- I just really wanted to encourage that because I still think there's a lot of folks particularly in Jackson Square and North Beach who are unaware of the activities that are happening, which could be a natural draw to the waterfront.

So I was just curious. When is the CBD up? And do you have any plans to try to have a better [encatchment] zone? I mean, to me, Pier 39 should be paying into this CBD, as the master leaseholder of Port property. So can you tell us a

little bit about your strategy to increase the property assessment and what's part of your zone --

Bri Maughan: Yeah.

President Gilman: -- on renewal?

Bri Maughan: Our board actually just approved an early renewal strategy. So our existing management contract with City and County of San Francisco expires in '35. We're going to early renewal. And we are looking at things like district expansion, reassessing our property assessment formula to increase property assessments and also expanding the district as well.

We just created a steering committee that's comprised of CBD staff board members as well as Port leadership and some other district stakeholders to help guide this process and work through the feasibility studies and the engineering report on what would make sense for property type, properties, etcetera, for formulas moving forward.

So we just had our first steering committee meeting. It was very fruitful. We were able to, at least in that meeting, kind of carve down boundary expansion, etcetera. So we're in talks right now.

President Gilman: That's great. Thank you so much.

Bri Maughan: And if I may answer your question around marketing to locals, it's been on our marketing committee's agenda to figure out how to develop a locals program. And it's a conversation that we're constantly having is how do we re-inspire our locals to come visit the wharf and spend money in our neighborhood.

President Gilman: No. That's great. Thank you so much. And you're doing a tremendous job. And it is a marketable difference. I would like to maybe -- when the management plan is finalized, I'm going to ask for -- under new business, that we get briefed as a commission before it moves forward. I mean, it's a very lengthy, time-consuming process. But I'd love to just get briefed on, when they land on a plan, kind of what that looks like.

Acting Director Martin: Commissioner, we'll definitely do that. And we're actually in discussions with the CBD about -- we expect that reauthorization or expansion plan to take some time. And we don't want to have a cliff as of January where there's no funding.

So I think what we want to bring back is both that discussion and our discussions with them about, is there a way to sort of include funding for next year to sort of bridge to when that happens. But to their point, they're still drawing that picture. We're along with them on that picture-drawing exercise. And we definitely want to come back to you to talk about how that all fits together.

President Gilman: Thank you. And you're the complete landside all the way from Hyde Street Pier all the way up to Pier 39?

Bri Maughan: Kind of. Pier 39 is inside the district because their garage is inside of our district.

President Gilman: Right.

Bri Maughan: But that's where it ends. Yeah.

President Gilman: Okay. Great.

Bri Maughan: Yeah.

President Gilman: Okay. Well, hopefully, too, with all the new storefronts coming in, I saw another restaurant is coming in across the street from -- where hopefully Lou's -- Everett's will be opening soon in the old [Lou's Barbecue] space hopefully [too] those landlords are seeing the benefit. That concludes my comments. Commissioner Lee, you had a comment.

Commissioner Lee: Yeah. I just want to just reiterate that, you know, when we had COVID and Fisherman's Wharf, we basically had nobody that promoted. I mean, it would fall down on the Port anyway, you know, I mean, [and all for] our tenants that were struggling.

I mean, the money that we allocated to help, it's like we've got to -- it's almost our responsibility anyway to provide a little bit of budget for the promotion and the beautification where our Port staff was already overtaxed. So you kind of look at it as, yeah, we had to allocate money to it. We're giving an opportunity.

But they spent it well. And they're doing a great job. And because they're generating income -- most CBDs will just use the money and do [services and] support. But if they can actually generate income from however they're doing it and reinvesting it, that's less money that the Port would have to give them.

So in a sense, yeah, you know, we need the data. It'd be great. We wouldn't even have that \$9 billion tourism industry at the Port if the Fisherman's CBD -- we didn't give them that seed money to help develop it. And as we monitor their success, that's why they're getting what they're getting, you know, in my opinion.

