



## MEMORANDUM

October 3, 2025

**TO:** MEMBERS, PORT COMMISSION  
Hon. Gail Gilman, President  
Hon. Stephen Engblom, Vice President  
Hon. Willie Adams  
Hon. Steven Lee  
Hon. Ken McNeely

**FROM:** Elaine Forbes  
Executive Director

**SUBJECT:** Informational presentation on an update on the Fisherman's Wharf Revitalized project and a potential "Phase Zero" activation of a portion of the Eastern half of SWL 300/301.

**DIRECTOR'S RECOMMENDATION:** Information Only – No Action Required

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### EXECUTIVE SUMMARY

At the October 8, 2024 meeting, the Port Commission approved Resolution 24-49 authorizing a Term Sheet with Fisherman's Wharf Revitalized (the "Developer") for the development of portions of SWL 300/301 (the "Triangle Lot") and Pier 45 Sheds A and C in Fisherman's Wharf (the "Project"), generally located bay-ward of Jefferson Street, between Taylor and Powell Streets. After subsequent endorsement of the Term Sheet and approval of a fiscal feasibility finding by the Board of Supervisors on December 10, 2024, the Developer has been working to refine the design of the Project through community engagement and further definition of the land plan. At the October 7 hearing, the Developer will provide a summary of the updates to its plan for the Commission before it kicks off a new round of engagement with the fishing industry and the broader Fisherman's Wharf community.

This memorandum includes an update on the various components of the Project and a proposal for interim activation of the Triangle Lot to support the broader revitalization of Fisherman's Wharf by creating a flexible, family-friendly, and publicly accessible gathering

space. Past Port developments at Mission Rock and Pier 70 have pursued similar efforts to bring early activation to project sites; they have often been referred to as “Phase Zero” in acknowledgement that Phase 1 is still under negotiation.

## **BACKGROUND**

On February 15, 2023, the Port received an unsolicited Proposal from Fisherman’s Wharf Revitalized for the lease and development of the Site with a mixed-use development celebrating, highlighting, and supporting the fishing and seafood industry of Fisherman’s Wharf and increasing public access to and enjoyment of the Bay. At the April 25, 2023, Port Commission meeting, Port staff reported on the stakeholder engagement process and the Project’s alignment with the Waterfront Plan. In response to the dialogue at the meeting, the Port issued a Request For Interest (RFI) on May 20, 2023, to supplement the outreach noted above and to seek feedback on whether there is other, comparable development interest in the locations identified in the Proposal.

The Port received limited responses to the RFI, indicating little interest in potential bids if the Port were to issue a competitive solution. Given the urgency of providing support to the recovery of Fisherman’s Wharf, the Port Commission authorized staff (Resolution 23-37), in consultation with the City Attorney, to move ahead and seek a waiver of the City’s competitive solicitation requirements and commence negotiations of the ENA with the Developer. On September 10, 2023, the Board of Supervisors adopted Resolution No. 425-23, waiving the competitive solicitation procedures so the Port could negotiate and enter into the ENA.

The Port Commission adopted Resolution No. 23-48 approving the ENA with FWR on October 10, 2023. After subsequent design, planning, community outreach, and financial feasibility studies, Port staff and the Developer negotiated a Term Sheet which was approved by Port Commission on October 8, 2024, and endorsed by the Board of Supervisors on December 10, 2024. Throughout 2025, the Developer has progressed on more in-depth planning and design.

## **STRATEGIC ALIGNMENT**

The Project will provide several economic and community benefits, including promotion and support of the fishing and seafood industry and increased public access to the Bay. The project will ensure that the fishing industry uses in Pier 45 Sheds A and C of Fishermen’s Wharf are preserved and protected for the long term, aligning with the 66-year term of the ground leases.

The Project’s success will be defined by its redevelopment of assets, implementation of resilience and adaptation strategies, curation of a mix of uses that enliven Fisherman’s Wharf, and advancement of the Port’s goals and objectives of its Strategic Plan and Waterfront Plan.

If approved and implemented, the proposed Project will achieve at least six goals of the Port’s Strategic Plan objectives:

Evolution:

Develop a critical area of Port property in a manner that responds to changing public and Port needs, including the addition of attractions and amenities for waterfront tourism, as well as support for the existing fishing industry.

Resilience:

The project includes investments in sea level rise resilience and seismic integrity for this portion of the northern waterfront, including Pier 45 and “Little Embarcadero”.

Engagement:

Throughout the project development process, Port staff and the developer will engage with the Fisherman’s Wharf Advisory Committee and other neighborhood groups to increase the public’s awareness and contribution to the site and development plans. The project itself will deliver an attraction intended to educate visitors about the fishing industry and the rich history of the Wharf.

Equity:

The Project will be accessible, attractive, and beneficial to a diverse group of people who live, work, and use the recreational assets along the Waterfront.

Productivity:

Attract new tenants that complement existing commercial uses to support an economically successful and vibrant waterfront, including a new food hall, public seafood market, enhancements to existing fish processing on the Pier, a retail beverage garden, and visitor attractions.

Economic Recovery:

Contribute to the Port’s financial strength by using investor capital to address the Port’s deferred maintenance backlog and generating revenues for the Port to sustain ongoing operations and address deferred maintenance at other Port facilities.

**PROJECT UPDATE**

After several months of studying the site with architects, engineers, traffic, and other consultants, the Developer has advanced the design of the Project as described below.

Triangle Lot

The primary design objective for this area of the project is to create a welcoming and vibrant public open space while addressing the challenges presented by the intensive mix of visitor and industry uses.

