

BERKELEY MARINA AREA specific plan

**COMMUNITY
WORKSHOP 02**

March 16, 2022

HargreavesJones

workshop agenda

- 6:00 Welcome
- 6:05 Review Funding Gap Challenges
- 6:15 What We Heard in Workshop #1
- 6:20 Market Opportunities & Trends Analysis
- 6:30 Proposed Revenue-Generating Alternatives
- 6:45 Breakout Sessions
- 7:25 Summary of Breakouts & Discussion
- 7:30 Adjourn

why are we here tonight?

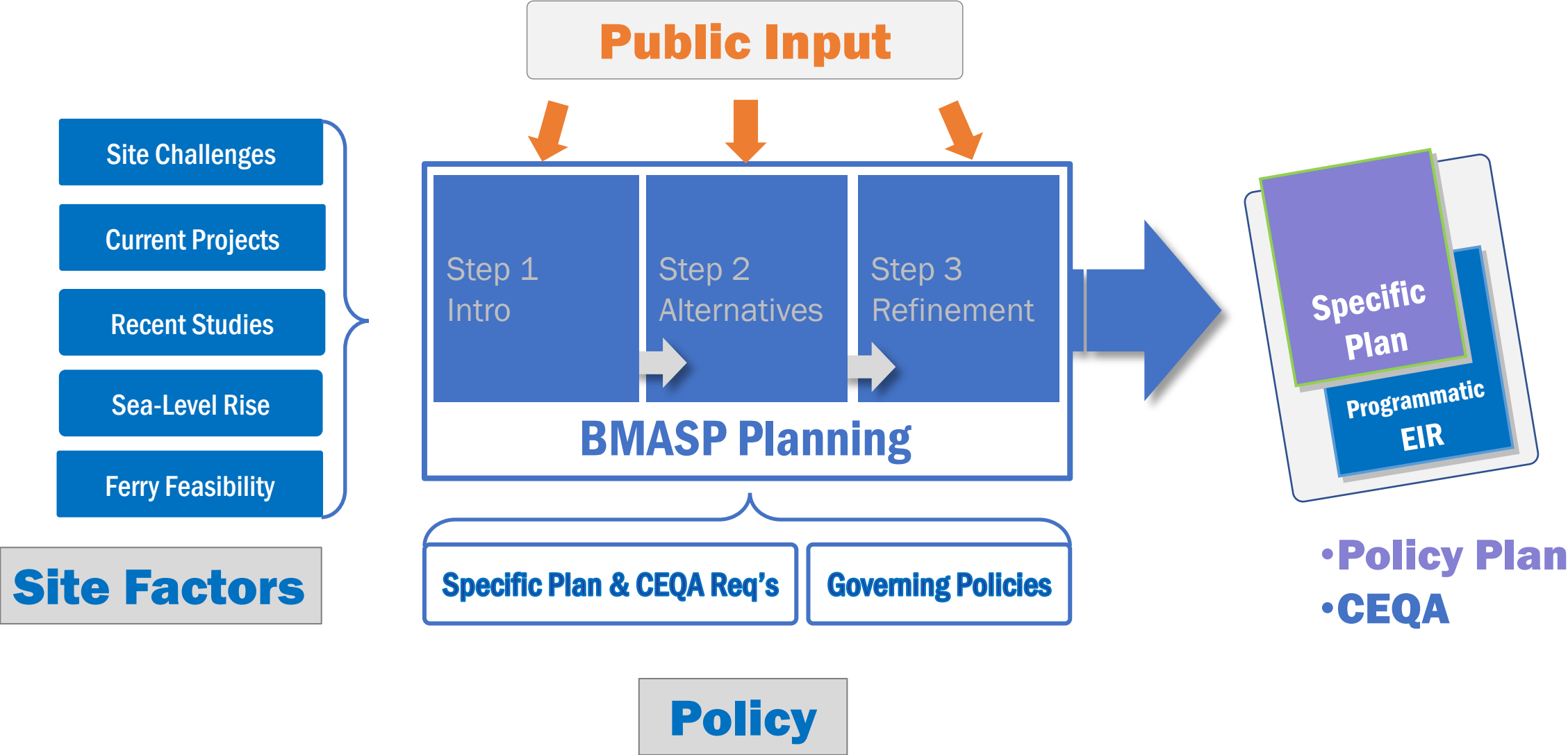
- ✓ **Review infrastructure need & funding challenges**
- ✓ **Introduce potential revenue-generating uses**
- ✓ **Evaluate pros/cons of new uses**