And you know, we do -- as a Port landlord, we have to give small business some support. And I'm telling you, you know, coming here, you know, the Port's been landlords mostly. But COVID had to change the whole deal. And I just welcome the partnership that the Fisherman's CBD -- and whatever we can do, you know -- when we were supposed to do a car show at Pier 32 and we had to

bring it all down to you guys, hey, we were all there for it, you know, because we want those tenants to be supported.

And so even if we don't get all the data right away, we know it's in the positive sense. It's being spent well. It was a very well-detailed report. And I appreciate that. And you know, I think it's -- give them a little slack, you know. They're doing great in my opinion.

President Gilman: Thank you, Commissioner Lee. And I think the whole commission really values this report, Bri. You put a lot of effort into it. And your team all showing up here today -- I want to commend all of you for keeping Fisherman's Wharf safe, clean and vibrant. And on that note, next item, please.

10. PLANNING & ENVIRONMENT

A. Informational presentation on the Exploratorium's Sea Level Rise Education Initiative, including an upcoming Field Station installation at Piers 15-17 to support an education and outreach program about sea level rise and climate resilience impacting San Francisco and other Bay Area communities.

Patrick Foster: All right. All set. Good afternoon, commissioners. I'm Patrick Foster from the Port's planning division. I'm excited to introduce this item for you today. After a lot of concept development work with the Exploratorium, they're ready to present to you their upcoming sea-level rise education initiative, which we're confident will be a great public benefit for both San Francisco and the Bay Area region as a whole.

So I'll go ahead and jump into my own quick agenda on the next slide for the introduction today. So I'm going to start with just a brief background on the genesis of this program, how we got here today. That'll be followed by a high-level review of the different elements of the initiative, including the field station installation, which will be coming to the waterfront this summer.

And then, after my quick intro, the Exploratorium team, who is waiting over here -- they'll get into a more detailed presentation. And we'll be available for questions after that.

All right. So the overall idea for this program came from a recognition that there's urgent need for much more public awareness about sea-level rise and the risks that it poses to shoreline communities in the Bay Area. Basically, we know that responding to these risks locally will require a lot of buy in among the public and among voters.

So this program is meant to serve as a foundational piece in building that awareness. So years ago, around when I started working at the Port in 2019, the

Port and BCDC -- our government partners -- started having informal conversations about the need for this type of program.

From there, the Exploratorium was quickly identified as the best partner to help carry this out, given their depth of experience in science education. At the time, Exploratorium had recently relocated to the waterfront at Piers 15 and 17, which is also the perfect hub for the program's objectives.

So the Port -- we started facilitating joint meetings with the Exploratorium and BCDC to strategize on how to best design and implement the program. This is where we identified ideas for the program's content and structure and how success could be measured over time.

So during the same period, staff from the Port's waterfront resilience program invested lots of time and energy in helping to develop and test elements of the initiative. That included waterfront tours, youth programs, teacher workshops and regional climate events.

So up here on this slide is a list of some of the main focus areas that we identified for the program. At its core are the scientific foundations of sea-level rise. And then, the program is also expected to cover strategies for building resilience and adaptation including nature-based solutions while providing additional context on the indigenous connection to sea level and the history of bay fill, land use and environmental justice for vulnerable communities in the Bay Area.

This next slide shows the broad concepts that the program was designed to address. First, we have public experience and engagement, which is really all about creating exhibits, programs and online media that can be freely accessible to the public with the goal of amplifying sea-level rise knowledge and awareness.

The field station, which you'll hear about is part of this objective along with more temporary pop-up activations that will take place around the Bay. The built exhibits will be supplemented by educational resources that will be hosted online and displayed in person at the Exploratorium.

