

Alternative Sites for the JAMES HERMAN CRUISE SHIP TERMINAL

*Discussion Draft Report
September 2, 1998*

This is a report for public review and comment. The Port Commission will held a public hearing on the location of a new cruise terminal on Tuesday, September 8, 1998 at 5:00pm in the Port Commission Room in the Ferry Building. For more information, please call Anne Cook, Manager of Waterfront Development, at (415) 274-0483.

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1. INTRODUCTION

San Francisco boasts a beautiful waterfront, a vibrant downtown, and some of the most visited tourist attractions in the United States. The City could also become one of the most attractive cruise destinations in the world. The cruise industry in general is booming; worldwide, the industry has grown by 50 percent in the past five years, and 85 percent of cruise passengers are from North America. Yet, San Francisco sees only moderate levels of cruise business and opportunities for growth may slip away.

Many factors contribute to this anomaly. Most significantly, San Francisco is at a geographic disadvantage when compared to other ports. Due to its location, San Francisco's primary cruise destinations are limited to Alaska and Mexico, which require cruises within the 10-12 day range. Vancouver, on the other hand, captures the four to seven day Alaska market, capitalizing on the market demand for shorter cruises. Cruises to San Francisco are also limited by the Passenger Services Act (PSA), an 1886 federal statute that prevents foreign-flagged cruise ships, which now dominate the cruise market, from sailing between U.S. ports without a stop at a foreign port along the way. As a result of these and other factors, the Port of San Francisco receives between 40 and 50 calls per year.

Despite the limited number of calls it currently receives, San Francisco's existing cruise terminal at Pier 35 does not efficiently meet the current needs of cruise lines and passengers, much less the expected increase in future business. Certain immutable conditions make Pier 35 an infeasible site for a new or redesigned cruise terminal. This report therefore examines the strengths and weaknesses of two alternative cruise terminal sites available to the Port (Piers 27/29 and 30/32) and assesses the space and site requirements to adequately accommodate a modern cruise facility. In addition, the report analyzes trends in the cruise industry that affect San Francisco.

In light of changing industry trends and developments, increased competition for cruise lines, and the adoption of the *Waterfront Land Use Plan* which calls for the type of mixed use projects that tend to accompany modern cruise terminals, the time is right for San Francisco to pursue a modern cruise terminal.

2. TRENDS IN THE CRUISE INDUSTRY

There are several trends in the cruise industry that the Port of San Francisco must consider as it moves closer to building a new cruise terminal on its waterfront.

CRUISE LINE MERGERS AND TERMINAL MODERNIZATIONS

Cruise lines are merging and competing ports are modernizing. The cruise industry is a highly competitive industry, and becoming more so each year. In recent years, Carnival Lines has acquired a total of 8 cruise lines to form a \$13.5 billion company that controls 33 % of the cruise market. Royal Caribbean is also growing; it recently purchased the Celebrity cruise line and is building three \$500 million, 3-4,000 passenger ships by Spring 2002. P & O has acquired 3 lines and invested \$400 million in its new 2,600 passenger Grand Princess. Other major lines are conducting similar growth strategies to capture greater market shares. While there may be more ships looking for new destinations, these ships are controlled by fewer companies, requiring Ports to be more creative and proactive in marketing to these companies. Ports are racing to compete for these mega-customers by either initiating their own capital programs for, or working in partnership with, major lines to modernize or build new terminals to handle the new ships.

INCREASING SHIP SIZE

Cruise ships are getting longer, wider and taller to accommodate more people and generate more revenue for cruise lines. The average number of passengers aboard a modern cruise ship is approximately 1,500, with some ships carrying as many as 3,000 passengers.¹ The average width of new ships is 90 feet, and that number is expected to climb towards 105 feet, almost the maximum width allowed to travel through the Panama Canal. An increase in ship width means that berths will need to be wider, requiring a wider amount of dredging. Similarly, taller ships mean that the terminal lobby and gangway need to be higher to meet the ships at the point where passengers disembark.

Ships are also getting longer. The average length of cruise ships is currently between 650 and 900 feet. Most ships calling at the Port of San Francisco will be around 700 feet in length, although trends indicate that the next generation of ships may be between 1,015 and 1,030 feet. The longest cruise ship currently in the water, the MV Norway, is 1,036 feet long, and travels only in the Caribbean.²

GROWTH IN THE INDUSTRY

The cruise industry is growing rapidly, particularly in the 2-5 day cruise sector. The cruise industry is booming. As shown in Table 2.1, since 1980, the cruise industry has experienced an annual average growth rate of 7.6% and such growth is expected to continue.³ In a recent market study, the Cruise Lines International Association (CLIA), projected that over the next five years the cumulative market potential for the cruise industry is \$60-\$95 billion, without changes to the Passengers Services Act. By the year 2000, CLIA projects, as many as 7 million passengers per year will take cruises. CLIA found that 60% of adults are interested in taking a cruise, and over one third of the population intend to take a cruise in the next five years.⁴ Therefore, there exists a large group of potential cruise customers for San Francisco to capture.

Table 2.1: Growth in the North American Cruise Industry

| Year | Number of Passengers |
|---|-----------------------------|
| 1980 | 1,431,000 |
| 1981 | 1,453,000 |
| 1982 | 1,471,000 |
| 1983 | 1,755,000 |
| 1984 | 1,859,000 |
| 1985 | 2,152,000 |
| 1986 | 2,642,000 |
| 1987 | 2,898,000 |
| 1988 | 3,175,000 |
| 1989 | 3,286,000 |
| 1990 | 3,640,000 |
| 1991 | 3,979,000 |
| 1992 | 4,136,000 |
| 1993 | 4,480,000 |
| 1994 | 4,448,000 |
| 1995 | 4,378,000 |
| 1996 | 4,656,000 |
| Average Yearly Growth Rate 1980-1996 | 7.60% |
| Total Period Growth Rate 1980-1996 | 225% |

SOURCE: CLIA Cruise Industry Overview, July 1997

The cruise industry’s largest growth category is 2-5 day cruises. If the Passenger Services Act is revised, San Francisco should become an ideal port of embarkation and port of call for these shorter trips because of its proximity to Monterey, Seattle, Santa Barbara, San Diego and Los Angeles.

Table 2.2: Growth in the Cruise Industry by Cruise Length

| Cruise Length | Number of Passengers | | Growth Rate |
|------------------------|-----------------------------|------------------|--------------------|
| | 1980 | 1996 | |
| 2-5 Days | 347,000 | 1,669,000 | 380.90% |
| 6-8 Days | 846,000 | 2,467,000 | 191.60% |
| 9-17 Days | 1,000,000 | 2,000,000 | 100.00% |
| 18+ Days | 17,000 | 16,000 | -5.80% |
| Industry Totals | 1,431,000 | 4,656,000 | 225.4% |

SOURCE: CLIA Cruise Industry Overview, July 1997

NEW TYPES OF CRUISES

Shorter cruises for company retreats and conventions are gaining in popularity. Cruises are an ideal way for companies to bring together employees on a fun and relaxed atmosphere. Company cruises are sometimes “cruises to nowhere,” in which passengers enjoy on-board entertainment, restaurant, recreational opportunities and the scenic landscape of a particular locale, without ever leaving the ship. Companies can usually obtain discounted prices for buying tickets en masse, and employees are often given performance-based incentives they must meet in order to attend. If the PSA were changed, San Francisco would be well positioned to take advantage of these types of cruises, due to its strong business base, renowned beauty and landmarks, and its proximity to other appealing destinations.

