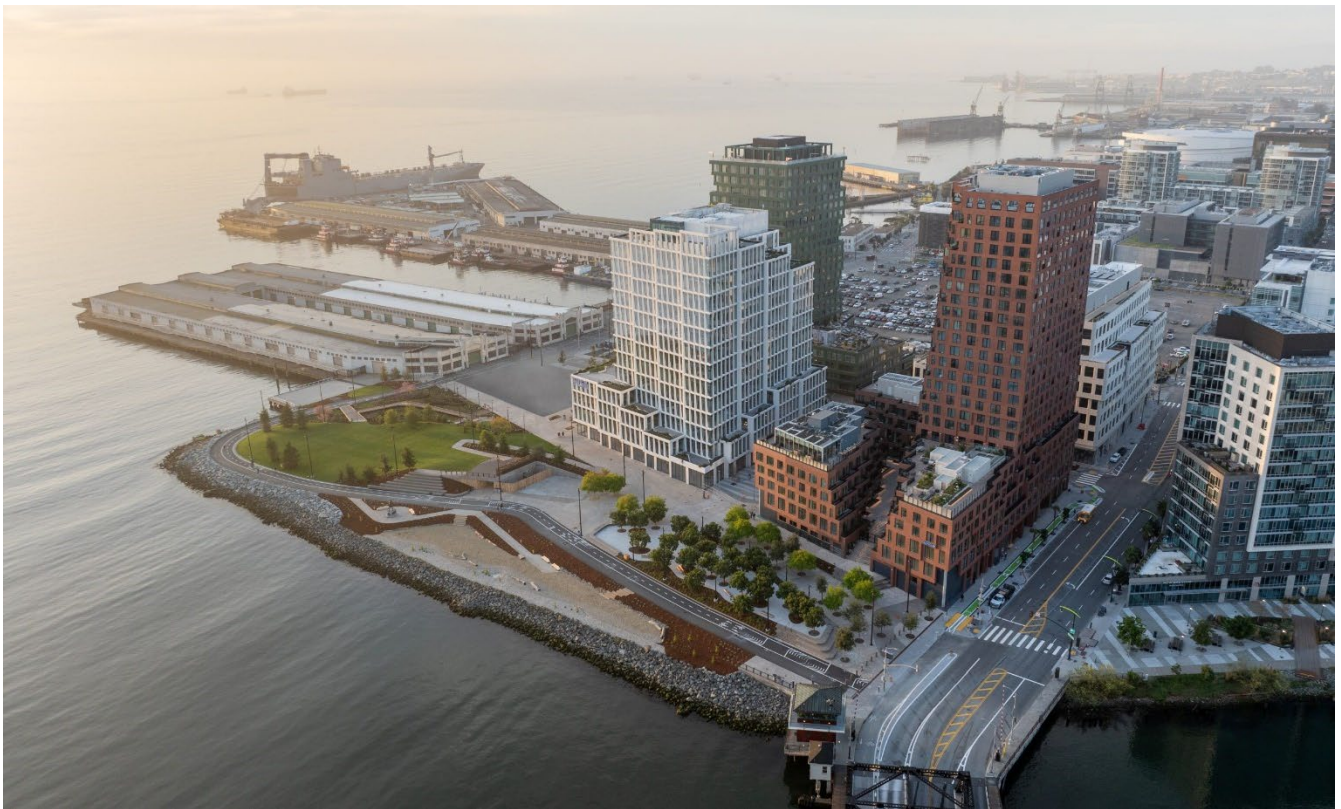




Port of San Francisco

10-YEAR CAPITAL PLAN

2026-2035



China Basin Park in the new Mission Rock neighborhood

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Executive Summary

The Port of San Francisco's 10-Year Capital Plan (referred to as "Plan" throughout) outlines the projected capital needs and funding sources over a 10-year horizon. This allows the Port to identify and develop solutions for addressing unfunded needs. Like previous ones, this Plan shows that the Port's capital investment needs far exceed its available funds, creating a growing backlog of deferred maintenance and leaving its assets in vulnerable conditions unless significant, external funding can be secured.

Caring for the many historic structures to meet the Port's public trust mission presents a challenge that requires a multifaceted approach: securing new, external funding sources and strategically dedicating available dollars to the most impactful projects. In the last several years, the Port rose to this challenge by winning significant stimulus and grants and entering public-private partnerships to renew assets.

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

- **Opened China Basin Park:** delivered a 5-acre public park with sweeping views of the Bay, new recreational amenities, and sustainable design features;
- **Advanced Mission Rock:** completed phase one of the mixed-use development, delivering key infrastructure and laying the groundwork for further expansion;
- **Completed final phase of Crane Cove Park:** renovated Building 49 and added permanent public facilities;
- **Strengthened Heron's Head Park:** implemented shoreline resilience measures to combat erosion and improve biodiversity along the southern tip of the waterfront;
- **Beautified Southern Waterfront:** installed new, interpretive displays and public art exhibits in Islais Creek and Heron's Head Park, celebrating local history and ecological restoration;
- **Upgraded piers for Asia-Pacific Economic Cooperation (APEC) Summit:** made structural and safety improvements to meet the security and operational requirements of the high-profile event;
- **Enhanced Pier 70:** completed the Historic Core and the adaptive reuse of Building 12, transforming WWII-era structures into vibrant, mixed-use spaces for community and commerce;
- **Progressed Waterfront Resilience:** released a draft plan in collaboration with the U.S. Army Corps of Engineers (USACE), marking a significant goal toward long-term resilience.

Port Need and Funding Sources

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

	Type	Prior Plan	Change	Current Plan
State of Good Repair	Backlog	1,166.9	150.4	1,317.3
	Renewal	797.6	95.1	892.7
	One-Time	276.6	118.0	394.6
	Subtotal	2,241.1	363.5	2,604.6
Enhancements	Waterfront Resilience Program (WRP)	589.0	(7.4)	581.6
	Enhancements	670.6	1,557.9	2,228.5
	Conditional Seismic ¹	641.8	39.1	680.9
	Subtotal	1,901.5	1,589.6	3,491.1
TOTAL		4,142.6	1,953.1	6,095.7

The Plan for Fiscal Years (FY) 2026-2035 identifies \$6.1 billion in total capital need, including \$2.6 billion to bring facilities up to a state of good repair (SOGR) and \$3.5 billion in enhancements. The enhancements identified in this Plan include major development

projects and conditional seismic work¹ but exclude the full cost of the anticipated resilience efforts. Projects to address seismic and sea level rise risk are only included to the extent that a defined financing schedule exists.

Table 1 summarizes changes from the prior Plan. The \$0.4 billion increase in SOGR need is primarily due to more accurate cost assessments and inflation impacts. The \$1.6 billion increase in enhancement need primarily reflects the addition of the Pier 30-32 development project, including pier reconstruction and residential buildings at Seawall Lot 330.

Table 2: Anticipated Funding Sources (\$ millions)

Revenue Projections	
Internal Funding Source	Amount
Port Capital	133.1
Port Tenant Improvements	221.2
Internal Funding Subtotal	354.3
External Funding Source	Amount
Federal & State Grants	50.0
Regional Measure 3, MBFL	25.0
MBFL Anticipated Private Contributions	4.0
Orton IFD Tax Increment	8.3
Pier 70 Shoreline CFD Tax	5.5
Mission Rock Shoreline CFD Tax	14.3
Private Developer Investment	2,489.5
GO Bond for WRP	558.1
External Funding Subtotal	3,154.7
TOTAL	3,509.0

Table 2 shows the Port's anticipated capital funding sources over the next 10 years, including \$0.4 billion from internal sources and \$3.2 billion from external sources which largely fund enhancements using bonds, private investments, and grants.