Next, we have a goal to reach directly to students and educators in the Bay Area, which will be done through free classroom and curricular resources and professional development workshops for teachers and community leaders. The Exploratorium will continue to host tens of thousands of students every year on field trips. And those can start to be tailored to include a focus on sea-level rise adaptation and resilience.

The third objective is collaborative design and evaluation, which speaks to the need to just consult with community groups and government partners as the program comes together to ensure it's successful.

So -- yeah. Finally, I'll just mention the field station. The Exploratorium will be presenting this in much more detail. I just wanted to show kind of where we're at in the development, which will be located on the public plaza at Piers 15 and 17 in front of the museum.

At this point, the Exploratorium's completed most of the initial steps including stakeholder meetings with partners on what type of the exhibits the field station should include. The conceptual design came together over the last year or so. So now, the Exploratorium's focus is on testing exhibits and getting to a final architectural package.

And in the meantime, the Exploratorium and Port are working together on a joint amendment to the BCDC development permit for Piers 15 and 17. And that'll authorize construction of the field station with the goal of getting it built this summer. So with that, I'll let the Exploratorium take it from here. I think Rob Semper is here. I'll introduce Rob, the museum's chief science officer, who will be giving the presentation today.

Rob Semper: Great. Thank you very much, Patrick and commissioners. Shani Krevsky is here -- Laura Zander and Emma Greenbaum and I want to thank you for the time we have to talk about this project. We're very excited to present it to you. And I just want to say at the outset that this has been an incredible partnership between the Exploratorium, the Port of San Francisco and BCDC.

Patrick mentioned we started this about six-and-a-half years ago. We've learned a lot about each other. And I think that's what's making this project a success. I'm very, very happy to bring it to this point. Let me find out which my arrow is. I guess this one. There we go.

So just to reiterate, the Exploratorium sea-level rise education initiative -- it's really aimed to increase public understanding of the impact of sea-level rise in the Bay Area using public education. And the program outcomes are about public engagement, teacher workshops, school field trips and regional collaborations.

It's definitely a joint effort between the Exploratorium, between the Port and BCDC. And I think part of this is a realization that we need to have a long-term education program because any of the things we implement -- this is going to take a long time to work. And often, people don't know what it takes to do installations now that may take five to 10 years to build and have implications 10, 20, 30 years down the line.

So part of this is education, not just formal education about why sea-level rise happens, but what it means to have adaptation happening, what it means to invest in the future and give people a chance to understand what's happening with all of these adaptation investments. So it's a different kind of education in the environmental space.

We had the fortune of moving to the piers. Now, it's been 13 years. I can't believe it. I was part of that move. And it seems still like yesterday. We are so excited to be here on the property that we get to enjoy, on the Port property.

And one of the things that happened when they moved there -- we all of a sudden got windows. Over at the Palace of Fine Arts, we had no windows. But we got a great location. In fact, we were able to build the Fisher Bay Observatory on top of the building at the end of the piers.

And this has an amazing opportunity to both have windows onto the Bay, windows onto the city. And we're able to start to design exhibits that actually related to observing the Bay, observing the city and began to get our own chops going about how to do exhibitry in a physical place.

So this is all really about location-based environmental education. And it took us a while to learn how to do that. Here are some pictures of some of the observatory exhibits. This is inside the Exploratorium. But this gave us the incentive about learning how to do this kind of education.

We then quickly found out, of course, that we are part of a region. We're part of action happening everywhere about sea-level rise. And we began to explore not only what happens at our physical location but going out and visiting other opportunities that people had whether it's up in San Rafael or down in East Palo Alto or doing walks along the Embarcadero, field -- basically talking about, in this case, [world] tides or the dramatic things that happen during these tidal events.

And we began to realize this is a regional project. It's not just something happening in San Francisco. But we also know that we have an audience that comes to the Exploratorium from all over the Bay Area. Our field trips come from all over the Bay Area. And people walking up and down the street in front of the Exploratorium come from all over the world. We just hear about the wonderful stuff happening at Fisherman's Wharf.