INTEREST IN CRUISING AND SAMPLING DESTINATIONS

During future travels, travelers tend to revisit cities first visited on a cruise. CLIA discovered that more than 85% of cruise passengers feel that cruising is an important vehicle for sampling destinations to which they may return. Nearly 50% of passengers expect to return to the places that they visited while on a cruise.⁵ By expanding and improving its cruise terminal, San Francisco will make a positive first impression on passengers and encourage them to return.

DECLINING STAYS

Cruise ships are staying in ports of call for shorter amounts of time. Rather than staying overnight or even for a twelve-hour stay in a city, cruise ships are now remaining in port for only six to eight hours.⁶ San Francisco should consider locating its cruise terminal near retail shops, restaurants and other destinations to maximize the amount of time cruise passengers have to spend at these attractions and maximize revenue from passenger purchases.

ANCILLARY COMMERCIAL USES

Because cruise terminals generally do not generate sufficient revenues to cover their construction costs, commercial uses and public amenities are included in new cruise terminal developments. There is a trend for new cruise terminal developments to include commercial activities to help offset the costs of constructing and operating the terminal facilities. Nearly all recently constructed cruise terminals in North America (in places such as Vancouver, Miami, Tampa and Seattle) have included hotels, convention and conference space, retail space, restaurants and/or entertainment space in the development program.⁷ It is widely recognized that in order for a cruise terminal project to be self-sustaining, related commercial uses are needed near or at the site to provide the necessary revenue to cover the capital costs of constructing and operating the terminal.

A related trend is to provide year-round public amenities and commercial and recreational activities at or adjacent to cruise terminals to activate the waterfront year-round by making it appealing to local residents and regional visitors during the off-season.

THE PASSENGER SERVICES ACT

Changing the Passenger Services Act (PSA) could significantly increase the amount of cruise business San Francisco receives each year and allow San Francisco to diversify its cruise business which today primarily depends on Alaska Cruises. The PSA is a 112-year-old law which restricts foreign cruise ships from transporting passengers from one U.S. coastal city to another without stopping in a foreign port during the course of the cruise. Additionally, a foreign cruise ship sailing anywhere in North America must return its passengers to the domestic city in which the cruise originated.

The PSA was effective when U.S. flag ships were in operation. Today, however, there is only one U.S. flag cruise ship in operation, sailing in the Hawaiian Islands. It has been argued that the PSA protects a U.S. flag passenger industry that no longer exists. It effectively limits or precludes cruise-related jobs at most east and west coast ports of the U.S, particularly in mid-coastal cities such as San Francisco, Monterey and Santa Barbara, and Baltimore, Philadelphia and Charleston. Legislation to change the PSA is pending in the U.S. Senate and Congressional action is expected this Fall.

3. IMPLICATIONS FOR SAN FRANCISCO

THE SAN FRANCISCO CRUISE MARKET

Currently, the cruise industry in San Francisco is very seasonal, lasting from May to October. This is the peak of the Alaskan cruise season, which makes up San Francisco's core business. Many cruise ships calling San Francisco in May are so-called "repositioning" cruises, when cruise lines are transferring ships from winter cruising in the Caribbean or Mexico to summer cruising in Alaska. In September or October, the ships also reposition in the opposite direction and frequently call in San Francisco. In addition, the City also receives several visits per year from other cruise "products", including around-the-world cruises.

San Francisco is a "port of call" for 10% of its cruise calls, and a "port of embarkation" or "home port" (usually for 10 – 12 day cruises to Alaska) for 90% of its calls. Ports of Call are places where the ship pulls in and passengers can get off, but if they do, they must re-board the same ship – hence they simply visit for the time the ship is actually in port. The majority of ports in the Caribbean and Alaska are Ports of Call. Many of them are isolated and have little infrastructure and few facilities.

Ports of Embarkation are places where the passenger can choose to either begin or end their cruise – i.e. the ticket is issued to or from that destination. Ports Of Embarkation will always have direct access to a major airport (so people can get to and from the ship), and will generally have large population bases to also support demand for the ships.

Home Ports are a type of Port of Embarkation where the ship discharges ALL its passengers, virtually every time it is in that Port. In order to do this, the ship is either on a roundtrip or 'round-the-world' cruise. They eventually need to deliver the passengers back to where they picked them up.

San Francisco is a hybrid port which functions as all three types. San Francisco offers 11 and 12 day roundtrips to Alaska that include 7 stops at other ports. Each of these 7 other ports are Ports of Call for the Alaska voyage, and San Francisco is both the Port of Embarkation and the Home Port. Functioning as a Home Port requires the most infrastructure and the best facilities, but yields the most money to the local economy.

San Francisco also serves as a Port of Embarkation for ships that are on 'round-the-world' itineraries. Though a ship going 'round-the-world' will have a Home Port that it returns to, not *all* of the passengers stay with the ship for the duration of the full voyage (typically lasting 80-120 days). Hence, some people debark to fly home, and some fly-in to join the ship. San Francisco works well as a Port of Embarkation because of its superior air connections, and high profile and attraction as a world-renown destination.

In recent years, the number of passengers embarking, disembarking or transiting through San Francisco has ranged from approximately 40,000 to almost 80,000 per year. Nearly 80,000 passengers are projected for 1999.

SAN FRANCISCO'S GROWTH POTENTIAL

Industry experts believe that San Francisco has four of the five key characteristics for becoming a more successful home port for cruise lines: 1) It is a great city with a world renowned waterfront; 2) It has a large and successful airport with an annual airlift capacity of 40 million passengers; 3) It is a population center; and 4) It has a large regional population within driving distance of the terminal. Although its geography and the PSA restrict the number of tourist destinations and itineraries (the fifth characteristic), this disadvantage is partially offset by the fact that the City is a major player in the

California and Pacific Rim tourism industry. Furthermore, given the aforementioned growth trends in the industry, San Francisco can expect to see moderate growth and stability in cruise business. If changes are made to the PSA, the increase will be much greater.⁸

WHAT CHANGING THE PSA WOULD MEAN FOR SAN FRANCISCO

San Francisco is particularly impacted by the PSA because it is far away from foreign ports. The City is too remote from foreign ports in Canada and Mexico to tap into the emerging short cruise market. Instead, The PSA limits San Francisco's cruise business almost entirely to ten-day Alaskan cruises with a stop in Vancouver. If the Act were amended, cruise lines could offer shorter cruises up and down the California coast, from San Francisco to Hawaii and the Pacific Northwest.