Berkeley Marina Area Specific Plan Vision



Provide a vision and plan for achieving a financially self-sustainable, publicly-owned marina area with infrastructure and amenities to support current and future community needs, while adapting to climate changes and promoting recreation and environmental stewardship.

specific plan process



schedule

City Council Work Session Feb 16

we are here



Meeting #1
January 28, 2021
*Project Introduction
 Challenges and
 Conceptual
 Opportunities*



Meeting #2
Mar 16 2022
*Specific Plan Design
 Alternates*



Meeting #3
TBD 2022
*Specific Plan
 Refinement
 Workshop*



Meeting #4
TBD 2023
*EIR Public Scoping
 Meeting*

agenda

01 funding gap challenges

02 what we heard from CW#1

03 market opportunities & trends analysis

04 revenue generating alternates

05 breakout sessions

Marina Fund overview

Operating Revenues \$5.7M – FY22

- Berth Rental Fees (61%)
- Hotel Lease (17%)
- Other Leases (10%)
- Other Boating Fees (11%)
- Water-Based Recreation (1%)
- Youth Programming (0%)



Operating Expenses \$6.6M – FY22*

- Marina Operations
- Waterfront Maintenance
- Lease Management
- Security
- Debt Service
- Minor Maintenance
- Capital Projects
- Recreation Programs
- Indirect Costs
- Refuse
- Special Events

**excludes \$5M in carryover capital*

Fund status

Status

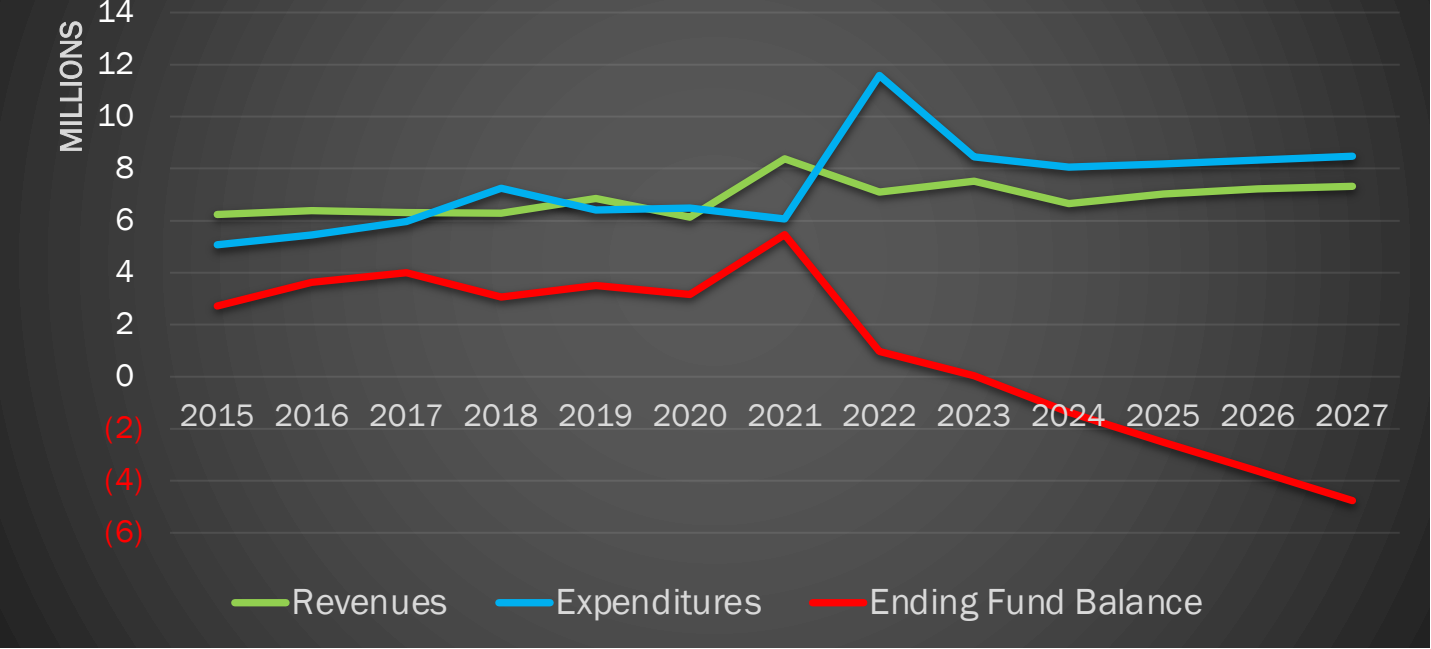
- Structural deficit of >\$1.1M/yr even after Covid recovery.
- Fund reserves exhausted.
- \$1.15M needed in FY23; ARPA funds identified would cover gap.
- \$1.36M needed in FY24; no funding identified.
- Unfunded capital needs > \$130M