Table 3 shows the needs from Table 1 compared to the total of all funding sources in Table 2, highlighting a significant unfunded gap of \$2.6 billion. This data paints a stark picture: Port assets require substantial investment due to their age and condition, so any delays in those investments come with a price as construction costs escalate and deterioration accelerates. The Port has succeeded in leveraging private investment in large-scale development projects and pursuing local, state, and federal financial support; however, addressing the full extent of the Port's capital need still requires significant, external funds which have yet to be identified.

Table 3: Unfunded Need (\$ millions)

	State of Good Repair	Enhancements	TOTAL
Need	2,604.6	3,491.1	6,095.7
Funding Sources	698.8	2,810.1	3,509.0
Unfunded Gap	1,905.8	680.9	2,586.7
Unfunded %	73%	20%	42%



Figure 1: Princess Cruises docking at Pier 80 for the first time

¹ Significant capital improvements to existing facilities are likely to trigger compliance with current seismic safety standards. These building code requirements can significantly increase project costs which are difficult to estimate until specific project designs are available.

Port of San Francisco

The Burton Act of 1969 transferred ownership of the Port of San Francisco from the State of California to the City and County of San Francisco under the condition that the land and waterfront further maritime commerce, public access and recreation, and environmental stewardship. The Port's jurisdiction stretches from Hyde Street Pier in the north to Heron's Head Park in the south, spanning seven and a half miles which include 205 acres on the waterside and 629 acres of upland properties. The Port's property portfolio is composed of over 500 ground, restaurant, retail, office, industrial, and maritime tenants, including leases for many internationally recognized landmarks such as the Ferry Building, Oracle Park (home of the San Francisco Giants baseball team), Fisherman's Wharf, and PIER 39.

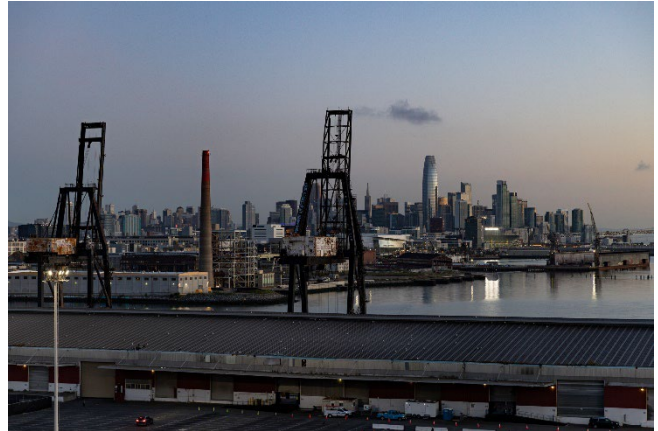


Figure 2: View from Pier 80

The Port's waterfront has been central to San Francisco's growth since the 1850s. The bulkhead buildings and finger piers along The Embarcadero, the shipyard warehouses and facilities in the Southern Waterfront, and other waterfront landmarks once supported the City's booming maritime trade and shipbuilding industries. Although many of these historic facilities no longer serve their original purposes due to shifts in cargo and shipping industries, they remain iconic elements of San Francisco's urban landscape, offering a network of important public spaces that contribute to the City's unique character.

Capital Planning at the Port

The Port's capital planning starts with the goals laid out in the Port's [2021-2025 Strategic Plan](#) with focus on the following four:

- **Evolution:** Evolve the waterfront to respond to changing public and Port needs.
- **Equity:** Create a diverse, equitable, and inclusive organization and waterfront, and empower Black, Indigenous, and other People of Color (BIPOC) in Port operations and opportunities through equitable policies and practices.
- **Economic Growth:** Grow business portfolio to create an economically successful and vibrant waterfront.
- **Economic Recovery:** Develop and implement strategies to address the economic impacts of the COVID-19 pandemic and stabilize the Port's financial position during an expected five-year recovery period.

In addition to the Strategic Plan, the Port's Waterfront Plan also informs capital decisions. It governs the use, design, and improvement of the Port's seven and one-half miles of public trust lands and was first adopted in 1997 and updated in April 2023.

Through the dual lenses of the Strategic Plan and the Waterfront Plan, Port staff strategically allocate limited funds between the large capital backlog of deferred maintenance and investments in enhancement projects which boost maritime, recreational, and economic opportunities. The resulting capital planning decisions are detailed in three documents: 10-Year Capital Plan (this report), 5-Year Capital Improvement Program (CIP), and 2-Year Capital Budget.

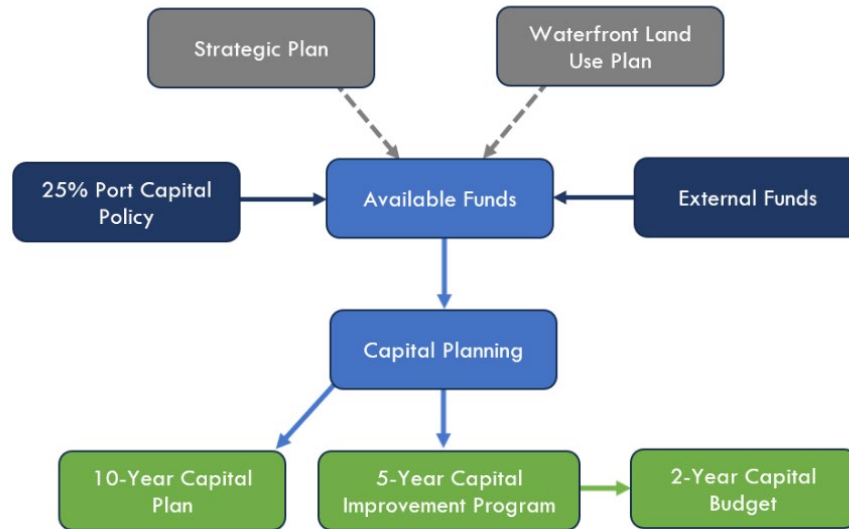


Figure 3: Capital Overview

Government Partnerships and Alignment

Alongside the internal process discussed above, the Port strives to align with federal, state, and local initiatives to attract and leverage external support. With its frontline role and expansive reach, the Port plays an active part in bridging priorities of different governmental partners, facilitating effective collaboration and execution across all levels. The following recurring themes provide a framework to guide specific Port actions:

- Economic advancement:** The Port is a critical economic engine for the City and County of San Francisco and the broader region. According to the Port's 2020 Economic Impact Report, cruise passengers contributed \$27M to the San Francisco economy. In addition, every dollar of economic activity that took place on Port property generated \$1.46 in total citywide economic activity and \$1.51 in total economic activity in the Northern California Megaregion (an area consisting of 21 counties, including San Francisco, and extending into the Central Valley and Sacramento). Not surprisingly, destinations directly within Port's jurisdiction – Pier 39, Ferry Building, Alcatraz Landing, SkyStar Wheel, and Exploratorium – make up a quarter of SF Travel's "Top 20 Attractions" based on visitor data. The Port of San Francisco continuously elevates the City's image and serves as the gateway that connects the City to the world. If infrastructure, such as the seawall, is not maintained, tourism and trade would suffer with rippling effects through adjacent industries such as retail, restaurants, and hospitality. Conversely, upgrades to the Port are a critical part of economic development by protecting and growing its economic hub and supply chain corridors which contribute to the larger U.S. economy and elevate its global competitive edge.

- **Structural protection:** The Port of San Francisco’s location allows it to serve a strategic role in disaster recovery by receiving and distributing essential supplies during emergencies of any scale. Additionally, the extensive ferry networks offer reliable, alternative transportation options for evacuating people and delivering resources to affected areas locally. By lobbying the State for greater funding from the Proposition 4 Climate Bond and leveraging USACE’s expertise to combat sea level rise (see the Waterfront Resilience Program section below), the Port is taking proactive steps to safeguard vital infrastructure against natural disasters and other threats to ensure operational continuity for regional and national security.