A report prepared for the California Trade and Commerce Agency's Division of Tourism projects that a PSA amendment could boost port calls at San Francisco from an average of 45 a year to an estimated 160 annually.⁹ Such growth would cause a 288% increase in passengers between 1996 and 2003, compared with a 70% projected increase if there are no changes to the PSA. Furthermore, as indicated in Table 3.1 the Port and City could receive approximately \$69 million a year in cruise industry revenues by 2003 if the PSA is amended, compared to the \$25 million they received in 1997.

**Table 3.1: Port Calls and Number of Passengers at California Ports
1996 v. 2003 (if PSA restrictions changed)**

| Port | 1996 | | Projected 2003 if PSA Amended | |
|----------------------|------------|------------------|-------------------------------|---|
| | Port Calls | Total Passengers | Port Calls | Total Passengers |
| San Diego | 18 | 21,213 | 130 | 194,278 |
| Los Angeles | 324 | 947,883 | 401 | 1,131,917 |
| San Francisco | 47 | 52,870 | 157 | 205,370 (91,000 w/o PSA Amendment) |
| Monterey | 2 | 400 | 45 | 24,435 |
| Eureka | 2 | 400 | 27 | 11,025 |
| Total | 393 | 1,022,766 | 760 | 1,567,025 |

SOURCE: California Tourism Commission Study by ADE

Many waterfront jobs for longshoremen, pilots and marine suppliers would be created if there were more cruise calls.¹⁰ Ship repair jobs, for example, would increase because the proposed changes to the PSA require that foreign flagged ships use American shipyards for service and repair when traveling on domestic itineraries. Table 3.2 summarizes how changing the PSA might economically impact San Francisco:

Table 3.2: Economic Impacts on San Francisco if the PSA is Overturned

| Economic Impact | 1997 Cruise Business | Projected Additional Business with Changes to PSA | % Growth |
|--------------------------|-------------------------|---|----------|
| Number of Calls | 52 | 116 | 223% |
| Number of Passengers | 77,463 | 144,025 | 186% |
| Vessel Expenditures | | | |
| Revenue to the Port | \$ 694,042 | \$ 1,457,676 | 210% |
| Shoreside Labor | \$ 1,767,645 | \$ 4,379,890 | 248% |
| Vessel Service | \$ 9,880,250 | \$ 18,022,525 | 182% |
| Ship Repair | \$ 3,000,000 | \$ 2,400,000 | 80% |
| Total | \$ 15,341,937 | \$ 26,260,091 | 171% |
| Tourism Expenditures* | \$ 9,581,255 | \$ 17,675,300 | 184% |
| Total: | \$ 24,923,192 | \$ 43,935,391 | 176% |
| Jobs Created (FTE) | | | |
| Longshore Labor | 7 | 19 | 271% |
| Vessel Agency and Travel | 17 | 24 | 141% |
| Ship Repair | 32 | 47 | 147% |
| Total | 56 | 90 | 161% |

Source: Maritime Division, Port of San Francisco

4. SPACE AND SITE REQUIREMENTS FOR A MODERN CRUISE TERMINAL

GENERAL REQUIREMENTS

The following list of requirements for a modern cruise terminal is based on industry trends, interviews with industry experts, and a re-examination of the Port of San Francisco's 1990 *Cruise Passenger Terminal Assessment* and the *Cruise Industry Profile and Statement of Facts and Issues* prepared during Phase I of the waterfront planning process. More recently, in June 1998, the Port hosted two days of intensive meetings and workshops with cruise business experts from Prime Interests Inc. and the Port's cruise industry tenants and service providers to re-examine San Francisco's cruise terminal needs.

Based on these sources, San Francisco's new cruise terminal should include the following to be efficient, convenient and successful:

1. Berths with adequate space around them for cruise ship and tug maneuvers: Two at least 1,000 foot long and 35 foot deep berths, preferably that require little or no dredging, allow safe and easy maneuvering of cruise ships and tug boats, and at least one of which is oriented parallel to the shore to provide more efficient docking and operation.
2. Dockside facilities to safely and efficiently off-load, service and re-provision the ship: Minimum 50 foot wide aprons, direct street access for service vehicles, a 12,000 square foot passenger bridge, 4 flexible gangways to service two ships simultaneously, secure, covered storage area, and utility hook-ups for ships.
3. Terminal Building: A two story building with an 80,000 square foot (gross building area) terminal building to house comfortable and attractive passenger check-in and waiting lounge areas, U.S. Customs processing areas, baggage check, visitor information services, and other amenities such as public restrooms.
4. Security: An isolated and securable security zone meeting the requirements of the U.S. Coast Guard.
5. Vehicular Circulation: Passenger drop-off and pick-up areas with room for 25 buses, 20 taxis and limousines, truck loading and unloading, approximately 7,000 square feet for private automobile loading and unloading, and at least 250 parking spaces for passengers.
6. Space for major revenue-generating mixed use development: To support the cost of the terminal and enliven the terminal when ships are not in port; ideally, a mixed use, commercial development, immediately adjacent to or near the terminal.
7. Public Access and Open Space: Ample space for public access and open space, including a bon voyage area.
8. Access to Attractions and Airport: Proximity or easy access to local and regional attractions and Airport.

The cost of a new cruise terminal is estimated to be between \$20 and \$30 million. The actual cost of the terminal will depend on the exact size and configuration of the facility, the amount of dredging and pier reconfiguration required, and a number of other factors.

To help illustrate the above requirements, three cruise terminals are discussed in Appendix A: Canada Place in Vancouver, both its existing terminal and its proposed expansion, The Scandinavia Center Proposal for San Francisco, and the Black Falcon cruise terminal in Boston. These three terminals provide a large (Canada Place), medium (Scandinavian Center) and small-scale (Black Falcon) example of what other cities are doing to meet their cruise terminal needs.

5. THE EXISTING CRUISE TERMINAL AT PIER 35

San Francisco's existing cruise terminal was built in 1981 at Pier 35, near Fisherman's Wharf. In May 1990, the Port of San Francisco produced the *San Francisco Cruise Passenger Terminal Assessment* which found that cruise industry experts considered Pier 35 to be inferior to other cruise terminals in the United States. This assessment was updated by Port staff and reviewed and reinforced by industry experts during the Port's study of the passenger cruise industry in Phase I of the waterfront land use planning process, and more recently during the June 1998 workshops and meetings with Prime Interests Inc. and cruise industry representatives.

