



Strategic Plan 2026-2030

Mission

The Port of San Francisco manages the waterfront as the gateway to a world-class city, and advances environmentally and financially sustainable maritime, recreational and economic opportunities to serve the City, Bay Area region, and California.

Vision

Deliver vibrant and diverse waterfront experiences that enrich the City and San Francisco Bay.



The Strategic Plan

The Port Strategic Plan guides the Port's projects, programs, partnerships, and stewardship efforts over the next five years. It is informed by the 10-Year Capital Plan, Waterfront Plan, City policies, the Burton Act, and the Port's current financial outlook.

Port staff will use the Strategic Plan to set priorities, guide actions, and allocate resources to address current challenges while maintaining and enhancing San Francisco's waterfront.





Exceptional Service

Deliver a safe, clean, and thriving waterfront to improve the quality of life for San Francisco residents and visitors.

- Provide safe and clean streets, inviting parks, and well-managed waterfront assets.
- Modernize systems and procedures to improve services and effectiveness of Port operations, facilitate more efficient leasing and property management, and better serve tenants and partners, leveraging PermitSF and other platforms.
- Extend positive impact along the waterfront through partnerships by prioritizing strong tenant and community relationships, efficient leasing strategies, and support for local businesses across the waterfront.

Economic Growth

Grow portfolio and expand partnerships to contribute to San Francisco's long-term prosperity.

- Increase Port occupancy by investing in maritime and other facilities and public spaces, and maximize long-term leasing opportunities to support diverse uses, enhance the visitor experience, and increase jobs.
- Expand waterfront activation, events, arts, and culture to increase waterfront foot traffic and support downtown and citywide economic revitalization, while leveraging creative short-term uses to drive new revenue opportunities and local businesses.
- Advance Fisherman's Wharf Forward to build on record visitation, welcome a new generation to the historic neighborhood, and strengthen facilities for long-term resilience.
- Further new housing development at Seawall 330, Mission Rock, and Pier 70 to make the city more affordable and livable for families.
- Advance a secondary electrified cruise terminal to increase domestic and international tourism.
- Launch a Blue Economy Incubator Program to support the Port portfolio and City economy and attract new, innovation-driven waterfront tenants.
- Develop a plan to support California's offshore wind goals, grow maritime industries, and increase jobs.

Evolve

Enhance the waterfront experience and adapt the Port to be an equitable, accessible, economically successful destination that supports San Francisco and the region.

- Partner with other governmental agencies, the private sector, Port tenants, and non-profits to bring new activities and economic benefits to the waterfront and adjacent neighborhoods.
- Work with tenants, private partners, and the public to reimagine, rehabilitate, modernize, and adapt historic facilities into new viable uses that are productive to the Port and respond to city goals.
- Coordinate with City and regional agencies, and the public, to improve access and transit to the waterfront and Port facilities.
- Activate and enhance the waterfront parks and open spaces to amplify people's enjoyment of the San Francisco Bay and attract all people, particularly historically underrepresented communities, to the waterfront.
- Utilize Southern Waterfront Beautification Funds and other resources to enhance the public realm and improve the community's experience of the Southern Waterfront.
- Maintain financial solvency by obtaining grants and increasing revenue to ensure a prosperous waterfront for the long term.

Resilience

Protect people, San Francisco neighborhoods, and critical infrastructure from flooding, seismic risk, and climate change.

- Work with the public and City agencies to advance the Recommended Plan and City Waterfront Vision to address flood and seismic risks and design a world-class waterfront of the future.
- Design and deliver projects that address urgent flood and seismic risks with multiple public benefits by 2035.
- Maximize opportunities for engineering with nature and nature-based adaptation along our human-made shoreline.
- Advance federal partnership and funding for large-scale waterfront investment.
- Plan and prepare for funding investments, including potential resilience bonds.
- Continue execution of long-term program management and delivery strategies for resilience of the waterfront.
- Adapt program over time by monitoring sea level rise and evolving climate science.





Sustainability

Combat climate change, protect San Francisco Bay, and improve waterfront industries and the quality of life for people.

- Transition the Port fleet to zero-emission vehicles by 2030 and encourage and support Port tenants and maritime community to convert fleets to zero-emissions.
- Improve water quality and Bay health to support recreation, maritime activity, and Bay-dependent industries, including fishing.
- Enhance biodiversity and environmental compliance to protect habitats and build climate resilience.
- Support innovation and foster sustainable business development.

Equity

Strengthen equity, access, and opportunity across Port programs, spaces, and the organizational workforce to ensure the waterfront serves and reflects all San Franciscans.

- Expand community partnerships and opportunities for small businesses, entrepreneurs, and local workers.
- Attract a diversity of people to the waterfront with activations and cultivate a sense of inclusion and belonging.
- Advance youth and workforce programs to expand career pathways.
- Strengthen equitable organizational recruitment and talent development to reflect San Francisco's diversity.
- Foster a culture of inclusion and belonging that supports Port workforce retention and organizational excellence.

Public Collaboration

Uplift community partnerships to support an exceptional, welcoming, and inclusive waterfront.

- Strengthen collaboration across public, private, and community partners.
- Continue timely communication and transparency for over 500 tenants, 24 million visitors, and city residents.
- Uplift diverse voices through Port Commission, advisory committees, meeting people in their communities, and other methods to receive input and inform the public about waterfront planning and activities.



Port Commission

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Stephen Engblom, Vice President
Willie Adams, Commissioner
Steven Lee, Commissioner
Ken McNeely, Commissioner

Port Executive Staff

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