# WATERFRONT MASTER PLAN – GOALS, PROGRAMS AND PROJECTS (9/27/11)

#### **GOAL A: MOBILITY**

Develop a pedestrian, transit (mass, trolley and shuttle), and bicycle friendly environment that will encourage, direct, and facilitate visitors to bicycle or walk to the waterfront.

Program A.1. Create a continuous pedestrian boulevard/concourse throughout the planning area that takes advantage of the best views, links points of interest within the planning area, and connects the waterfront to surrounding destinations.

Project A.1.a. Create pedestrian plaza/promenade along the harbor that allows for temporary uses and incorporates public art, such as artistic tiles, that embodies the history and culture of the fishing industry.

Project A.1.b. Provide a pedestrian connection between the waterfront and the Lower Presidio.

Project A.1.c. Construct a safe pedestrian crossing accessing the west side of the Lower Presidio from the Recreation Trail to the Sloat Monument.

Project A.1.d. Craft system of maps and signs to direct public to and from the planning area.

Project A.1.e. Partner with the National Marine Sanctuary and others to enhance learning experience on the environment throughout the planning area, including along the pedestrian plaza/promenade.

Project A.1.f. Design a line of sight from the Tyler Street garages towards the planning area and ensure adequate signage and pedestrian access along that sight-line.

Project A.1.g. Pursue elimination of non-historic walls surrounding the Custom House that would increase visual access between Custom House Plaza and Fisherman's Wharf.

Program A.2. Enhance and maintain the Recreation Trail as a safe and viable bicycle and pedestrian link through the planning area.

Project A.2.a. Increase bicycle parking and amenities.

Project A.2.b. Combine the Recreation Trail with the new pedestrian promenade. Design visual separation between bicycle and pedestrian pathways to improve safety, such as through the use of textural distinctions in the pathway.

Project A.2.c. Enhance all intersections for safety.

Project A.2.d. Improve lighting on the recreation trail to enhance safe evening use but ensuring that lighting does not shine into the Bay.

Project A.2.e. Study the potential for providing free City bicycles for temporary use and/or encourage a commercial enterprise that rents bicycles.

Project A.2.f. Reduce bicycle and pedestrian conflicts.

Program A.3. Identify safe and convenient bicycle and pedestrian connections between the waterfront and the downtown.

Project A.3.a. Create a continuous pedestrian boulevard/concourse that encourages visitors and residents alike to walk from the Waterfront to Monterey's historic resources throughout the Downtown.

Project A.3.b. Amend the Bicycle Transportation Plan to establish the following primary bicycle access routes to the waterfront: Scott Street, Alvarado Street, Washington Street, Figueroa Street, Camino Aguajito, and Sloat Avenue.

Program A.4. Continue to work with TAMC and MST to ensure adequate public transit options serving the waterfront.

Project A.4.a. Locate potential Monterey Branch Line station.

Project A.4.b. Identify/design iconic shuttle service that would trademark/brand the planning area and provide "fun, frequent, and free" transportation between downtown and the waterfront.

## **GOAL B: PARKING**

#### Ensure that adequate parking is available and properly located.

Program B.1. Identify the various needs of the multiple users that park in the waterfront parking lot and appropriate parking locations for each use.

Project B.1.a. Construct new parking on the east side of Park Avenue.

Project B.1.b. Locate designated passenger drop-off area at Camino El Estero.

Project B.1.c. Improve existing pull-through lot adjacent to the boat ramp to accommodate the needs of boat and trailer circulation. This lot will be bounded by the pedestrian promenade/Recreation Trail to the north, the proposed North Del Monte Avenue alignment to the south, Figueroa Street to the east, and the proposed Washington Street extension to the west.

Project B.1.d. Reconfigure parking area south of the proposed extension of Scott Street to maximize usability for parking and temporary events.

## **GOAL C: NATURAL RESOURCES AND THE ENVIRONMENT**

Improve/enhance the visual quality of the waterfront and preserve natural resources such as the natural setting of the waterfront within the Monterey Bay Sanctuary, the harbor, the marina, and the beach. Address environmental issues and natural hazards, such as sea level rise, flooding, and coastal erosion.

Program C.1. Expand and protect open space, both passive and recreational active.

Project C.1.a. Improve east side of Figueroa to allow for temporary events, active uses, and BBQ/gazebos away from Monterey Branch Line alignment. Locate activity areas requiring hardscape near Park Avenue.

Project C.1.b. Redesign parking area between the proposed extension of Scott Street and the pedestrian promenade as a passive open space area that will accommodate temporary events.

Project C.1.c. Redesign Passenger Depot site as a spectacular gateway to the waterfront and Downtown; and to function as a transitional area between the two that incorporates active open space, commercial, and visitor-serving uses and includes permanent and temporary interpretive, interactive, educational, and artistic displays of Monterey's history and culture.

Project C.1.d. Coordinate with the Lower Presidio Master Plan to address appropriate improvements and public access.

Project C.1.e. Improve public pedestrian access along the Coast Guard Pier.