Over the past three years, the Port has invested approximately \$2.5 million in improvements to the cruise terminal, including an escalator and an elevator. The fundamental shortcomings at the terminal cannot, however, be remedied with such incremental improvements. Many of the shortcomings are due to the narrow width of the finger pier which prevents efficient ship servicing and passenger flow through the terminal, requiring cruise lines to spend up to \$20,000 more to service each call at Pier 35 than at other cruise terminals. As seen in the following table, *Pier 35 – Existing Conditions*, Pier 35's deficiencies far outweigh its advantages:

TABLE 5.1: PIER 35 – EXISTING CONDITIONS

| | |
|--------------------------|--|
| 1. Berths | <ul style="list-style-type: none"> ▪ Two existing berths - East Berth: 1053', West Berth: 903' ▪ Maneuverability into the berths is already severely limited because of Pier 39 breakwater on the west and Pier 33 on the east and will become impossible at the west berth and more problematic at the east berth as ships get bigger. There must be 150' from face of Pier 33 to give ships enough room to maneuver. ▪ Moderate siltation, requires annual dredging; Pier 39 causes shoaling ▪ Dredging costs high: dredged material must be disposed of in landfills (\$55/cy) because "unsuitable" for in-bay disposal ▪ Strong currents make maneuvering difficult ▪ If pier were extended, even stronger currents would cause problems |
| 2. Dockside facilities | <ul style="list-style-type: none"> ▪ 18' apron (industry standard is now 50') ▪ Inefficient, requires extensive manual labor to customize operations for each vessel that docks ▪ The pier is a little high ▪ Gangways must be "custom-made" for each ship. ▪ Intensive labor needs, causing San Francisco to be most expensive cruise terminal on West Coast ▪ Equipment, trucks, pedestrians, baggage claim, and other uses overlap in one common area, creating chaotic conditions |
| 3. Terminal Building | <ul style="list-style-type: none"> ▪ At approximately 32,000 square feet, the terminal can't house all necessary components of redesigned, modern cruise terminal ▪ Too small to efficiently accommodate more than 600 passengers at once ▪ The sheds are not tall enough to service newer, taller cruise ships ▪ Baggage area is extremely tight due to pillars, doors, overlapping uses (Alaska cruises carry 40-50% more baggage) |
| 4. Security | <ul style="list-style-type: none"> ▪ Difficult to control security; Customs and security must be set up for each cruise ▪ Customs area shouldn't have visual linkage with pedestrians (currently 2nd floor overlooks customs area) |
| 5. Vehicular Circulation | <ul style="list-style-type: none"> ▪ Lacks adequate bus and taxi waiting areas ▪ No clearly delineated passenger drop-off and pick-up area, makes arrival and departure chaotic ▪ One of two northbound lanes on the Embarcadero becomes congested when ships are in port ▪ Porters and passengers have to cross taxis, buses, and machinery while in terminal ▪ Buses get backed up in terminal, causing high level of diesel fumes. ▪ Too much money is spent on traffic control ▪ Difficult for buses to turn within terminal |

| | |
|---|---|
| | <ul style="list-style-type: none"> ▪ Requires too much walking from passengers; passenger vehicles cannot enter pier ▪ No left turn onto Embarcadero from terminal, must make illegal U-turn - requires buses and semi-trucks to make 3-4 point turns ▪ No passenger parking ▪ Minimal bus and taxi waiting areas |
| 6. Space for Mixed-Use Development | <ul style="list-style-type: none"> ▪ No extra space available on the pier to activate terminal year round ▪ Adjacent Seawall Lot 314 (31,116 sf or .7 acres, 40 feet height limit) is too small to accommodate commercial uses to help fund redesigned terminal. |
| 7. Public Access and Open Space | <ul style="list-style-type: none"> ▪ No existing or room for new public access and viewing areas such as bon voyage planks for residents or visitors |
| 8. Accessibility to Attractions and Airport | <ul style="list-style-type: none"> ▪ Next to Pier 39, 10 minute walk to Fisherman's Wharf ▪ Close to Telegraph Hill |

Many of the problems with Pier 35 are because of the narrow width of the Pier. Although the Waterfront Land Use Plan suggests incorporating Pier 33 into a larger cruise terminal project, such a project would be extremely costly and would not result in an efficient terminal layout. It is therefore not considered to be a viable alternative.

6. ASSESSMENT OF ALTERNATIVE CRUISE TERMINAL SITES

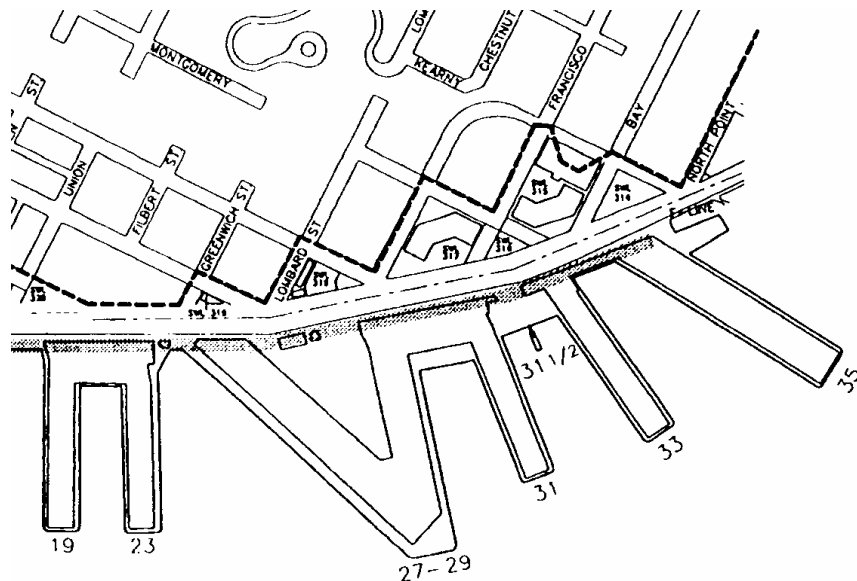
This section takes a close look at the two alternative cruise terminal sites identified in the Waterfront Plan: Pier 27/29 and Pier 30/32. Each site will be evaluated based on the terminal requirements outlined in Section 4 of this report: Berthing, dockside facilities, terminal building, security, vehicular circulation, space for mixed use development, public access and open space, and access to attractions and the airport. In addition, a qualitative discussion of the strengths and weaknesses of each site in terms of the following criteria will be discussed: pier condition, surrounding land uses, views and historic resources. Although this report does not provide an in-depth financial feasibility study for locating a cruise terminal at each site, this discussion will highlight known significant costs associated with each site.

PIER 27/29

BACKGROUND

Pier 27/29 is located in the Northeast Waterfront at the base of Lombard and Chestnut Streets at The Embarcadero (see Figure 6.1). Pier 27 and 29 are currently occupied by a variety of short term tenants. Pier 27 is also the location of Foss Maritime (a tugboat operator) and one of the U.S. Maritime Administration ready reserve force ships. While not quite as close to Fisherman's Wharf and Pier 39 as Pier 35, Pier 27/29 affords easy access to these and other San Francisco attractions including Coit Tower, North Beach and Chinatown.

Figure 6.1: Pier 27/29



BERTHING

Pier 27/29 is much larger than Pier 35 and therefore better able to accommodate a modern cruise terminal facility. Pier 27/29 offers 645,351 square feet of space, or 14.8 acres, over 300,000 more square feet than Pier 35 offers (Table 6.2).¹¹ Its south berth (Pier 27) is 1,358 feet long, and its north berth (Pier

29) is 801 feet long. The north berth could only handle larger vessels if part of the bulkhead building between Piers 29 and 31 were removed and/or the end of the Pier extended. If the end of the pier is extended, it is possible that Pier 27 could handle two smaller ships at the same time, but only if the first ship to dock (closest to the shore) is also the last to leave the pier. Furthermore, part of Pier 31 may need to be removed to berth larger ships at Pier 29.