The parade of people from the Ferry Building to Fisherman's Wharf is absolutely incredible, the numbers of people. And we have a chance to try to engage with all of them with this project. We also wanted to deal with the future. We have an education issue that involves people who are going to have to inherit the world that we're working in.

So this project that we're talking about also involves real active efforts with educators and students. On educator side, we do a lot of workshops at the Exploratorium for teachers to give them tools to be able to bring sea-level rise issues back into their classroom.

And we've been working a lot with the Port and the Port's activities with SFUSD to help those teachers learn how to bring this back into their classroom

setting. Those workshops turn out to, therefore, have impact year after year once we work with teachers. In the workshop, they can do thing year after year in their classroom.

And also, student engagement -- a lot of student engagement happens in the classroom. But a lot happens in field trips at the Exploratorium. We have over 100,000 students come to the Exploratorium every year on field trips. And our [idea] was to try to engage those students with sea-level rise activities and see if we could help them understand the world that they're inheriting and see what is being done now to help their world move forward.

This picture is kind of interesting. If you see, these are some field trip students on the deck of our observatory. But also, next to it, you see teachers who are at the seawall looking through our grate in front of our building where you can see the seawall. It's not so easy. It's [kind of slots]. But you can actually see that seawall that's kind of paved over that no one even knows exists.

And you sometimes realize people are shocked that they're standing on water and not on land, for example, across that seawall [set]. So another thing that's been important that we've learned along the way is that this has to be a collaborative effort.

This is not an effort of one organization, the Exploratorium, or even an effort of the Exploratorium and the Port and Exploratorium, Port and BCDC. It's involving all of the people that are engaged in dealing with this throughout the Bay Area.

So we've learned that having collaborative meetings, conferences, bringing people together turns out to be an important thing that we can offer at our facility. And we've had -- this is, for example, a picture of the Bay Adapt summit that happened. We had the second one here this fall. It turns out to be a place that can gather people is something we can offer because of our facility. And we hope to use that in this initiative.

I want to spend a little bit of time that I have today, the limited time, to talk about a very specific thing that we're doing, which is the waterfront field station. And this is a project to actually build a public learning laboratory, a place that has exhibits, landscape interventions, play-space pedagogy -- or as I said, our location-based environmental education -- can come together to provide the public a chance to really explore sea-level rise, explore the adaptations that are being done and begin to have conversations with each other about this effort.

So this is something that's being designed for the front plaza of the piers in front -- on Pier 15 and 17, the public plaza. I'm going to show you some of the work that we're doing just quickly -- we don't have much time -- to give you a sense of what we're trying to do out there on that plaza.

We've been actually prototyping exhibits out there for the last couple years, taking things out and seeing what works. We're very much of a prototypical organizations. We test everything that we do before it goes out finally with the public because we've learned that people playing with our stuff teaches us what works and what doesn't work.

And this environment, for us, is different. It's an outdoor environment. People are passing by. They're not coming into a visit at the museum. We have to learn, how does that work? And the team that's here and the team that's working back at the Exploratorium have done a lot of temporary things out there in the field to see what that's like.

And we've learned a lot about what we want to put out there in a more permanent fashion, more installation fashion. And that's what I'm going to show you next is this is -- we saw a couple other pictures. This is kind of a rendering of what the installation is going to be like inside -- in front of the Exploratorium.

That's Pier 17 over on the left. Pier 15 is over on the right. That square in the front is this grate that's over the seawall. And so we're trying to make use of this facility, this closeness to the water, this closeness to the seawall to tell the story about sea-level rise and adaptations.

Here's another picture of it sort of from the landside. And I can show you this, which is more of the picture that Patrick just showed. One of the things I want to point out about this image is this cutaway is where all of the field trip buses stop to discharge the kids that come to visit the Exploratorium.