REVENUE

Covid recovery not expected until FY25

- Leases: DoubleTree is a minimal % rent
- Berthers: occupancy at 78%; no slip fee increases since 2015

Marina Fund



EXPENDITURES

- Personnel: COLAs of 8% over 3 years
- Minor mtc: \$150k in FY22; increasing to \$250k in FY23
- Capital: \$350k/year
- Debt service: additional \$342k for D&E dock loan

Revenue needs

FY23-24:

- Need ARPA & additional funds to close the deficit.

FY25 and beyond:

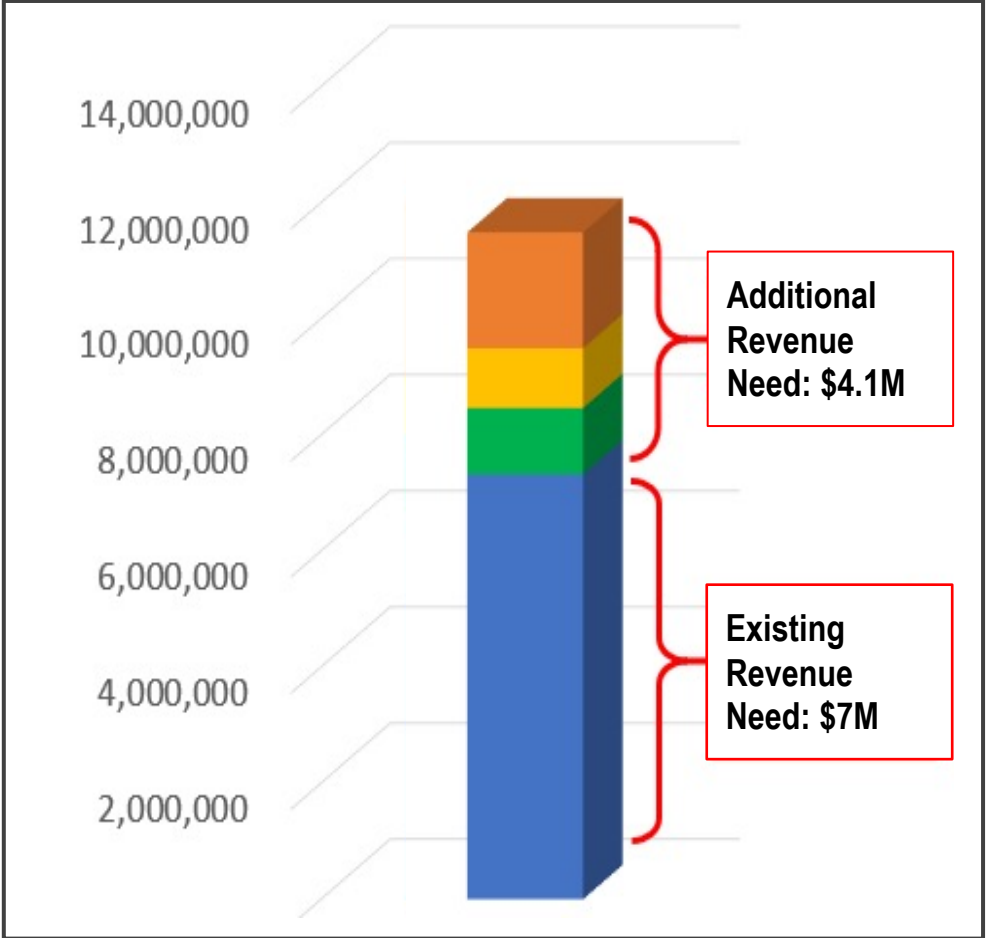
- Need to maximize existing revenue sources and identify new ones.
- Need to do more than close the deficit each year.
- Need to also build a prudent reserve (a requirement of our loan); and to establish a capital set-aside.