Notable changes from the original proposal reviewed by the Port Commission include the elimination of the short-term family vacation rentals, better alignment with landside view corridors, and a more generous waterfront plaza for public access.

Features of the revised Triangle Lot design include:

- Multiple, multi-purpose public plazas and a pedestrian promenade, an open space garden area and children’s playground, and an interpretive walk showcasing the history of the area and the fishing industry. Revisions made to the original design proposal result in a more generous and coherent public realm with a variety of ways to engage visitors.
- A low-rise glass conservatory building with distinct spaces that can accommodate both the visiting public and private event spaces; the building is designed to preserve the view corridors from Jefferson Street to the Bay.
- A visitor center with an adjacent retail beverage garden and rooftop bar. The change to a single-story design removes short-term vacation rentals from the Project and preserves the Bay view corridors from the upper floors of land-side buildings.
- Potential rerouting of the “Little Embarcadero” through the middle of the Triangle Lot connecting with Mason Street to improve circulation and vehicular traffic, to ensure the safety of pedestrians, and to create a larger single pedestrian area.
- Designated drop-off and loading areas for private cars, delivery and ride-share vehicles, as well as tour buses.

The Developer will continue to optimize public engagement at the site, including actively exploring the possibility of integrating the Skystar wheel into the final plan for the Triangle Lot.

#### Pier 45

Recent work on Pier 45 has been focused on technical elements of the Pier such as evaluation of the substructure, review of historical and current fishing industry “back-of-house” and storage uses to establish guidelines for the new Shed C building, and schematic design of various components of the food hall, exhibition areas, event center spaces and public gathering areas of the proposed new building.

#### Community Outreach

A critical next step required to advance the Project is to engage with several different neighborhood constituents to solicit feedback and input on the current plans. Over the next few months, the Developer intends to hold several meetings to engage with the following parties:

Timing / Audience	Outreach Goals
<p><b>October / November</b></p> <p>Crabbers and Fishers Processors and Wholesalers Other Pier 45 Tenants</p>	<ul style="list-style-type: none"> <li>Review draft floor plans and other visual materials to facilitate discussion about how to add the project's proposed attractions to Pier 45 while ensuring that all the tenants, and especially the fishing industry, are able to operate and thrive.</li> <li>Develop design guidance and space use parameters so that FWR knows how to proceed while the industry has the certainty it needs that its operations are provided for and protected.</li> <li>Note: This outreach is still conceptual in nature. Final design concepts and specifications to be done at a later date.</li> </ul>
<p><b>October / November</b></p> <p>FWAC FWCBD Local restaurants, retailers, and other Fisherman's Wharf businesses Neighborhood organizations Hotels, travel, and tourism organizations Bay-oriented organizations (the swim clubs, Save the Bay, etc.)</p>	<ul style="list-style-type: none"> <li>Gather feedback on the latest proposed plan and how it has evolved based on community feedback received to date.</li> <li>Meetings will also include discussion of the proposed Phase Zero near-term activation of the portion of the Triangle Lot between Mason St. and the SkyStar with a temporary beverage garden.</li> </ul>
<p><b>November – January</b></p> <p><i>Same as above</i></p>	<ul style="list-style-type: none"> <li>After additional design revisions, FWR will hold another series of public outreach meetings and will incorporate the feedback heard in the Oct/Nov meetings.</li> <li>Secondary round of meetings will include ongoing detailed working sessions with the fishers and other Pier 45 tenants, as well as general stakeholder engagement that covers both the Triangle Lot and Pier 45 combined.</li> </ul>

### Early Activation – “Phase Zero”

In addition to the planned community outreach efforts, FWR has proposed a Phase Zero program to support broader activation efforts at Fishermen's Wharf and to test the features proposed for the permanent Triangle Lot development. The Phase Zero concept includes a temporary beverage garden and public gathering space on approximately 12,000 square feet of the Triangle Lot between the Skystar Wheel and Mason Street, with a target of opening for summer 2026. Port staff sees great potential for Phase Zero to be an exciting complement to the Fishermen's Wharf Forward Plaza project on Taylor Street to further amplify public enjoyment of the area, and will coordinate this activation to ensure cohesion with Fishermen's Wharf Forward and other efforts in the neighborhood.

Phase Zero would be open to the public seven days per week and would not require a purchase to enter the area. The concept is similar to that of “Spark Social” in San Francisco's Mission Bay neighborhood, with the primary difference being that the offering

will include only limited beverage offerings and no food trucks. Key features of the concept include:

- Public and reservable seating (picnic tables, fire pits, cabanas)
- Children's play area with modular and low-height play elements
- Small stage for local performances
- Two to three beverage carts serving for-purchase beer and wine, coffee drinks, and juice or other non-alcoholic beverages
- Limited food service from a cart (prepared offsite by neighborhood restaurants Guardino's and Chasca Rio)
- High-quality, modular restrooms
- Artificial turf, planters, string lighting, and minimal windbreak/shade structures
- There would be no perimeter fencing, as planters and existing barriers will be used to define the alcohol consumption area

The area would be licensed by the Port to the Developer under terms and conditions that will be negotiated and brought by Port staff to the Port Commission in the coming months.

## **NEXT STEPS**

Port staff will continue working with the Developer to facilitate the incorporation of further feedback on Project design as an application to the City Planning Department is formalized, to assist with and monitor industry and community outreach efforts, and to commence negotiating the terms of a license for the proposed Phase Zero concept. Staff expect to return to the Port Commission to present a license for the Phase Zero for approval in the coming months.

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