So each of them are going to actually flow through this installation, both going and coming back to their buses. So it's going to have a very interesting effect on the visitation. And it's going to give us a chance to talk about this issue with our field trip group.

I'm going to move quickly through this set of exhibits. I had more than probably I can show in the time here. So let me get to the -- move on to some of the exhibit sets. This is an example of an exhibit, just to see the kinds of things we're going to have in there.

This is about shifting shorelines. Of course, you all know that the shoreline was never really here. It was back up closer to Coit Tower, the hillside there. It's very interesting to see the old maps of the city and the shoreline standing there looking at that space. You really see what happened when they put the seawall in and were able to gain all this other land, this flat land in front of the hills.

That [placeness] is what makes this exciting. You're actually learning about something where you're standing. So this exhibit is going to be a really important one. Another one that we're building is something that shows sea-level rise over time.

It turns out that the tide gate that's -- the tide measurement that's out by the Presidio has been measuring tides out there for about 160 years. It's one of the longest measured tide height measurements in the Western Hemisphere. It shows the tides -- that the level of water is slowly going up.

It gives you a sense of perspective over time with real data. This is not some kind of mathematical calculation of the future. This is real data from the past. Another exhibit shows the tidal patterns both the daily patterns and over a month and how the tides change over the month in terms of when high tide and low tides happen.

The heights of the tides change during this period of time. This is a sculpture that's currently up in the observatory. And we're going to build another one that's out there in the public space out in front.

And finally, this is a seawall model. It's actually being made out of bronze to show you what the seawall looks like in cross section. And actually, you can see our little sign with the circled O for the Exploratorium. So right now, the public would be standing there looking down and realizing that underneath them is this wall of rock, some maybe cement, some not so clearly cement. Right.

It gives a sense of where you are, what's happening now and how we have to deal with that in the future. So just quickly at the end here, I want to show you a little bit of a timeline. We hope to do the installation later this spring, early summer.

And then, these workshops and field trips, etcetera, are going to be happening over the next four to five years. And the exhibit will probably start to add some exhibits or remove as we test them during the time. So it's really an attempt to have this be a long-term installation out there to do collaboration and evaluation of it with our evaluation team at the Exploratorium to learn how well it's working, really talk with the Port and talk with BCDC about the progress on an annual basis.

So I'm just going to end and say, again, this is an amazing collaborative effort. We've learned a lot about each other, how each of us work. We all provide something different to this collaboration. But that's what makes it special. If we're all the same, it wouldn't be as good as being different kinds of agencies, different kinds of structures, different kinds of rules about how we work.

And we're very excited to be moving forward on this project and hope to invite all of you to see the installation of the field station -- the waterfront field station when that opens this summer. I'll stop there and see if there's any questions.

President Gilman: Thank you so much for your presentation. We're going to do public comment first. And then, we'll get to commissioner comments. So you

might just want to sit up there in case there's questions for you. Thank you so much for that amazing presentation.

No Public Comment on Item 10A.

Commissioners' Discussion on Item 10A:

Commissioner McNeely: Just a thought -- I mean, I'd just start by saying this is just fantastic. I have two kids now who are in college. And they grew up at the Exploratorium. And being able to see this come to life is just a real gem. And I really like the fact that it can be kind of self-taught. It's there for all passing by.

It's information that is timely. The fact that they are standing and you are telling them where they're standing and the geological -- geographic implications of all of that and the history of it is just fantastic. And I think it's going to be one of those -- I think you're going to get a lot of people stopping in front of the Exploratorium.

I hope we have some crowd-control mechanisms there to help with all the excitement that I think you're going to generate. Kudos to you on that and the team. It's fantastic. I think it's going to be a real add to the Embarcadero.

President Gilman: Thank you. Commissioner Lee?

Commissioner Lee: I have a question. You know the San Rafael display of the whole bay water -- you know, they have that -- is it still there?

President Gilman: Yes, of course. Come up to the podium.