Existing revenue is \$7M; need added >\$4.1M in revenue to meet these goals:

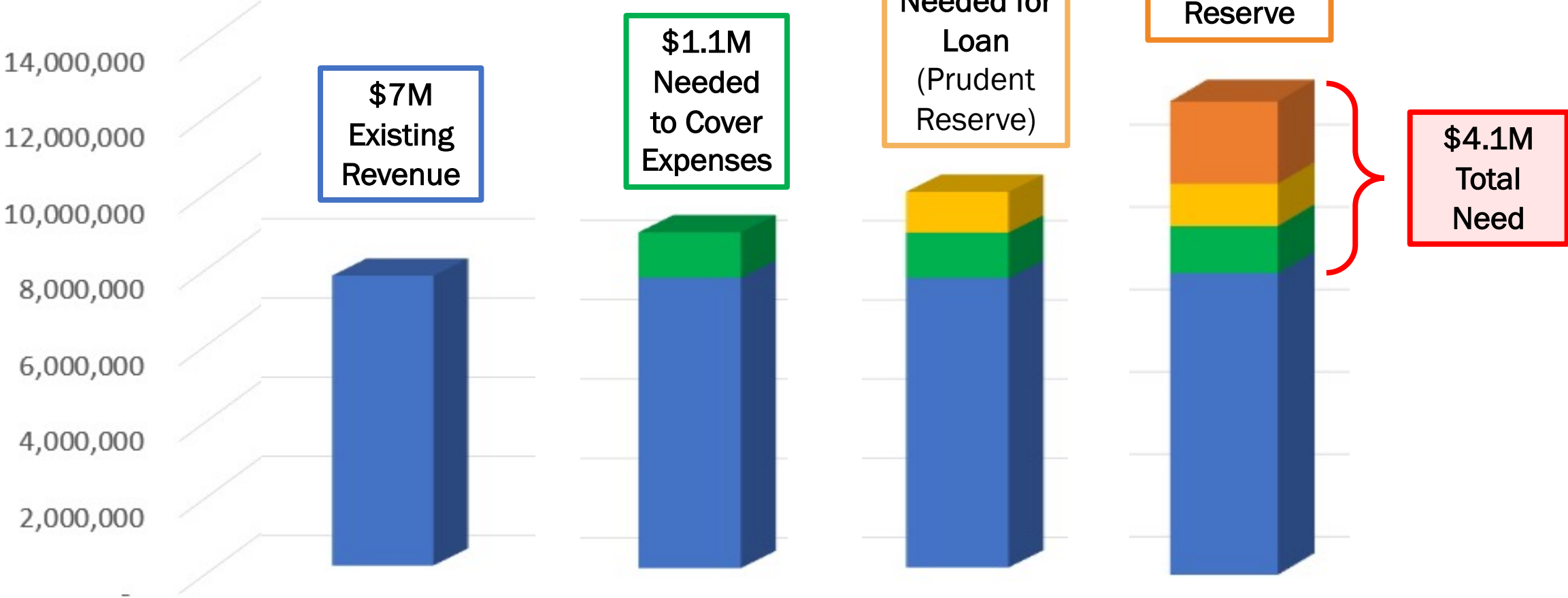
- \$1.1M to close the structural deficit
- \$1M to meet loan covenants (and establish a prudent reserve)
- \$2M for capital set aside to address unfunded needs over next 20 years