Table 6.2: Pier 27/29 Site Size Summary

Silt gathering along Pier 29 could significantly raise dredging costs at the site. In 1991, approximately 10,000 cubic yards of dredge materials from Pier 29 required upland disposal. The current cost for upland disposal is \$55/cubic yard. Consequently, the initial dredging costs for Pier 27/29 are estimated to be \$2.68 million. Subsequent bi-annual dredging costs are estimated to be approximately \$1 million.

| Dimensions | Pier Size | Berth Size | Seawall Lot Size |
|----------------------------|-----------|------------------|---------------------------|
| South Face (ft) | 1,338 | South Berth (ft) | 1,338 |
| East Face (ft) | 266 | North Berth (ft) | 801 |
| North Face (ft) | 801 | East Berth (ft) | 266 |
| DOCKSIDE FACILITIES | | | none immediately adjacent |
| Total (SQ FT) | 645,351 | | |
| Total Acreage | 14.8 | | |

The Pier 27 apron is 48' wide, close to the ideal size for dockside activities. However, the Pier 29 apron, at 32' may require rebuilding or an extension, and thus fill in the bay, to provide adequate space.

TERMINAL BUILDING AND SECURITY

The existing sheds (Pier 27 – 178,123 square feet and Pier 29 – 159,229 square feet) and pier area (14.8 acres) are large enough to provide adequate terminal facilities and separate, secure areas for customs.

VEHICULAR CIRCULATION

Pier 27/29 does not have street parking in front of the facility; there are two northbound lanes on The Embarcadero at this point, with no designated parking lane. Similarly, there isn't any room for bus or taxi waiting in front of the facility on The Embarcadero. However, because of the significant size of the site, and depending on the design of the new terminal, parking and bus and taxi waiting could be accommodated on the "valley" between Pier 27 and Pier 29. The triangular shape of the area may somewhat inhibit efficient loading and passenger traffic. The existing turnaround radius is good for Pier 27, but somewhat limited for Pier 29. There is room for some on-site parking, but the closest landside parking site is Seawall Lot 321, three blocks to the south of Pier 27/29.

SPACE FOR MIXED USE DEVELOPMENT

The *Waterfront Land Use Plan* designates Pier 27/29 as part of a "transitional maritime area" due to the trend toward consolidating cargo operations in San Francisco's southern waterfront, and allows for "a mix of maritime and commercial activities" on Pier 27/29.¹² The *Waterfront Plan* reports: "the site is large enough to meet the operational requirements of a new terminal, including some ancillary commercial activities to maintain a lively presence in the area when ships are not in port."¹³ Like Pier 35, however, a major drawback is the lack of vacant seawall lots immediately adjacent to the site where commercial development could be programmed. Seawall lots 318 and 319, relatively small lots directly across the Embarcadero from Pier 27/29, are already developed for commercial uses and open space.

PUBLIC ACCESS AND OPEN SPACE

The inland end of Pier 27 has been the subject of negotiations with the Bay Conservation and Development Commission to determine whether a major open space could be provided here. The current concept is that a portion of the Pier 27 shed would be removed to open up Bay views and provide a major new open space. Additional public access would also be required. While such use may not be

incompatible with a cruise terminal, it would pose provisioning, security and operational concerns and may make docking more difficult.

ACCESS TO ATTRACTIONS AND THE AIRPORT

Pier 27/29 is within walking distance to Fisherman's Wharf, Pier 39, Coit Tower, North Beach, Chinatown and the Financial District. It is served by the same MUNI lines (#32 and #42) as Pier 35, and will also be served by the historic F-line. Passengers are within walking distance of the ferry service available at Fisherman's Wharf. Like Pier 35, Pier 27/29 affords relatively easy access to the Bay Bridge or BART by auto or public transit. In general, the area is more congested than Pier 30-32.

PIER CONDITION

Both Piers 27 and 29 are in good condition. Pier 27 is particularly durable because its pre-stressed concrete is less susceptible to cracking and subsequent deterioration from water exposure.

Built in 1915, Pier 29 is constructed of piles and cylinders, with concrete beams and slab. The north side apron, built much later in 1966, is constructed of pre-stressed concrete piles with a concrete deck. Pier 27, built in 1967, is constructed of pre-stressed concrete piles, with concrete slab and concrete aprons. \$2.5 million in seismic upgrades have already been completed for Pier 27/29. However, repairs would be required for the Pier 29 seawall and substructure should the terminal be located here, and an extension of Pier 27/29 might be necessary to accommodate larger ships.

SURROUNDING LAND USES

A cruise terminal in this location would generally be compatible with the mix of uses already existing in the area. The surrounding neighborhood is primarily mixed use, mainly office and commercial with restaurants scattered throughout. A cruise terminal is compatible with the "transitional maritime area" designation assigned the area by the *Waterfront Land Use Plan*. However, there is a residential area almost directly across the street from the Pier 27/29 site.

A survey of the uses surrounding Pier 27/29 revealed the following inventory:

1. Fog City Diner
2. Houston's Restaurant
3. Pier 23 Restaurant
4. Roundhouse office building
5. Francisco Bay office park
6. Condominiums at Sansome, Chestnut, Montgomery and Lombard, directly across from Pier 27/29

VIEWS

Cruise ships at Pier 27-29 would be highly visible from Telegraph Hill, the Financial District, Fisherman's Wharf and Lombard Street, which is a view corridor emphasized in the *Waterfront Plan*.

HISTORIC BUILDINGS

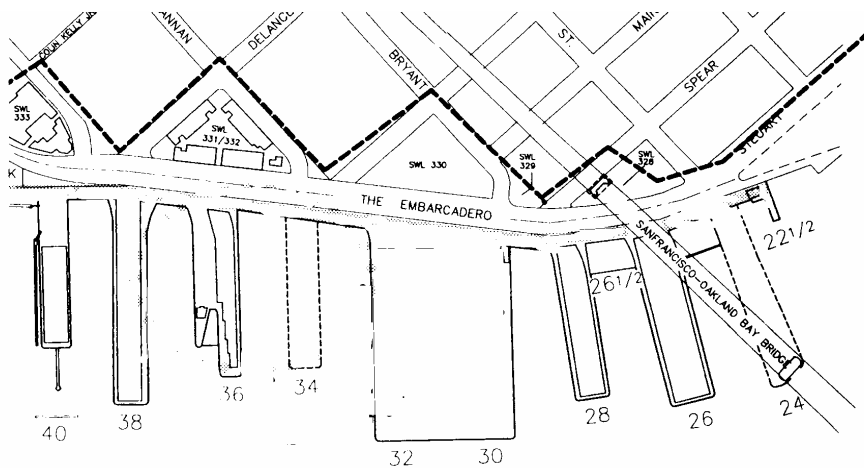
The Pier 29 Bulkhead Building and the Pier 29 Connector Building should be retained per the Design and Access Element of the *Waterfront Plan*. Pier 31 also may have historical significance.