Project C.1.f. Coordinate transfer of the State beach east of the Municipal Beach to City ownership to increase control of access and uses.

Project C.1.g. Examine desirability, legal issues, restriction, etc. of renaming the Waterfront Planning Area as the Waterfront Park.

Program C.2. Expand viewsheds within and throughout the waterfront.

Project C.2.a. Once an adequate site is identified to house the kayak and outrigger canoe activities, demolish the existing Monterey Bay Kayaks building.

Project C.2.b. Develop and implement an attractive and appropriate design for the dry boat storage area in its current location so that it does not independently restrict or disturb views of the Bay. The design shall include drive-through access, 35 spaces (including keel boat spaces aligned with the Del Monte Beach House), and attractive fencing and landscaping to achieve adequate safety and security.

Project C.2.c. Create a continuous walkway along and around Fisherman's Wharf. Also, as leases expire, create more open space along Fisherman's Wharf.

Program C.3. Develop implementation plan that incorporates storm water quality control techniques.

Program C.4. Develop multi-phased mitigation plan for sea level rise/coastal erosion.

Project C.4.a. Construct seawall at foot of Wharf #2 along the beach that ties into the pedestrian promenade and continues to allow convenient public access to the beach.

Project C.4.b. As an adaptation strategy, remove the Beach House and Monterey Bay Kayak buildings but preserve the Beach House platform as a protection/barrier.

Project C.4.c. Institute warning system to alert the public of potential tsunami event.

Project C.4.d. Require all new waterfront construction to be designed/located to survive 100-year flood zones.

## **GOAL D: RECREATION**

Preserve, enhance and expand the diversity of amenities that draw both visitors and locals such as sailing, boating, diving, fishing, and festivals.

Program D.1. Develop leasing strategies that expand the diversity of recreational activities available.

Project D.1.a. Encourage Beach House availability for family friendly and public oriented uses.

Project D.1.b. Develop leases for shared commercial boat landings.

Project D.1.c. Develop a leasing strategy that will increase the diversity of restaurant and boating uses on Fisherman's Wharf and Wharf #2.

Program D.2. Develop program for the temporary location of a historic ship and/or other waterfront attractions.

Project D.2.a. Improve berthing and shore support at Wharf #2 to accommodate a ship that interprets history.

Program D.3. Develop program for phased development of new facilities, such as new outer wall, commercial/educational buildings, boat slips, truck turn-around, and recreational facilities.

Project D.3.a. Construct permanent structures on east side of Wharf #2 near the beach to accommodate commercial opportunities and educational opportunities.

Project D.3.b. Construct truck turnaround at Wharf #2 as necessary to support the fish processing activities.

Project D.3.c. Construct new public fishing piers at Wharf #2.

Project D.3.d. Construct BBQ/gazebos on west side of Park Avenue away from Monterey Branch Line alignment.

Project D.3.e. Construct new restroom on the west side of Park Avenue.

Project D.3.f. Designate locations for storage and mending of fishing nets as necessary.

Project D.3.g. Construct new outer wall at Wharf #2 to allow expansion for additional berths, commercial uses and public access.

Project D.3.h. Demolish kayak building and beach house, preserve beach house foundation/platform, and construct new building to accommodate these and/or other Waterfront Dependent uses at the foot of Wharf #2.

Program D.4. Examine possible expansion of marina and harbor uses.

Project D.4.a. Increase accommodation of sailing tour boarding.

Project D.4.b. Create community-serving, public sailing opportunities, both within the City marina and possibly at the Coast Guard Pier Navy facilities.

Project D.4.c. Encourage expansion of boat rentals.

Project D.4.d. Expand personal recreational activities (such as kayaking and paddle boarding) to the west side of Fisherman's Wharf to reduce watercraft conflicts at the harbor mouth.

# **GOAL E: PUBLIC FACILITIES**

Maintain a high standard of design and maintenance of all public facilities that preserves and showcases the history of the waterfront and ensures a safe, clean, and peaceful setting.

Program E.1. Support the fishing industry in its historic context

Project E.1.a Examine current fishing industry uses out of Monterey Harbor: define what the current fishing industry uses are today, define what the City wants to preserve in the future, and develop plan for the preservation of such future uses that addresses an appropriate level of City subsidies balanced against benefits.

Project E.1.b Construct a museum on Fisherman's Wharf (in the space currently occupied by the trash compactor) that showcases the fishing industry.

Project E.1.c Examine existing uses within the Wharf #2 warehouse; determine how to maximize the use of the space, whether additional fishing industry-related uses are appropriate, and whether use of a portion of the warehouse to interpret/celebrate the Marine Sanctuary is appropriate.

Project E.1.d Identify an appropriate site to showcase the history of the fishing industry before and beyond the sardine era.

Project E.1.e Improve and enhance tender reception facilities for cruise ships. Possible reception locations include along Wharf #2, within the City marina, and a location at Fisherman's Wharf that is more stable than the floating dock that is currently used.