\$4.1M funding gap

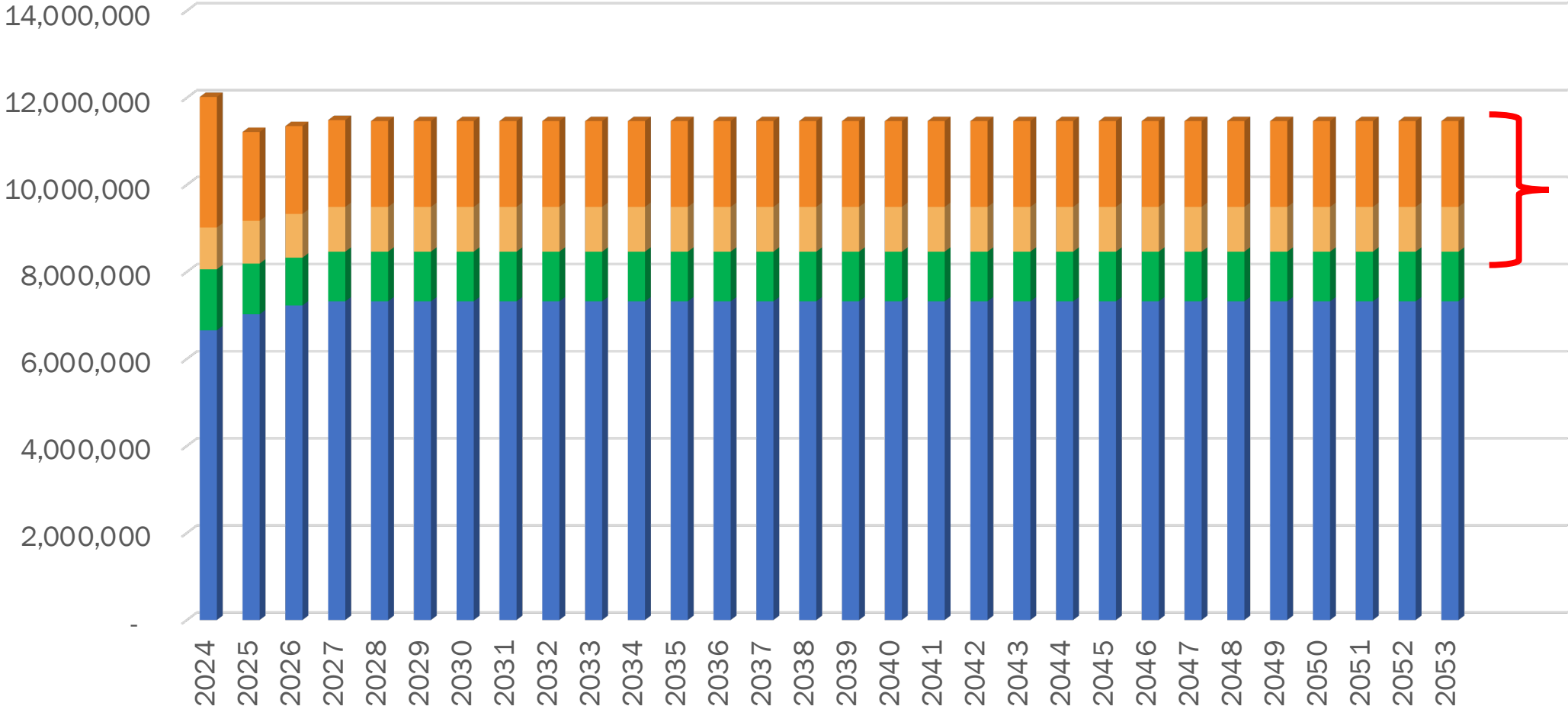
FY25 – FY27 Average revenue



Revenue needs



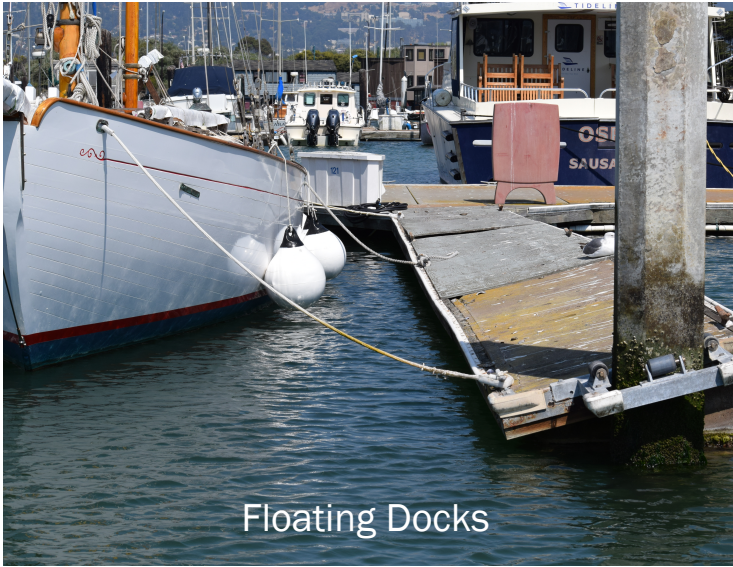
Closing funding gap of \$4.1M/YR raises \$60M capital over 20 YRS



\$2M capital set-aside
 +
\$1M from loan-required reserve
 =
\$3M/YR available for capital

- Existing Revenue
- Additional need to close the deficit
- Additional need to meet loan covenants
- Additional need for capital

Decaying infrastructure



Floating Docks



Aged sheet pile wall – South Cove



Parking Lots



Low lying Area – Marina Blvd



Low lying Area – University Ave

Landside infrastructure needs: estimated \$35.3M

Vital improvements needed within the next 20 years to upgrade decaying infrastructure.

Utility Improvements (\$6.1 M)

Sewer Collection System

Emergency Fire Service

Stormwater Quality Improvements



Pavement Rehab (\$6.5 M)

University Ave (Marina Blvd to Seawall Dr)

Seawall Dr

Parking Lots (\$10.9 M)

F & G Dock Lot, O Dock and Yacht Club Lot, J & K Dock Lot

N Dock and Skates Lot, Launch Ramp Lot, L & M Dock Lot, Lordships' Lot