- **Infrastructure modernization:** As industries evolve, the Port must also adapt its facility portfolio to foster innovation and remain relevant in the national and global markets. Enhanced infrastructure not only boosts property values and commercial viability but also translates to more revenues with improved capacity for reinvestment, increased local and federal tax streams, and overall gross domestic product (GDP) growth. For instance, successful public-private partnerships at Pier 70 and Mission Rock revamped former shipbuilding and grain terminal sites into thriving economic centers without sacrificing community benefits, showcasing efficiency and thoughtful planning. Additionally, efforts are underway to streamline permitting of offshore wind projects under AB 472 (Offshore Port Infrastructure Plan) and AB 3 (Offshore Wind Advancement Act) to meet the State’s 25-gigawatt target by 2045. Further, the State Lands Commission’s Port Readiness Plan identified the Port of San Francisco as a site for both Fabrication & Manufacturing and Operations & Maintenance facilities to support the offshore wind industry and drive economic benefits (see the Emerging Opportunities section below).

Together, these efforts underscore the Port’s pivotal role in shaping a resilient and forward-looking economic landscape. By modernizing infrastructure and aligning with emerging industries like offshore wind, the Port is not only safeguarding its legacy assets but also positioning itself – and the region – for sustained growth, innovation, and competitiveness in a rapidly evolving global economy.



Figure 4: Floating fire station at Pier 22 1/2

Available Funds

The Port relies on a combination of internal and external funding sources to advance its capital program. Net revenue from the use of Port property is the most flexible financing tool because it can be applied towards necessary, stand-alone projects, like mechanical and structural repairs, that may not qualify for grants and bonds or appeal to a developer. External funding from public-private partnerships and grant programs comprises most of the expenditure sources and is key to meeting the Port's capital needs and supporting non-revenue generating enhancements such as parks and open spaces. In recent years, the Port expanded the range of external sources to include new Infrastructure Financing Districts (IFDs), a special tax for shoreline resiliency under the Community Facility District (CFD), and a General Obligation (GO) Bond for the Waterfront Resilience Program (WRP).

10-Year Capital Plan

Since the publication of the Port's first Plan in 2008, the document has effectively emphasized the scale of the Port's capital requirements and the limited resources available to meet them. The Plan is updated biennially and incorporated into the [citywide plan](#) to provide a comprehensive view of infrastructure development, construction, and maintenance. With the decade-long horizon, long-term challenges can be anticipated, and opportunities can be studied.

5-Year Capital Improvement Program (CIP)

The [CIP](#) lays out the Port's priorities for addressing as many needs as fiscally possible over a reasonable timeframe, bridging the 10-Year Capital Plan's far-reaching view with the 2-Year Capital Budget's immediacy. Port divisions submit project descriptions that are ranked based on regulatory and life-safety remediation, historic preservation, revenue generation, and race equity advancement. The near-term horizon provides a tangible focus for conducting due diligence and gaining a clear understanding of the timelines to design and deliver capital projects.

2-Year Capital Budget

The biennial budget appropriates funding for specific projects from the first two years of the CIP. The Port's budget is first approved by the Port Commission and then submitted to the Controller's Office. Subsequently, the budget is reviewed by the Mayor's Office, the Capital Planning Committee, and the Board of Supervisors before enactment at the end of July.

Challenges and Opportunities

Challenges: Accurate Cost Estimates for State of Good Repair

The Port uses third-party software that calculates costs based on customizable facility characteristics to generate replacement estimates. These estimates are reasonable at the aggregate, portfolio level but are not accurate at the detailed, facility level. To address that challenge, in the summer of 2019, the Port initiated the Facility Inspection Repair Assessment Program (FIRPA) to provide detailed cost information for 5 to 10 facilities on a regular cadence. So far, FIRPA has provided our best data yet for 15 facilities.

Challenges: Structural Capital Deficit

The Port previously received \$117 million in Federal stimulus to support its operation during the pandemic and aid in recovery from its effects, restoring operating and capital funding that was previously cut due to declining revenues. However, with the expiration of stimulus dollars in 2026 and ongoing inflationary pressures on expenses, future Port revenues that are available for investment in the capital program are likely to remain highly constrained.

Challenges: Sea-Level Rise and Seismic Risk

Flooding and earthquakes pose ongoing risks across San Francisco, particularly to low-lying facilities along the Port's waterfront and the financial district. In collaboration with the U.S. Army Corps of Engineers, the Waterfront Resilience Program (WRP) is making considerable progress on strategies to defend the shoreline and City (see the WRP section below).

Opportunities: Racial Equity

The Port's Racial Equity Action Plan ([REAP](#)) outlines steps, objectives, and goals to become a more equitable organization and ensure opportunities reach BIPOC communities. In line with the REAP, race equity impact is one determination of funding prioritization in the CIP's project selection process. Additionally, development proposals from competitive solicitations are evaluated based on equity integration as a component of the final score. One outcome of such efforts is the Mission Rock Academy's graduation of the first all-woman, construction training class in San Francisco's history, cultivating a diverse and inclusive workforce and establishing a pipeline for apprenticeships for underrepresented groups.



Figure 5: Adopted Waterfront Plan

Opportunities: Development and Revenue Generating Projects

Because maritime and public-oriented uses typically produce modest or no revenues, historic pier rehabilitation must include a financially feasible development program to make the projects possible and deliver public trust benefits. Following extensive stakeholder engagement, the revised [Waterfront Plan](#) introduces new policies that promote mixed-use development (such as high revenue generating office, retail, and housing) and extended lease terms to pay off (amortize) the extremely high costs of substructure repair, flood protection, and historic conservation.

Opportunities: Sustainable Marine Technology

The introduction of the world's first zero-emission, fully hydrogen-powered, commercial ferry on the San Francisco Bay positions the Port as a strategic partner in sustainable maritime innovation. The groundbreaking MV Sea Change echoes a waterfront that embraces new ideas and solutions which contribute to the region's economic and environmental success. The Port is excited to support future investments in green technologies and infrastructure that promote the expansion of passenger ferry transportation.



Figure 6: MV Sea Change approaching Gate F

Capital Accomplishments



Figure 7: View from China Basin Park's boardwalk

China Basin Park and Mission Rock Phase 1

The five-acre park sits along the northern edge of Mission Rock, a new mixed-used community undergoing development on the surface parking lots south of Oracle Park, and boasts panoramic views of the ballpark and the Bay Bridge, amphitheater style seating facing McCovey Cove, pedestrian and bike path connections to the Bay Trail, a Great Lawn, enclosed dog run, sand beach near the water's edge, and so much more. In addition to the park, two residential and two commercial buildings

complete phase one of the project. The horizontal and vertical additions, elevated atop a foundation of engineered lightweight fill, were sustainably planned to account for sea level rise and climate change, featuring an on-site water recycling system and gas-free power. Construction commenced in 2020 and concluded in early 2024.

Building 49 at Crane Cove Park (CCP)

The park is situated in the Southern Waterfront, between 19th and Mariposa Streets, just east of Illinois Street. CCP has welcomed the public since September 2020, but the final phase of construction wrapped up in the summer of 2022. This phase included renovating Building 49's core and shell and installing permanent public restrooms within. The entire project totaled \$36.7 million, comprising \$25.9 million in 2008 and 2012 Parks Bonds and \$10.8 million in grants and internal sources.



Figure 8: Building 49 at Crane Cove Park



Figure 9: Heron's Head Park Shoreline

Heron's Head Park Shoreline Resilience

In response to significant erosion along the southern shoreline and invasive plant species in the wetlands, the living shoreline, completed in December 2022, mitigates the impacts and improves habitat quality, featuring a gravel beach, rock structures, and subtidal reef installations ("oyster reef balls"). Fortifying the shoreline and wetlands increases biodiversity and promotes connection to nature, especially in a part of the City with limited access to healthy, outdoor recreation.