PIER 30/32

BACKGROUND

Offering stunning views of the Bay Bridge, Pier 30/32 is located in the South Beach Waterfront area, between Brannan and Bryant Streets along The Embarcadero (see Figure 6.3). The introduction of a significant new residential population has turned South Beach into a dynamic and bustling area. With construction of Pacific Bell Park already underway, plans to redevelop Mission Bay in progress, and a MUNI Metro Extension easily connecting the area to Downtown, this area of the waterfront should continue to experience relatively rapid revitalization and change.

Figure 6.3: Pier 30/32



The Waterfront Land Use Plan designates Pier 30/32 as part of the Bryant Street Pier Mixed Use Opportunity Area. It is currently underutilized, serving as a parking lot for large buses and trucks, and as home to the historic Jeremiah O'Brien World War II Liberty Ship. Seawall Lot 330, directly across The Embarcadero from Pier 30/32 is also part of this Opportunity Area. At 2.8 acres, Seawall Lot 330 is one of the largest seawall lots along the waterfront; it is currently used for surface parking (see Figure 6.4). Together, Pier 30/32 and Seawall Lot 330 represent the Port's largest development site.

Figure 6.4: Seawall Lot 330 and Bayside Village Apartments



The *Waterfront Plan's* development standards for the Bryant Street Pier Mixed Use Opportunity Area, call for the development of activities that attract residents of San Francisco and the Bay Area, but also cater to nearby residents and businesses. Because of the significant size of Pier 30/32, the *Waterfront Plan* also calls for significant maritime and public access uses on the site, with a “multi-faceted mix of commercial activities...rather than a singular commercial attraction.”¹⁴ A cruise terminal, with significant public access and ancillary commercial uses, would meet these standards. Indeed, the *Waterfront Plan* designates a cruise terminal as an acceptable use for Pier 30/32 and a hotel, retail complex or entertainment facility as acceptable uses for Seawall Lot 330.¹⁵

As discussed earlier, a cruise terminal was proposed for Pier 30/32 and Seawall Lot 330 in 1990. Recognizing that the site had enough space to create a modern cruise terminal with the necessary ancillary commercial uses, Scandinavia Center, Inc., proposed a mixed-use project that included a new cruise terminal, a hotel and exhibition hall, specialty retail and restaurants, and extensive open space and public access. Although the project eventually failed due to lack of financing, the proposal does suggest the viability of the site, from a space perspective, to house a modern passenger cruise terminal.

BERTHING

At 13.2 acres, Pier 30/32 is the second largest pier north of China Basin Channel (behind Pier 27/29 and followed by Pier 45). The dimensions of the pier are 932 feet to the south, 622 feet to the east and 845 feet to the north. Pier 30/32 can provide two berths to accommodate average-sized cruise ships, but does not have a berth long enough to accommodate expected increases in cruise ship length. Extensions could be built to increase the length of these berths. An extension of the east berth, in particular, would provide efficient berthing parallel to the Embarcadero.

Table 6.5: Pier 30/32 Site Size Summary

The Port last dredged Pier 30/32 in 1984 to a depth of -40 feet MLLW. Recent soundings show that the face of Pier 30/32 has maintained this depth as a result of natural tidal forces. Since the depth of forty feet is adequate to accommodate most cruise ships, it appears that the east face of Pier 30/32 will require little or no maintenance dredging. The south berth of Pier 30/32 is currently at a depth of approximately 23 feet. The Port would need to dredge approximately 210,000 cubic yards of material from the south berth to obtain the 35 foot depth required for cruise ships. Initial dredging costs are estimated at approximately \$1.25 million, with bi-annual maintenance costs estimated at \$500,000. Reconnaissance level sediment quality testing performed by the Port indicates that most of the sediment from Pier 30/32 south would be suitable for in-Bay disposal, the most economical option for disposing of dredge material under current regulations. The north berth is not being considered as a viable option for berthing ships: preliminary testing indicates that sediment from the north berth, which is quite shallow at 11 – 13 feet, would require upland disposal which would exceed \$5 million.

DOCKSIDE FACILITIES

Its large size and rectangular shape makes Pier 30/32 ideal for cruise ship operations. Because there are no existing sheds that limit the size of the pier aprons, there is ample space to provide efficient aprons at the desired 50 foot width.

TERMINAL BUILDING AND SECURITY

Similarly, there is ample space to design the appropriate sized terminal and secure areas.

VEHICULAR CIRCULATION

While street parking is at a premium in the South Beach neighborhood, and metered parking along The Embarcadero is monitored seven days a week, there appears to be adequate space on Pier 30/32 and nearby Seawall Lot 330 to provide parking as the Scandinavia Center proposal suggests.

SPACE FOR MIXED USE DEVELOPMENT

There will be ample space left over on the pier and adjacent seawall lot for mixed use development. The 2.8-acre Seawall Lot 330 is one of the Port's largest developable seawall lots. As mentioned above, *The Waterfront Land Use Plan* designates commercial uses, such as assembly, entertainment, parking and retail and restaurants as acceptable uses for the site.

PUBLIC ACCESS AND OPEN SPACE

There is space on the pier for public access and open space. If the project generates surplus revenue after subsidy of the cruise terminal, then it may also be possible to fund removal of Pier 34, which is currently being discussed with BCDC. Removal of Pier 34 would serve the secondary purpose of improving maneuverability at the otherwise constricted south berth.

ACCESS TO ATTRACTIONS AND AIRPORT

South Beach is currently well served by public transit; Pier 30/32 sits on MUNI lines 32 and 42 as well as the new MUNI Metro Extension (the E Line) that travels between the Caltrain station and downtown. AC Transit's transbay lines F, O, and N also serve the general area. In addition, both the Bay Bridge and BART are easily accessible from Pier 30/32, and ferry service is available nearby at the Ferry Building. Pier 30/32 is also easily accessible from the Airport via I-280 or I-80. Ballgames at China Basin Park may contribute to traffic congestion to and from the cruise terminal if scheduled games coincide with cruise departures or arrivals. In fact, the baseball season runs concurrently with San Francisco's core cruise season. However, charter bus companies have stated that because they can access the site from either freeway, they do not anticipate that ballpark traffic will be a major problem.¹⁶

To get cruise passengers from Pier 30/32 to major tourist destinations, including Fisherman's Wharf and Union Square, a comprehensive bus and/or shuttle system could be integrated into the terminal development. Currently, there are no plans by MUNI to run regular service that could bring passengers from Pier 30/32 directly to the major tourist attractions at the northern end of the Embarcadero. Rather, passengers would have to take the E Line to downtown, and then transfer onto the historic trolley cars (F Line) that would take them to Fisherman's Wharf and other Northern Embarcadero attractions. Transferring lines may be confusing and time consuming for cruise passengers with limited time in port. On the other hand, as new entertainment and ballpark related uses are completed, the South Beach area will be a destination in its own right, and Pier 30-32 is closer to the emerging development at Yerba Buena Gardens.