Commissioner Lee: Yeah. I want to --

Rob Semper: Yeah. That's a good question. I think my team can answer that.

Vice President Engblom: Sausalito.

President Gilman: Yeah. Sausalito.

Commissioner Lee: Sausalito. The reason --

Brad Benson: Brad Benson.

President Gilman: Yes, Brad, please.

Brad Benson: You're talking about the Army Corps of Engineers bay model in Sausalito?

Commissioner Lee: Yeah. The model of the bay that shows the -- have you ever thought about doing a smaller display with a little model of our Ferry Building and then a little button where, you know, it shows the water coming up? I mean, because, you know, visual works other than what you see on a film.

But when the kids are pushing the button and say, this is what's going to be in the year 2030 and the sea rise here, you see water like going over the bridge. I mean, it's a really impactful display. So I was just wondering, have you ever thought about Exploratorium creating something like that, you know?

Brad Benson: We have not. But we have these brilliant people, partners at the Exploratorium.

Commissioner Lee: Yeah.

Brad Benson: And we will follow up on that.

Commissioner Lee: I just brought it up when I saw --

President Gilman: No. The commissioner asked a question. So you're welcome to come.

Laura Zander: Hi.

President Gilman: It's an informational item. It's fine.

Laura Zander: My name is Laura Zander. I'm the chief growth and operating officer at the Exploratorium. And we have one of those inside the observatory. It's an actual to-scale bay model. And over it, we project data, could be population data, could be fog data, could be sea-level rise data. It's really, really cool. So --

Commissioner Lee: How about actual water though?

Laura Zander: In the water?

Commissioner Lee: I mean, a little tank -- [laughter] you know, how you push the button. And the water --

Laura Zander: Right. We'll talk afterwards.

Commissioner Lee: -- comes up? [laughter] I mean, that -- when I saw the model of what's underneath the pier, it just brought up the idea of you making it go a little further and have a tank with a model of the Ferry Building and then --

Rob Semper: No. I know exactly what you're saying.

President Gilman: Okay.

Rob Semper: When I saw the model, I was really struck by --

Commissioner Lee: I mean, that's my only suggestion.

Rob Semper: Thank you.

President Gilman: Thank you, Commissioner Lee. Commissioner Adams?

Commissioner Adams: I have to tell you, when you first went up there and the way you articulate, I thought of the movie Oppenheimer, you know. I thought of that movie. [laughter] Seriously, I did really because the guy was out of Berkeley, right, and the way you articulated.

But I really appreciate what you have to say because, once again, it's about education. And this is something that has to happen. Once again, we have -- the public has to have faith in what's going on. And they need to know. Otherwise, people feel like they're out of the loop, and they're not being involved in this education.

And I think a lot of the younger people will be able to articulate to their parents or even people a little bit older about, you know, what's happening and really understanding. And the complexity of this -- this is just not something that just happens. There's so many moving parts to it.

And like you said, it's going to take a long -- it's going to take a while where we live in a time where everything is instant gratification. We want it now. And it's going to happen like -- it's not going to happen like that. And to take them along this journey -- and I think they can enjoy it, to really bear down into the facts and stuff like this.

So I really appreciate the process because it can be painful. But once I think you understand and you get it, you can really understand what's so much involved and why we have to do this and how it's going to protect generations to come.

And to have the Exploratorium -- and I really like it that it's the Port, the Exploratorium and BCDC. It's the collaboration of the three. And you're all working together to make this thing happen. So everybody's in. The major stakeholders are in. But the one stakeholder that we've really got to get in is the public.

We've got to have them to own this. We can't say, well, it's the Exploratorium or the Port or -- they have to own this. This is a part of San Francisco. This is a part of our future. And we have to own it. So I really appreciate how articulate you were. And it's really exciting.

And to know that these resources are here on this waterfront, a lot of times the public doesn't really know. They walk by. Or they run by like me. I run by the Exploratorium every morning. Right. But a lot of people -- tourists -- they come in and out of town.