Figure 10: Heron's Head Park and Islais Creek signage

Improved Signage at Islais Creek and Heron's Head Park

In early 2024, new interpretive signs and public art exhibits were unveiled in the Southern Waterfront, making the area's rich past and present readily accessible. At Islais Creek, the signage shares the area's natural history, maritime and labor heritage, and the rich culture of the Bayview neighborhood. At Heron's Head Park, fixtures along the popular walking trail, including a display of one of the submerged oyster reef balls, spotlight the site's story, restoration project, the EcoCenter, and the local biology.

Pier 29 Shed and Pier 9 Apron Gate

In preparation for the APEC summit in the fall of 2023, multiple improvements were executed in record time. To accommodate indoor parking for the Secret Service at Pier 29, the project scope encompassed facility assessment, design, and implementation of structural, mechanical, and life-safety upgrades. At Pier 9, installation of a new gate on the north apron improved security for tenants.

Ten-Year Capital Need

The Capital Plan identifies overall investment need of \$6.1 billion to bring all facility elements into full repair at the current use and complete all anticipated pier upgrades – a \$2.0 billion increase from the prior Plan. As summarized below in Table 4, the following are the major change drivers:

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

	State of Good Repair (SOGR)				WRP	Enhancements		TOTAL	SOGR and Enhancements TOTAL
	Backlog	Renewal	One-Time	TOTAL		Enhancements	Conditional Seismic		
Prior Plan	1,166.9	797.6	276.6	2,241.1	589.0	670.6	641.8	1,901.5	4,142.6
Change	150.4	95.1	118.0	363.5	(7.4)	1,557.9	39.1	1,589.6	1,953.1
FIRPA	34.5	49.9		84.4				-	84.4
Completions and Removals	(1.8)	(143.0)	(19.0)	(163.8)	(7.4)	(140.9)		(148.3)	(312.0)
Passage of Time/New Projects	15.2	163.9	17.4	196.4		1,641.9		1,641.9	1,838.4
Escalation	102.6	24.3	119.6	246.5		56.8	39.1	95.9	342.4
Current Plan	1,317.3	892.7	394.6	2,604.6	581.6	2,228.5	680.9	3,491.1	6,095.7

- FIRPA — increase of \$0.1 billion to reflect available estimates from the Facility Inspection Repair Program Assessment.
- Completions and Removals — decrease of \$0.3 billion due to completed projects, including those undertaken by Port tenants to satisfy a contractual lease obligation.
- Passage of Time/New Projects — increase of \$1.8 billion due to new renewals in the last two outyears as well as missed renewals and entirely new projects.
- Escalation — increase of \$0.3 billion to reflect CPI changes and the ever-increasing price of construction.

State of Good Repair

SOGR projects ensure assets remain reliably functional as intended. Ideally, any necessary repairs occur regularly as soon as subsystems (like roof, plumbing, electric, HVAC, etc.) reach the end of useful life. The cost for such repairs in the future is classified as the renewal need. Due to funding constraints, some pier facilities or elements thereof are not renewed at the optimal time so become part of the backlog. Lastly, one-time costs incorporate projects that are not part of a routine maintenance cycle such as demolition, utility relocation, and major equipment purchases (like barges and pile drivers).



Figure 11: View from Pier 45 Shed

Table 5: SOGR Spending Plan (\$ thousands)

State of Good Repair	Amount
Dredging	74,546
Repair/Reinvestment	624,293
State of Good Repair TOTAL	698,838

The Plan identifies a SOGR need of \$2.6 billion, including \$0.9 billion for upcoming renewal, \$1.3 billion for overdue renewal, and \$0.4 billion for one-time projects, as shown in

Table 4. The Plan also proposes expenditure of \$0.7 billion or approximately 27% of the total SOGR need, as shown in Table 5. The spending plan supports: 1) continued, safe operation of superstructures and buildings; 2) stability and growth of lease revenues; and 3) extension of useful life of piers and marginal wharfs. Maintenance dredging is critical because the removal of bay sediment ensures deep water berths for pier utilization and safe marine passage. Tenant improvements and aspects of development projects that contribute to a state of good repair, including demolition and seawall enhancements, are also core components of repair and reinvestment.

Enhancements

These projects add to public enjoyment and bring new life to otherwise vacant piers, increasing value and functionality of the facilities. The Plan identifies an Enhancement need of \$3.5 billion, including \$0.6 billion for the Seawall, \$2.2 billion for redevelopment, and \$0.7 billion for seismic retrofitting, as shown in Table 4. The Plan also proposes expenditure of \$2.8 billion or approximately 80% of the total Enhancement need, as shown in Table 6.

Table 6: Enhancement Spending Plan (\$ thousands)

Enhancements	Amount
Facility Improvements	85,117
Mission Bay Ferry Landing	29,000
Development Project Areas	2,114,408
Waterfront Resilience Program (WRP)	581,600
Enhancements TOTAL	2,810,125

Development Areas

Mission Bay Ferry Landing (MBFL)

The new ferry terminal, adjacent to the intersection of Terry A. Francois Blvd and 16th St., will provide regional access to the underserved Mission Bay neighborhood, one of the fastest growing in the City, and surrounding Southern Waterfront areas of Potrero Hill and Dogpatch. The project includes a two-berth landing,



Figure 12: Proposed location of Mission Bay Ferry Landing

approximately 5,800 square feet open plaza, and improvements to about 23,323 square feet of the existing Agua Vista Park. MBFL will increase transportation resiliency in the case of a major disaster and serve more than 350,000 annual weekday passengers plus 125,000 people attending special events at nearby Chase Center, alleviating traffic congestion and parking demand. While MBFL design was completed in 2020, the onset of the pandemic plus a legal challenge to Regional Measure 3, a key funding source, led to substantial delays and rising costs. Since the resolution of the litigation in March 2023, the Port and Water Emergency Transportation Authority (WETA) are working jointly to close funding gaps and advance construction to meet over-due commitments to the community along with California Air Resources Board's (CARB) requirement for zero-emission service by 2026.



Figure 13: Building 12 at Pier 70



Figure 14: Bethlehem Steel Building post-renovation

Pier 70 Waterfront Site

The full build out will include 6.5 acres of waterfront parks, playgrounds, and recreation opportunities; new housing units, including 30% below market rate homes; restoration and reuse of currently deteriorating historic structures; new and renovated space for arts, small-scale manufacturing, local retail, and neighborhood services; 1.75 million square feet of new commercial and office space; and parking facilities and other transportation infrastructure. Construction started in 2018 and expects to last 15 to 20 years and cost upwards of \$383 million, made possible in part by a combination of land contributions and IFD/CFDs which will reimburse the developer. Recently, Building 12 underwent an extensive, adaptive reuse transformation. Originally a WWII-era shipbuilding facility, it was retrofitted and repurposed to become the creative and social heart of Pier 70. The building's massive steel trusses and raw, industrial aesthetic were preserved while modern elements were seamlessly integrated. The space opened in 2024 and houses a vibrant mix of uses, including office areas, maker spaces, and a retail Market Hall on the ground floor. Also in 2024, the neighboring Historic Core project officially wrapped up with a price tag of \$152 million after the

successful rehabilitation of a half-dozen buildings, including the Bethlehem Steel Building. The complex once served the largest ship repair yard on the west coast and gave rise to naval inventions. Today, it hosts a diverse array of office, retail, and industrial tenants, fostering future innovation.

Mission Rock (Seawall Lot 337 and Pier 48)

This mixed-use project includes housing, office, life science, retail, exhibition, open space, and parking uses at a current price tag of \$672 million. This development deal necessitates new horizontal infrastructure such as streets, sidewalks, and utilities that are supported by revenues from pre-paid ground leases and an Infrastructure Financing District. Phase 1 delivered four buildings and China Basin Park in 2024; future phases are currently being evaluated given market conditions.