PIER CONDITION

Built in 1912 in a U-shape, Pier 30/32 is in good condition. In 1926, extensions of approximately 124 feet were added in the easterly direction to each finger of the U. The original pier and these extensions are constructed of reinforced concrete bents and piles, which, according to a 1987 report, are in good condition.¹⁷ Nevertheless, Port engineers believe that repair and seismic upgrades to the pier would be necessary. An extension of the Pier to accommodate larger ships would also be required.

SURROUNDING LAND USES

One of the concerns about locating a cruise terminal at Pier 30/32 is the presence of many large residential developments in the area, including the Delancey Street center on Seawall Lots 331 and 332, and the Steam Boat Point Apartments on Seawall Lot 333. Almost directly across the street from Pier 30/32 are three large residential developments: Bayside Village (see Figure 6.4 above), South Beach Marina Apartments, and Portside Condominiums.

Many land use changes are already occurring in South Beach which will make the area more enjoyable and vibrant for visitors. In addition to Pacific Bell Ballpark, Catellus Development Corporation has a proposal for the development of Mission Bay. Over the next 25 years, Catellus plans to convert the 300 acre Mission Bay site into a new campus for UC San Francisco, 6,000 residential units, a hotel, over 5 million square feet of research and development, light industrial and office space, 47 acres of open space and community facilities, and an entertainment complex.

More residential developments are also planned for the area; a 245 unit apartment complex has been proposed on Beale Street, where another residential tower is already under construction. Millennium Partners is currently developing residential and retail uses on two parcels six blocks north of Pacific Bell Ballpark¹⁸. The influx of residential uses in this area is not necessarily incompatible with a cruise terminal however, particularly if there is a buffer between the terminal and its ancillary commercial uses, and the residential developments.

A survey of current land uses around Pier 30/32 revealed the following inventory:

1. Bayside Village apartments
2. Portside condominiums
3. South Beach Marina apartments
4. Steam Boat Point apartments
5. Delancey Street
6. Red's Java House
7. The Boondock's Restaurant
8. Pickled Ginger Restaurant
9. Town's End Restaurant
10. Pier 40 Restaurant
11. Various neighborhood serving retail including a small grocery store, dry cleaners and video store.

VIEWS

As discussed in Section 2, ship turnaround times in ports of call are on the decline; in other words, cruise ships are spending less time in each city they visit, allowing their passengers less time to frequent a city's attractions. However, while Pier 30/32 may take slightly longer to reach, thereby reducing passengers' time ashore, the passengers and the public will be afforded extravagant views of the

City and the ships, respectively, as the ships sail along the entire downtown waterfront and under the Bay Bridge.

HISTORIC RESOURCES

There are no known historic resources in the Opportunity Area.

7. SUMMARY OF FINDINGS

The report finds that Pier 30/32 and Pier 27/29 are both viable sites for the Port's new cruise terminal. Both offer piers of adequate size to house all the necessary components of a modern cruise terminal and are in relatively good condition. With modifications, both could accommodate even the largest cruise ships in the water today.

Pier 27/29 offers all the benefits of the current cruise terminal site at Pier 35, but few of its constraints. However, because it lacks immediately adjacent seawall lots to house complementary commercial development, there will be less synergy between commercial and maritime uses and the terminal may be less active during the non-cruise season when compared to Pier 30/32. Other potential drawbacks to Pier 27/29 include the significant dredging costs the Port would incur because of siltation around the pier and the poor quality of the sediments, and the potential need to remove the outer 500 feet of Pier 31.

Pier 30/32 also is a viable site for San Francisco's new cruise terminal. It offers ample space to accommodate a modern cruise terminal, and nearby seawall lots provide an excellent opportunity to provide a unique synergy between the cruise terminal and adjacent commercial development. In addition, Pier 30/32 may require the least amount of dredging of any of the sites examined. Possible drawbacks to this site are potential traffic conflicts during ballgames and more remote access to San Francisco's most popular tourist destinations.

8. *NEXT STEPS*

The Port of San Francisco should develop a new cruise terminal for two key reasons:

1. The existing terminal at Pier 35 cannot effectively meet the current needs of cruise lines and passengers, much less the expected increase in future business.
2. Other ports are setting new industry standards for cruise terminals, making San Francisco a less competitive port of call.

Once a site has been selected, the Port should act swiftly to prepare designs for the new terminal. Cruise lines begin scheduling itineraries up to 18 months in advance; having plans on the table for a new cruise terminal will help retain the City's cruise business.

The *Waterfront Land Use Plan* provides that if Pier 35 ceases to be used as a cruise terminal, entertainment and assembly activities should be permitted to foster public enjoyment in the area. Active, public oriented and maritime uses are promoted to provide a fitting gateway to Fisherman's Wharf. The Port should also act swiftly to find new uses for Pier 35 to keep it a dynamic part of San Francisco's waterfront and the Fisherman's Wharf area.

9. *ENDNOTES*

¹ *Travel Age*, December 5, 1994

² *Ibid.*

³ *The Cruise Industry: An Overview*, Cruise Lines International Association, July 1997, page 1

⁴ *Ibid.*

⁵ *Ibid.*

⁶ *Ibid.*

⁷ *Statement of Facts and Issues as to the Land Use Requirements of the Cruise Industry*, Waterfront Plan Advisory Board, June 1992.

⁸ Prime Interests Inc., June 1998

⁹ *Economic Impact of Proposed Changes to the Passenger Services Act of 1886*, Applied Development Economics, September 1997, pages 2-5

¹⁰ "A protectionist sea law may get the heave-ho," *San Francisco Chronicle*, June 16, 1997, page A18

¹¹ Pier area includes the area of the deck and marginal wharf.

¹² *Waterfront Land Use Plan*, page 102

¹³ *Ibid.*

¹⁴ *Waterfront Land Use Plan*, page 132

¹⁵ *Ibid.*, page 126a

¹⁶ Cruise terminal workshop, June 1998

¹⁷ Port of San Francisco, *Request for Proposals, International Passenger Cruise Terminal Center at Pier 30-32 and Seawall Lots 329 & 330*, September, 1990, page 8

Appendix A

VANCOUVER'S CANADA PLACE

Canada Place, a mixed-use development located in the heart of downtown Vancouver, is an excellent example of a modern cruise terminal that provides public amenities and attractions year-round, creating a more dynamic waterfront. Its location within walking distance of downtown is critical to its success, allowing for year-round use of the facilities by the City's residents and non-cruising tourists.¹

Canada Place is a busy terminal; it received nearly 300 cruise ship calls in 1997, for a total of 817,000 passengers. The 1.8 million square foot project includes a 175,000 square foot terminal facility, a Trade and Convention Center, the 500-room Pan Pacific Hotel, offices, an IMAX theater, parking for 750 cars, and a bus terminal for cruise ship passengers and local residents. The facility also includes public plazas, promenades, retail stores and restaurants.