Program E.2. Identify improvement and maintenance program needs for existing buildings and facilities (restrooms, warehouse, passenger depot, etc.) that will enhance public access, attractiveness and safety.

Project E.2.b. Improve restrooms at Wharf #1 and at A dock.

Project E.2.c. Enhance or relocate restroom at foot of Wharf #2. Explore whether the visual impacts could be reduced by identifying a more appropriate location, such as at the Del Monte Beach House or the Marina Facilities Building.

Project E.2.d. Construct a new restroom towards the east end of the Monterey Bay Park.

Project E.2.e. Use of passenger depot shall achieve the following criteria:

- 1. The desired use will be based on a 10-year (or less) business plan that demonstrates the ability for the use to: 1) generate sufficient revenue to support fair market rent; and 2) amortize the cost of building improvements sufficient to bring the building up to code and gain building occupancy.
- 2. The desired use will need to allow public access into the building and not be restricted to a private use such as a private club or membership only access.
- 3. The desired use will need to showcase the history of the building.

- 4. The desired use will need to function with minimal or no dedicated parking spaces and operate within a parking environment that relies on shared parking among a variety of waterfront uses and activities.
- 5. The desired use may not require the entire building area so that a portion of the building can be reserved for visitor center or interpretive center type use/service.

Program E.3. Develop public safety program to ensure that a safe environment is maintained.

Project E.3.a. Expand/evaluate police presence (kiosk? Waterfront patrol? CAT?).

Project E.3.b. Develop specific implementation measures for increasing safety for public access to the Wharf #2 warehouse.

Project E.3.c. Define safety zone for swimming at Monterey Municipal Beach. Restrict boating activity and other incompatible uses.

Project E.3.d. Construct appropriately staffed life guard stations along Monterey Municipal Beach and Monterey State Beach.

Project E.3.e. Divert any storm water flow away from Monterey Municipal Beach.

Project E.3.f. Build safe fire pits at and beyond Monterey Municipal Beach for evening use.

Program E.4. Create a common theme for the planning area that is displayed through way-finding and interpretation such as signs, colors, architecture, lighting, public art, and waterfront gateway treatment.

Project E.4.b. Create attractive, functional (international) wayfinding system to lead visitors to their destination (points within and surrounding the Waterfront), to include an information center, and Waterfront directory maps in parking lots, on restrooms, and at the entrance to Fisherman's Wharf. Integrate internal wayfinding system with surrounding systems.

Project E.4.c Install a sign on each building within the Waterfront Planning Area that relates to the overall Waterfront directory maps.

#### **GOAL F: FISCAL BENEFITS**

### Contribute to the overall sustainable fiscal health of the City.

Program F.1. Provide management of the commercial areas of the waterfront so as to maximize revenue for use in the waterfront.

Project F.1.a Create a Waterfront Fund that ties costs of implementation and maintenance to revenues generated within the Waterfront Planning Area and minimizes impacts on the General Fund.

Project F.1.b. Assign a special property manager to the waterfront (may be outsourced).

Project F.1.c. Create an open, public bidding process as leases become available.

Project F.1 d. Expand City policies to ensure that all commercial activities (such as dive instruction at San Carlos Beach) are appropriately approved and provide revenue to the City.

Program F.2. Prioritize recreational and coastal dependent retail activities to enhance personal participation opportunities to city residents.

Project F.2.a Encourage more personal recreational opportunities at Fisherman's Wharf such as kayaking, etc.

Program F.3. Develop and define an inventory of desirable, diverse and high quality business activities which are compatible with the Vision and which will attract regular resident visitation and use to the waterfront.

Program F.4. Develop opportunities for temporary events (in coordination with the Custom House Plaza programs) that attract visitors and locals to generate incremental revenue.

## **GOAL G: IMPLEMENTATION**

Develop phased implementation plan to ensure long-term financing, implementation, operations, and maintenance.

Program G.1. Create a phased Waterfront Capital Improvement Program that includes all master plan projects, operations, and maintenance.

Project G.1.a. Create an accounting of operation and maintenance costs within the Planning area.

Program G.2. Develop financing alternatives to implement the Vision and Goals which address the cost of all municipal improvements and services, including but not limited to, grants, bonds, special assessment districts, net market leases, and parking meter and fee strategies.

Project G.2.a. Identify a sustainable funding source (such as Transient Occupancy Tax and lease revenues) to fund waterfront capital projects to avoid negative impacts to the General Fund. Possibly retain a financial consultant to assist with building a sustainable funding program for implementation, operations, and maintenance.

Program G.3. Develop community and industry standards based on empirical information, fact, and evidence to provide a firm foundation for the decisions and plans to implement the master plan goals. Communicate and educate the citizens, as well as the "special interests", as to the possible means and existing examples of similar initiatives to establish a world class waterfront.

Project G.3.a. Research waterfront areas in other cities similar in climate and character and research financing strategies.

Project G.3.b. Organize and foster a design competition for architects and landscape architects to design the gateway area.