Figure 15: Verde residential and Visa office towers at Mission Rock

National Park Service Alcatraz Embarkation Site (Piers 31- 33)

The Alcatraz Ferry project will activate the Pier 31 bulkhead with a plaza and café and transform the Pier 33 bulkhead into a visitor welcome center. In August 2019, the Port completed a \$7.5 million repair to the facility's substructure. Significant further investment in the site will be made through leases with Alcatraz Cruises and the Golden Gate National Parks Conservancy. In early 2024, new public restrooms at the site were completed, and in late 2024, Alcatraz Cruises expects to submit construction drawings for the main phase of the project. They anticipate breaking ground in Spring 2025 with full completion by mid-2027. The project will ultimately result in \$51.3 million of investment in Piers 31 and 33.



Figure 16: Rendering of the Alcatraz Embarkation Plaza



Figure 17: View south along the Embarcadero of the proposed public park and ZinZanni pavilion

to allow the developer adequate time to renegotiate with its lender, so grand opening is not expected before 2027. Ultimately, the project will infuse over \$172 million of private capital into these Port-owned parcels.

Piers 30 and 32

In late 2023, new legislation lifted public trust restrictions and authorized the State Lands Commission to approve the mixed-use development, and in early 2024, the Board of Supervisors endorsed the term sheet and fiscal feasibility analysis, allowing the project to move forward. It will include 714 housing units (25% of

Seawall Lots 323 and 324

The land parcels across from Pier 9, bounded by Embarcadero, Broadway, and Davis Streets, are pending conversion from surface parking to a four-story development, consisting of a 192-room hotel, a dinner-theater venue operated by Teatro ZinZanni, and an approximately 14,000 square feet public park. The pandemic not only delayed implementation but altered the economic landscape, depressing hotel occupancy and investment activity. Consequently, the development deal, originally approved in 2019, was extended

which will be affordable), 430,000 square feet of office space on a single reconstructed pier, retail food hall, aquatic center with a pool, and a deep-water berth. Nearby Seawall Lot 330, which currently houses the navigation center and parking, will also be reimagined. Earthquake and sea level rise resilience are important components of the overall design details. The combined sites are projected to attract \$1.6 billion in private investment.

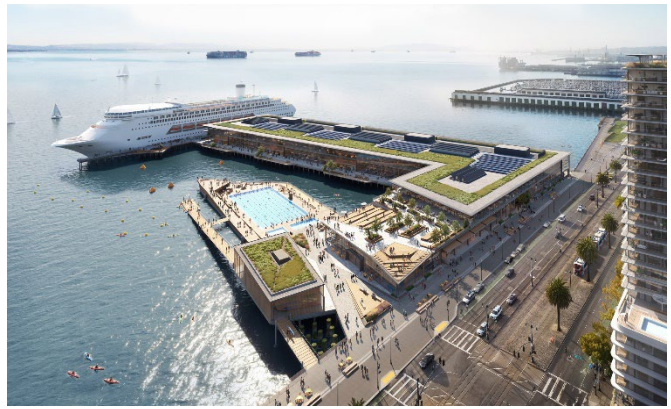


Figure 18: Rendering of the Piers 30 and 32 proposal

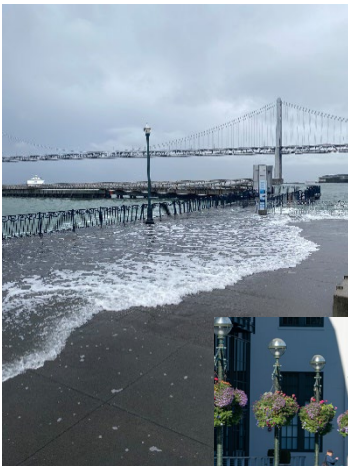


Figure 19: King Tides along the Embarcadero



Waterfront Resilience Program (WRP)

WRP is a major, multi-agency effort to improve the Port's 7.5-mile shoreline with increased seismic performance, near-term flood protection, and long-term sea-level rise adaptation. In 2016, the National Historic Trust identified the Embarcadero Historic District as one of the 11 most endangered historic places in the country due to threats of rising sea levels and seismic activity. Flooding during annual king tide events already impacts parts of the Embarcadero Promenade. In response to immediate needs to improve life safety and citywide disaster response capabilities, WRP is advancing seven early projects from predesign to conceptual engineering and construction – the first step toward achieving long-term, waterfront-wide resilience.

A significant milestone was reached on January 26, 2024 with the publication of the USACE's Draft Integrated Feasibility Report and Environmental Impact Statement ([Draft Report](#)). This formal endorsement represents potential for billions of dollars in federal investment and informs subsequent stages of design and targeted implementation. After extensive outreach and engagement following the release of the Draft Report, staff received over 100 public comments which will guide refinement toward a final Report by late 2025. The total cost of the USACE backed project is estimated at \$13.5 billion plus inflation with a 65% federal stake subject to congressional approval and appropriation. While this multi-decade effort heavily relies on external funding sources, the required 35% local match is yet to be identified (WRP funding sources that have been secured are included in the Plan).

Port Funding Plan

The Capital Plan expects \$3.5 billion to become available over the Plan period. Table 7 provides a detailed breakdown of sources and uses. Despite the planned investments, a 42% unfunded gap exists as previously seen in Table 3. To reduce this gap, the Port strives to dedicate 25% of operating revenues to capital and further expand external partnerships.

Table 7: Detailed Sources and Uses

All figures in \$1,000s							
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031 - 2035	10-Year TOTAL
SPENDING PLAN							
State of Good Repair							
Dredging	7,455	7,455	7,455	7,455	7,455	37,273	74,546
Repair / Reinvestment	30,639	36,650	38,888	61,966	32,251	423,898	624,293
State of Good Repair Subtotal	38,094	44,104	46,343	69,421	39,705	461,171	698,838
Enhancements							
Facility Improvements	7,381	7,760	8,218	8,381	8,436	44,941	85,117
Mission Bay Ferry Landing	29,000	-	-	-	-	-	29,000
Development Project Areas	222,856	280,040	210,861	221,676	52,282	1,126,694	2,114,408
Waterfront Resilience Program (WRP)	44,600	66,500	168,300	144,300	47,600	110,300	581,600
Enhancements Subtotal	303,837	354,300	387,379	374,357	108,318	1,281,935	2,810,125
Expenditure TOTAL	341,931	398,404	433,722	443,778	148,023	1,743,106	3,508,964
REVENUES							
Internal Funding							
Port Capital	14,900	14,700	13,900	12,800	12,800	64,000	133,100
Port Tenant Improvements	17,448	12,052	20,574	51,637	17,720	101,729	221,161
Internal Funding Subtotal	32,348	26,752	34,474	64,437	30,520	165,729	354,261
External Funding							
Federal & State Grants	5,000	5,000	5,000	5,000	5,000	25,000	50,000
Regional Measure 3, MBFL	25,000	-	-	-	-	-	25,000
MBFL Anticipated Private Contributions	4,000	-	-	-	-	-	4,000
Orton IFD Tax Increment	760	775	790	806	822	4,365	8,318
Pier 70 Shoreline CFD Tax	-	114	116	453	462	4,345	5,492
Mission Rock Shoreline CFD Tax	652	922	1,482	1,512	1,542	8,186	14,296
Private Developer Investment	232,171	300,841	225,859	229,569	64,376	1,436,681	2,489,497
GO Bond for WRP	42,000	64,000	166,000	142,000	45,300	98,800	558,100
External Funding Subtotal	309,583	371,652	399,248	379,341	117,503	1,577,377	3,154,703
Revenue TOTAL	341,931	398,404	433,722	443,778	148,023	1,743,106	3,508,964

Internal Funding Sources

Port Capital

As a self-sustaining enterprise, the Port does not receive any support from the City's General Fund and must generate its own revenue to sustain operations. Revenues in excess of operating costs and required reserves (referred to as net revenues) can be dedicated to capital improvements and are governed by policies set forth by the Port Commission.