The design of Canada Place is distinctly nautical; five fabric "sails" rest atop the terminal itself, and the overall structure resembles a cruise ship. The facility provides much waterfront access in a section of the city where the shoreline is otherwise largely cut off by rail lines, industry and other Port of Vancouver uses. Extensive walkways extend 1,000 feet into the harbor, providing prime public viewing of the cruise ship operations. To take advantage of its booming Alaskan cruise business, The Port of Vancouver has plans to expand the terminal. It also will more than double the size of the Trade and Convention Center, by adding a large exhibit hall, a 1,500 seat lecture hall and nearly 100,000 square feet of meeting rooms. There will also be new public plaza and park space, and an extended third berth.

Table A.1 outlines the existing and proposed use program for Canada Place:

Table A.1: Canada Place Existing and Proposed Use Program

| | <i>Existing Facility</i> | Proposed Expansion | Total with Expansion |
|-----------------------|--------------------------|---------------------------|-----------------------------|
| Enclosed Areas | | | |
| Cruise Terminal | 176,000 sf | 190,000 sf | 366,000 sf |
| Baggage Area | 31,000 sf | | 31,000 sf |
| Bus Terminal | 11 buses | 33 buses | 44 buses |

| | | | |
|--|---|-------------------------------------|---|
| Trade and Convention Center | 280,000 sf | 483,000 sf | 763,000 sf |
| Hotel (includes 4 floors of office space) | 500 rooms, 460,000 sf | New 1,050 room hotel, 809,000 sf | 1,550 rooms, 1,269,000 sf |
| Retail Space | 58,000 sf, includes restaurants and 480 seat IMAX theater | 182,000 sf | 240,000 sf |
| Entertainment Facility | | 80,000 sf | 80,000 sf |
| Open Areas | | | |
| Number of Berths: 3 | Berth 1: 1,030 feet Berth 2: 1,070 feet Berth 3: 443 feet | 600 feet to Berth 3 | Berth 1: 1,030 feet Berth 2: 1,070 feet Berth 3: 1,043 feet |
| Parking | 750 spaces | 1,100 spaces | 1,850 spaces |
| Public Open Space | 2.24 acres | 7.41 acres | 9.65 acres |

Source: Canada Place Corporation and Port of Vancouver

San Francisco clearly does not need as large a cruise terminal as Canada Place. Even with changes to the Passenger Service Act, the City will not receive as many cruise ships calls a year as Vancouver. However, the Canada Place model suggests to San Francisco how important passenger amenities are in a successful, first-rate cruise terminal. Indeed, Canada Place provides its passengers with significant parking spaces and loading areas, offers extensive public access and viewing, and dedicates significant space to passenger lounge and waiting areas. In addition, restaurants, shops and a hotel are all easily accessible from the terminal itself.

THE SCANDINAVIA CENTER

The 1990 Scandinavia Center proposal for a cruise terminal at Pier 30-32 more closely resembles the appropriate scale of a modern cruise terminal for San Francisco. The proposed \$196 million, privately-developed, mixed use project included a 100,000 square foot cruise terminal to accommodate 6,000 passengers per day, the highest number of daily passengers expected if the PSA is amended.² Other uses included a 360 room hotel on the adjacent Seawall Lot 330, a collection of specialty retail shops, restaurants and cultural activities, an education and research complex, an exhibit hall, office space, 1,200 parking spaces, and three acres of landscaped gardens. The project eventually failed due to lack of financing. Table A.2 summarizes the space program for the cruise terminal and Table A.3 summarizes the space program for the additional uses:

Table A.2: Scandinavia Center Cruise Terminal Use Program

Discussion Draft: September 2, 1998

1

| Use | Size or quantity |
|------------------|------------------|
| Berths | |
| Number of Berths | 3 |

Table A.3: Scandinavia Center Commercial and Public Access Space

| Use | Size or quantity |
|---|--------------------------------|
| BOSTON'S BLACK FALCON TERMINAL | |
| Hotel | |
| Although Boston's Black Falcon cruise terminal is too small a facility to provide a good land use model for San Francisco, it does provide an interesting example for marketing a terminal in the cruise off-season. The Black Falcon terminal is located one mile from downtown Boston. Formerly an army base, the terminal is only 19,000 square feet in size, yet receives 62 cruise calls a year. In 1996, passenger throughput totaled 70,000, just under the 77,500 San Francisco received. The terminal has specific spaces designated for visitor information, passenger lounge area, U.S. Customs and Immigration, baggage handling, ground transport, and passenger drop off and pick up. | 360,000 square feet |
| Gross Building Area | 360,000 square feet |
| Number of Rooms | 360 |
| Restaurant | 20,000 square feet, 900 seats |
| Retail Space (GLA) | 10,000 square feet |
| Public Assembly Space | 5,000 square feet |
| Office Space (GLA) | 87,000 square feet |
| Retail Space (GLA) | 88,000 square feet |
| Meeting Space | 500 |
| Seating Capacity | 7,500 |
| GLA | 7,500 square feet |
| Harbor Park Restaurants | 140,000 square feet, 930 seats |
| Exhibition Space (GLA) | 40,000 square feet |
| World Centre | 89,500 square feet |
| Interior Walkways | 64,000 square feet |
| Structured Parking | |
| Total Number of Spaces | 1,200 |
| Gross Building Area | 360,000 square feet |
| Public Access | |
| Interior Area | 64,000 square feet |
| Exterior Area (covered) | 108,000 square feet |
| Exterior Area (open) | 224,000 square feet |
| PUBLIC ACCESS TOTAL | 396,000 square feet |
| Vehicular Circulation Area | 74,000 square feet |

Source: Scandinavia Center, Inc., 1990

Currently, the Massachusetts Port Authority (MassPort) has no ancillary commercial uses on the cruise terminal site, except for several concession carts selling food and beverages. In order to accommodate commercial uses at the terminal, the port would have to significantly expand the terminal. Beginning mid-last year, MassPort began actively promoting the cruise terminal as event space during the cruise off-season for trade show exhibitions, conferences, meetings and special events such as parties, for groups of up to 1,500. There are also smaller meeting areas that can accommodate up to 100 people at a time. They also market the apron and surrounding promenade as venues for outdoor events. Boston has a lack of large event and party spaces and the terminal is a creative and scenic place for such activities.”³ MassPort also markets its cruise terminal as a location for music videos, fashion shoots, commercial filming and as a venue for corporate motivational programs and retreats. Massport’s creative use of the terminal provides an excellent example of how San Francisco can meet the objective in the Waterfront Plan that a cruise terminal must provide a “lively presence in the area when ships are not in port.”

¹ Phone interview with Peter Xotta, Customer Services Manager, Port of Vancouver, November 7, 1997

² Gerry Roybal, November 6, 1997

³ Phone interview with Pam Reed, Port Business Liaison, Maritime, Massachusetts Port Authority, January 21, 1998