I would even like tourists that come here to our city -- I would like for them to know and to stop in the Exploratorium and see like these extraordinary things that are going on here in San Francisco because a lot of times people go, this great thing happened after the fact but to see what's really happening. So thank you.

President Gilman: Thank you, Commissioner. VP Engblom?

Vice President Engblom: Patrick and Rob, thank you for the presentation. I'm so glad -- I think the Exploratorium is a gem on our waterfront. And the work you're doing is fantastic. And also, Emma, it's great to see you. Thank you for your sustained effort on this. We met during the Resilient Bay Challenge. And it's great to see you and all the work that you're doing.

You know, I just think, you know, we need to do more of this. We need not just the kids. But also, I think about -- and maybe this is with your chief development officer here. Like is there a CEO version of this? Like can we get all of our philanthropy heads in to understand this?

So I'm sure you're doing stuff like that, you know. And this model is the most sobering image I've seen in a while. I mean, I've seen images of what we're doing with the Army Corps for a while. But somehow, this model -- and I can't wait to see it in person. It really tells the story about how vulnerable our waterfront is. That looks terrifying. [laughter] I'm scared to continue sitting here. [laughter]

Rob Semper: I looked at it and had the same fear.

Vice President Engblom: I mean, it's a beautiful model. And I can't wait to see it in person. So congratulations. And thank you for all your efforts on this.

President Gilman: I just want to echo my fellow commissioners. The Exploratorium has been an amazing partner for us. It's been 15 years, right --

Rob Semper: 2013 is when we --

President Gilman: Yes. Coming up on 15.

President Gilman: Yeah. Since the lease signing. So you've been amazing partner to us, to BCDC and to the community. And we're so excited to have you on the waterfront and to have this display. It's going to be really phenomenal for everyone.

And I think -- you know, the one thing that I will say -- it was an earlier conversation we had here. You can go back and look at the commission taping -- about our sea-level program. And how do we really break it down and make it digestible for people?

And also, how do we monetize its impact, that this isn't just something we're doing for the Port and the Port property but we're doing for the whole City and County of San Francisco?

So to go to some of that data that you were talking about that you're projecting over, it'd be great for Brad and the team to interface with our comms and narrative team on how we really tell that story so that we can have that private-public partnership when it comes to investment for this program. So thank you for all the work you do. That's all for this item.

Rob Semper: Thank you. Okay.

President Gilman: [horn blows] [laughter] Perfect timing.

Rob Semper: Great. [laughter]

President Gilman: So Jenica, on such a high positive note, next item, please.

11. NEW BUSINESS

Acting Director Martin: We have a couple of items that I recall from the beginning, that we're coming back to you to update you on including interest in understanding more the low-carbon cement and other things on the blue-economy incubator and the way they interact with our building-materials operations.

You have the -- ending the ceremony in honor of Larry Mazzola, Sr. I don't have anything else listed right now. Is there additional new business?

Commissioner Adams: Mike, is it possible that Andre Coleman could come? I know they were gone for a conference.

President Gilman: That's true.

Commissioner Adams: We never got to say goodbye to Andre. But he did call me. So I think it would be appropriate for him to come and for the commission to say goodbye and to hear what we have to say about him and to thank him for his service --

President Gilman: That's true. Yes.

Commissioner Adams: -- to the Port.

Acting Director Martin: Yes. He has promised me he's doing that. He wasn't able to come today. But I will definitely work on that for you and for us. We'd love to see him.

President Gilman: I think that's it. Okay. So can I have a motion to adjourn this meeting in the memory of labor icon and San Francisco giant, Larry Mazzola, Sr.

10. ADJOURNMENT

ACTION: Vice President Engblom moved to adjourn the meeting. Commissioner Adams seconded the motion. All commissioners were in favor.

The meeting was adjourned at 5:26 p.m.