Table 8: Internal Funding Sources (\$ thousands)

Revenue Projections	
Internal Funding Source	Amount
Port Capital	133,100
Port Tenant Improvements	221,161
Internal Funding TOTAL	354,261

Port Tenant Improvements

Many of the lease agreements require tenants to maintain facilities in good condition. The Plan accounts for the cost and timing of those improvements. To prevent the obligations from falling back on the Port and impacting the Plan backlog, the Facilities Assessment Manager position was recently created and filled. Its purpose is to support tenants with the development of their maintenance programs and ensure compliance with the upkeep provisions.

External Funding Sources

Table 9: External Funding Sources (\$ thousands)

Revenue Projections	
External Funding Source	Amount
Federal & State Grants	50,000
Regional Measure 3, MBFL	25,000
MBFL Anticipated Private Contributions	4,000
Orton IFD Tax Increment	8,318
Pier 70 Shoreline CFD Tax	5,492
Mission Rock Shoreline CFD Tax	14,296
Private Developer Investment	2,489,497
GO Bond for WRP	558,100
External Funding TOTAL	3,154,703

Federal & State Grants²

Since 2019, the Port has received over \$160 million in federal and state funding to support the planning and delivery of capital projects and anticipates similar awards in the future. Past grantors include the Federal Emergency Management Agency (FEMA), Maritime Administration (MARAD), and the California State Transportation Agency (CalSTA). Notably, Port has demonstrated capacity to win sizeable grants with the recent award of \$2.7 million from FEMA for seismic improvements to Piers 94-96.

Regional Measure 3 (RM3) and Private Contribution for MBFL

In 2018, Bay Area voters approved RM3 to increase bridge tolls to fund projects that improve transportation infrastructure across the region. The Mission Bay Ferry Landing is one of the beneficiaries of the initiative. In addition, MBFL anticipates a \$4 million private contribution from an anonymous source.

Orton Infrastructure Financing District (IFD)

IFDs designate a geographical area where any increase in property and possessory interest tax revenues above an established base year (referred to as “tax increment”) is applied toward municipal debt or other upfront community improvements. In 2013, the Port Commission and the Board of Supervisors formed Infrastructure Financing District No. 2, covering the entire Port area. Subsequently in 2016, IFD Sub-Project Area G-1 was created over the Orton project. The increment helps fund capital improvements and maintenance that serve the Pier 70 Historic Core.

Pier 70 and Mission Rock – Shoreline Community Facility Districts (CFD)

CFDs assess special taxes on a specified area after a majority vote by the property owners. As the sole owner of the subject areas, the Port formed the Pier 70 Leased Properties and the Mission Rock Facilities and Services CFDs in 2020. A Shoreline Special Tax is levied on the leasehold interests within the development footprints to fund Shoreline Adaptation Studies and Shoreline Protection Facilities to address sea level rise and seismic hazards. Capturing future revenue streams from development projects in this manner is an important strategy to diversify the Port’s income sources and make progress on its capital backlog. The tax districts at Pier 70 and Mission Rock will enable over \$600 million in renewal and enhancement of public infrastructure during this Plan period. These projects build significant public value and improve assets much faster than the Port could accomplish with its own limited funds.

² The Port submitted these figures to the Capital Planning Committee in early fall 2024. Subsequently, the Port was co-awarded a \$55 million grant to complete MBFL. That grant is not included to ensure the figures herein are consistent with the citywide plan.

Private Developer Investment

In conjunction with the CFD and IFD special tax districts, developers directly invest private sources and have a keen financial interest in Port property, contributing to significant cash flow. As summarized in Table 9 above and broken down in Table 10, the total investment over the Plan period is \$2.5 billion.

Table 10: Development Project Uses (\$ thousands)

	Amount
SOG	375,088
Seismic	17,041
Enhancements	2,097,368
TOTAL	2,489,497

General Obligation (GO) Bonds for WRP

In November 2018, voters approved a Seawall Bond, secured by the taxing authority of the City and County of San Francisco, to address urgent life-safety risks, providing an important down payment for the longer-term effort to strengthen the seawall and adapt to rising waters. The City plans to issue a Climate Resilience Bond by FY 2030, allocating another \$200 million to the Port to support later phases of WRP.

Emerging Needs and Opportunities

The following are potential capital projects that require further analysis to understand the complete scopes, costs, and funding options. Once additional planning is completed, these projects may be incorporated into the Plan in the future.



Figure 20: Pier 45 Shed A entrance

Pier 45 and Neighboring Seawall Lots

In February 2023, Fisherman’s Wharf Revitalized submitted an unsolicited proposal to lease and develop Pier 45 Sheds A and C and portions of Seawall Lots 300 and 301. After obtaining a sole source waiver to bypass the competitive bidding process, the Port entered into an Exclusive Negotiating Agreement (ENA) with the developer in January 2024. On Pier 45, the plan proposes facilities for fisher operations, a public seafood market and food hall, an experiential museum, and an event center. On the Seawall Lots, the plan proposes a central public square with an expansion of the Little Embarcadero, a visitor center, new

retail and food and beverage uses, and short-term vacation rentals. The project also contemplates a potential concept on the remainder of the western portion of the Seawall Lots. The additional phase will be developed once the initial phases are finalized. Preliminary projections of \$548 million in private investment paint a hopeful future for the Fisherman’s Wharf area.

Piers 38 and 40

In 2021, the Port entered into an ENA for the aging piers. While residential and hotel uses are prohibited within the Embarcadero National Register Historic District, a variety of other use types are being considered to revive this important stretch of the waterfront. Further advancement of this project hinges on solving the high costs, particularly for floodproofing and seismic strengthening.

Offshore Wind (OSW) Development in Southern Waterfront

The State has set out on an ambitious goal to deploy offshore wind energy off the California coast as early as 2030. Based on preliminary conversations with state and federal agencies, offshore wind industry representatives, and California port authorities, the Port of San Francisco is well positioned to play a supporting role in this deployment as a strategic hub in the supply chain for manufacturing and fabricating components. The Port benefits from several key attributes: access to the skilled San Francisco and Bay Area workforce; deep-water berths adjacent to underutilized wharves at Piers 92-96 and expansive backlands; close proximity to other maritime facilities, such as Piers 80 and 68, that can support complementary activities like training and raw material offloading and storage; and a central location that's equidistant from both the Central and Northern California wind energy lease areas. To date, the Port completed a concept plan for the industry's use of Piers 94-96 and identified necessary investments to upgrade and expand existing facilities and waterfront infrastructure to facilitate this business opportunity. Going forward, staff will continue engaging with industry stakeholders to develop relationships and pursuing grant opportunities to realize the bold vision.



Figure 21: View of Pier 80 and Pier 92 along with a portion of the backlands and Pier 94

Conclusion



Figure 22: Pier 43 Ferry Arch

Port assets require substantial investment due to their age and condition; delay in making those investments comes at a steep price. Not only do construction costs continue to escalate, but unmitigated seismic and sea level rise risk pose serious threats to the iconic waterfront.

The Port heavily leans on external funding to satisfy the full array of the Plan's need. Outside sources, particularly from the private sector, have far greater capability to deliver improvements than Port's limited internal sources. Large-scale development projects, such as those at Pier 70 and Mission Rock, leverage a wide range of financial instruments – federal historic

district tax credits, private investors, and publicly approved CFD/IFDs – to assemble a robust and sizable funding stack. These projects are reviving historic facilities, creating entirely new neighborhoods, and opening former industrial areas for public enjoyment. Looking ahead, the Port will continue its steadfast efforts to attract, build, and maintain partnerships that foster a growing, vibrant, and diverse waterfront for all San Franciscans and visitors.

Appendix A

Bldg No.	Building Name	In \$1,000s	
		Backlog	10-Year Renewals
000	Leased Piers	\$0	\$78,007
0000	Port-wide Projects	\$343,621	\$464,580
1001	Downtown Ferry Terminal	\$1,270	\$0
1010	Pier 1	\$0	\$147
1010	Pier 1 - Office Building	\$0	\$20,194
1015	Pier 1 1/2 - Bulkhead/Shed Building	\$0	\$1,822
1020	Pier 2	\$7,742	\$0
1030	Pier 3 - Bulkhead/Shed Building	\$0	\$3,173
1055	Pier 5 1/2 - Bulkhead Building	\$0	\$2,202
1075	Pier 7 - The Waterfront Restaurant	\$769	\$67
1090	Pier 9	\$2,940	\$1,000
1090	Pier 9 Bulkhead/Shed Building	\$15,060	\$4,382
1095	Pier 9 1/2	\$1,396	\$0
1150	Pier 15	\$0	\$236
1150	Pier 15 - Bulkhead/Shed Building	\$0	\$4,263
1155	Pier 15/17 - Office on Marginal Wharf	\$0	\$218
1170	Pier 17	\$0	\$176
1170	Pier 17 - Shed Building	\$5,766	\$363
1175	Pier 17 1/2	\$2,595	\$0
1190	Pier 19	\$10,170	\$0
1190	Pier 19 - Bulkhead/Shed Building	\$1,391	\$1,137
1195	Pier 19 1/2	\$9,231	\$0
1195	Pier 19 1/2 - Bulkhead/Shed	\$2,000	\$531
1225	Pier 22 1/2	\$4,150	\$15
1225	Pier 22 1/2 - Fire Station	\$1,195	\$63
1225	Pier 22 1/2 - Maintenance / Recreation	\$0	\$273
1230	Pier 23	\$6,348	\$0
1230	Pier 23 - Bulkhead/Shed Building	\$0	\$3,161
1235	Pier 23 1/2	\$5,128	\$0
1235	Pier 23 1/2 Pier 23 Cafe	\$0	\$455
1245	Pier 24 1/2	\$7,895	\$0
1245	Pier 24 1/2 -Bulkhead/Shed Building	\$1,081	\$0
1260	Pier 26	\$25,533	\$0
1260	Pier 26 - Bulkhead/Shed	\$10,313	\$0
1265	Pier 26 1/2	\$5,948	\$0
1265	Pier 26.5 - Bulkhead	\$3,895	\$528
1270	Pier 27	\$0	\$782
1270	Pier 27 - Office Annex	\$1,541	\$0
1270	Pier 27 Cruise Terminal	\$0	\$3,531
1280	Pier 28	\$16,377	\$0
1280	Pier 28 - Bulkhead/Shed Building	\$8,025	\$1,005
1285	Pier 28 1/2	\$853	\$0
1285	Pier 28 1/2 - Hildive Restaurant	\$362	\$0
1290	Pier 29	\$11,551	\$0
1290	Pier 29 - Bulkhead/Shed Building	\$0	\$709
1295	Pier 29 1/2 - Bulkhead Building	\$1,118	\$74
1310	Pier 31	\$7,614	\$0

Bldg No.	Building Name	In \$1,000s	
		Backlog	10-Year Renewals
1310	Pier 31 - Bulkhead/Shed Building	\$2,007	\$0
1320	Pier 30 and 32	\$73,884	\$0
1330	Pier 33	\$18,077	\$4,756
1330	Pier 33 - Bulkhead/Shed Building	\$32,899	\$12,020
1335	Pier 33 1/2 - Bulkhead Building	\$191	\$1,268
1350	Pier 35	\$100,199	\$12,573
1350	Pier 35 - Bulkhead/Shed Building	\$41,564	\$24,686
1380	Pier 38	\$18,842	\$0
1380	Pier 38 - Bulkhead/Shed Building	\$3,572	\$3,706
1385	Pier 38 1/2	\$1,097	\$0
1390	Pier 39 - Retail Shops	\$7,250	\$15,804
1390	Pier 39 - Underwater World	\$1,595	\$588
1400	Pier 40	\$8,959	\$0
1400	Pier 40 - Shed Building	\$1,645	\$1,538
1400	Pier 40 Restaurant & Robert Steck Chandelry	\$240	\$254
1405	Pier 40 1/2 - Frankies Java House	\$0	\$306
1405	Pier 40 1/2 (S Beach Harbor Wharf)	\$4,845	\$0
1415	Pier 41 1/2	\$3,670	\$0
1415	Pier 41 1/2 - Blue&Gold Bldg.	\$0	\$1,599
1430	Pier 43 - Arch	\$306	\$0
1435	Pier 43 1/2 - Franciscan Restaurant	\$1,102	\$159
1450	Pier 45	\$21,943	\$0
1450	Pier 45 - Shed A	\$3,527	\$484
1450	Pier 45 - Shed B	\$8,892	\$5,616
1450	Pier 45 - Shed D	\$8,894	\$5,614
1461	Pier 46B China Basin Ferry Terminal	\$116	\$0
1470	Pier 47 - Guardinos Storage Bldg	\$106	\$0
1470	Pier 47 - Scomas Restaurant	\$647	\$0
1470	Pier 47 - Wharf J6, J7, J8	\$1,689	\$0
1480	Pier 48	\$17,487	\$0
1480	Pier 48 - Shed A	\$5,034	\$699
1480	Pier 48 - Shed B	\$5,092	\$718
1485	Pier 48 1/2 - AtWater restaurant	\$0	\$1,012
1490	Pier 49 - Aliotos Restaurant (Wharf J-1)	\$674	\$1,472
1490	Pier 49 - Fishermans Grotto No. 9 (Wharf J-1)	\$1,134	\$2,354
1490	Pier 49 - Fishermans Memorial Chapel	\$277	\$0
1490	Pier 49 - Guardinos (Wharf J-1)	\$0	\$144
1490	Pier 49 - Sabella & Latorre (Wharf J-1)	\$0	\$393
1490	Pier 49 - Tarantinos Restaurant (Wharf J-1)	\$198	\$698
1490	Pier 49 - The Crab Station (Wharf J-1)	\$0	\$66
1500	Pier 50	\$40,429	\$11,036
1500	Pier 50 - Shed A	\$5,227	\$336
1500	Pier 50 - Shed B	\$18,671	\$11,053
1500	Pier 50 - Shed C	\$11,195	\$18,587
1500	Pier 50 - Shed D	\$3,075	\$3,077
1505	Pier 50 1/2	\$1,644	\$2,714
1540	Pier 54	\$62,202	\$2,443
1540	Pier 54 - Office Bldg	\$923	\$0
1540	Pier 54 - Oil Shed	\$221	\$0

Bldg No.	Building Name	In \$1,000s	
		Backlog	10-Year Renewals
1540	Pier 54 - Shed Building	\$15,680	\$4,674
1600	Pier 60 - Wharf - wood piles	\$2,036	\$0
1645	Pier 64 1/2 Kelly Mission Rock Resort Restnt	\$0	\$311
1680	Pier 68	\$11,948	\$0
1680	Pier 70 - Pier 68 - Bathrooms Bldg. #141	\$111	\$0
1680	Pier 70 - Pier 68 - Blast Shed Bldg. #150	\$0	\$83
1680	Pier 70 - Pier 68 - Boiler/Steam Power House - #103	\$515	\$0
1680	Pier 70 - Pier 68 - Building #149	\$0	\$83
1680	Pier 70 - Pier 68 - Equipment Building #36	\$1,327	\$3,797
1680	Pier 70 - Pier 68 - Machine Shop - Bldg. #105	\$5,461	\$8,780
1680	Pier 70 - Pier 68 - near checkhouse #2, Building #51	\$111	\$0
1680	Pier 70 - Pier 68 - Office Bldg (#127)	\$0	\$638
1680	Pier 70 - Pier 68 - Office/Warehouse Bldg.- Bldg #111	\$13,112	\$0
1680	Pier 70 - Pier 68 - Sheet Metal/Tools Bldg #109	\$5,240	\$13,591
1680	Pier 70 - Pier 68 - Shipwright Building -#108	\$11,256	\$0
1680	Pier 70 - Pier 68 - Substation #4 (bldg #58)	\$0	\$227
1800	Pier 80	\$20,477	\$1,208
1800	Pier 80 - Entry Canopy	\$451	\$0
1800	Pier 80 - Gear & Maintenance Building	\$2,887	\$0
1800	Pier 80 - Office Bldg #2	\$195	\$0
1800	Pier 80 - Service Building	\$2,242	\$841
1800	Pier 80 - Shed A	\$3,414	\$0
1800	Pier 80 - Shed D	\$3,627	\$0
1800	Pier 80 - Terminal Office	\$1,474	\$0
1800	Pier 80 Office Bldg #1	\$389	\$0
1900	Pier 90	\$6,467	\$0
1900	Pier 90 - Fire Department Building	\$0	\$559
1900	Pier 90 - Old Powerhouse	\$0	\$218
1920	Pier 92	\$1,118	\$0
1940	Pier 94 - 96 Wharf area	\$10,090	\$4,564
1940	Pier 94 - Wharfside Building	\$111	\$0
1960	Pier 96 - Administration Building	\$2,974	\$269
1960	Pier 96 - Entry Canopy	\$408	\$0
1960	Pier 96 - Exit Canopy	\$243	\$0
1960	Pier 96 - Maintenance Building	\$3,994	\$301
1960	Pier 96 - Office/Restroom	\$237	\$0
1960	Pier 96 - Recycling/LASH Terminal	\$4,389	\$775
1960	Pier 96 - Storage	\$266	\$0
1960	Pier 96 - Truck Scales	\$69	\$0
2000	Fac. 2000 - Ferry Plaza	\$1,711	\$0
2500	Hyde Street Harbor - Floats	\$1,899	\$0
2500	Hyde Street Pier - Storage Buildings (3)	\$277	\$0
2505	Pier 50 Administration Building	\$3,327	\$9,856
2740	Fac. 200 - World Trade Club Restaurant	\$565	\$1,330
2750	Fac. 274-175 - Ferry Building Clock Tower	\$0	\$781
2750	Fac. 274-275 Ferry Building	\$0	\$19,029
2780	Fac. 278 Agriculture Bldg Substructure	\$9,476	\$0
2780	Fac. 278 Agriculture Building	\$6,234	\$0
2800	Pier 80 Administration Building	\$7,889	\$17,009

Bldg No.	Building Name	In \$1,000s	
		Backlog	10-Year Renewals
3010	SWL 301 - Andre Boudin Pavilion	\$0	\$407
3010	SWL 301 - Andre Boudin Restaurant	\$0	\$1,183
3020	Street - Pier 47, Fish Alley, Al Scoma Way	\$697	\$0
3020	SWL 302 - Alioto Fish Co.	\$2,463	\$1,228
3020	SWL 302 - Castagnola/Storage Bldg	\$238	\$0
3020	SWL 302 - Crab Boat Owners Asso.	\$676	\$0
3020	SWL 302 - Firewood Cafe	\$0	\$310
3020	SWL 302 - Pompeis Grotto	\$335	\$250
3020	SWL 302 - Port Harbor Office	\$105	\$0
3020	SWL 302 - Scomas (Smoke House)	\$0	\$539
3020	SWL 302 Castagnola Rest.	\$893	\$2,387
3020	SWL 302 Coast Marine Supply Mat. Storage Bldg	\$87	\$347
3020	SWL 302 Costal Marine Retail Space	\$504	\$0
3020	SWL 302 Franks Fisherman Supply	\$170	\$945
3020	SWL 302 Substructure (Wharf J-9)	\$6,498	\$0
3020	SWL 302 United Shellfish Processing	\$0	\$36
3030	Street - Hyde Alley, Fish Alley	\$517	\$0
3030	SWL 302 Cal Shell Fish Shed	\$203	\$0
3030	SWL 303 - Alioto Fish Co,	\$1,427	\$433
3030	SWL 303 - Cal Shell Fish	\$547	\$295
3030	SWL 303 - Cioppinos/(Hoppe)	\$0	\$690
3030	SWL 303 - Franceschis Restaurant	\$0	\$506
3030	SWL 303 - GP Resources	\$58	\$0
3030	SWL 303 - SP Trantino/Martell Ins	\$0	\$418
3030	SWL 303 - The Bay Company, Hoppe, Arthur N.	\$734	\$1,137
3110	SWL 311 Pier 39 Garage	\$0	\$3,520
3130	SWL 313 Embarcadero Triangle Lot Assn.	\$0	\$3,657
3150	SWL 315 Office Building (HHC Investment limited)	\$0	\$3,954
3160	SWL 316 Houstons Restaurant	\$0	\$349
3170	SWL 317 Office Building	\$0	\$8,762
3180	SWL 318 Roundhouse One	\$772	\$2,649
3180	SWL 318 Roundhouse Two	\$8,743	\$7,296
3180	SWL 318 Sandhouse	\$398	\$0
3190	SWL 319 Fog City Diner	\$0	\$267
3220	SWL 322 ABC TV	\$626	\$9,763
3270	Epic Roasthouse	\$249	\$587
3270	Waterbar Restaurant	\$249	\$587
3310	SWL 331 & 332 Delancey Street Foundation	\$6,955	\$9,844
3450	Pier 70 - SWL 345 - Kneass, Pier 66 Boatyard Office	\$553	\$0
3450	SWL 345 - SF Boat Works Office/Shop	\$804	\$557
3450	SWL 345 - SF Boat Works Storage/The Ramp	\$332	\$0
3490	Pier 70 - SWL 349 - Beth Street Washroom & Locker, Bldg. #29	\$1,023	\$0
3490	Pier 70 - SWL 349 Building #6	\$2,063	\$0
3520	SWL 352 - Backlands Redevelopment	\$4,594	\$0
4001	Street - Hyde N of Jefferson to Hyde St Pier	\$419	\$0
4002	Street - Jefferson from Leavenworth to Hyde	\$226	\$0
4003	Street - R.H. Dana Dr. (Leavenworth) N of Jefferso	\$257	\$0
4004	Street - Jefferson btw Jones and Leavenworth	\$217	\$0
4006	Street - Taylor Street btw. Jefferson and Embarcadero	\$533	\$0
4008	Street - Embarcadero from Taylor to Powell	\$980	\$0

Bldg No.	Building Name	In \$1,000s	
		Backlog	10-Year Renewals
4017	Street - Lombard btw Sansome and Embarcadero	\$119	\$0
4020	Street - Green between Davis and Front	\$293	\$0
4022	Street - Broadway btw Embarcadero & Vallejo	\$880	\$0
4033	Street - T. Francois along China Basin	\$877	\$0
4034	Street - T. Francois btw China Basin and Mission R	\$9,184	\$0
4036	Street - 20th East of Illinois	\$801	\$0
4038	Street - 24th from Michigan to Maryland	\$1,800	\$0
4040	Street - Marin east of Michigan	\$292	\$0
4041	Street - TN, IN, MN btw Tulare and Marin	\$1,535	\$0
4043	Street - Amador and extension	\$1,294	\$0
5470H	Joint Operations Center / Hyde Harbor Office	\$0	\$38
6020	Freight Yard - Intermodal Container Transfer Facility	\$26,314	\$0
PORT TOTAL		\$1,317,350	\$892,733