Construction of South Cove West Lot



Sidewalks/ Pathways (\$9.2 M)

Cesar Chavez Park Perimeter Trail

Marina Boulevard Trail

Completion of Bay Trail Master Plan

General Sidewalk/ Pathway Upgrades

Waterside infrastructure needs: estimated \$66.9M

Shoreline & Over-Water
\$14M

Shoreline
South of University Ave,
Marina Blvd

South Sailing Basin
Seawall Replacement

**Landside and Waterside:
30+ Unfunded projects, \$120M+**

**Dredging, Pier,
and Breakwaters**
\$28.9M

Dredging
(South Cove Sailing
Basin & Marina
Entrance)

Docks
\$35M

Dock Replacement

**Infrastructure
Maintenance**
\$5.5M



Capital Projects Update



- 1. South Cove East Parking Lot & Restroom
- 2. Bay Trail Extension – Segment 3
- 3. South Cove ADA Accessible Gangway at Middle Dock
- 4. South Cove Floating Docks Replacement
- 5. Bicycle Electric Lockers [6/2021]
- 6. Pier/Ferry Facility Planning Study [12/ 2021]

Complete

- 7. Marina Streets Reconstruction **[In Progress]**
 - Spinnaker Way
 - Marina Blvd
 - University Ave (W Frontage Rd to Marina Blvd)
- 8. O&K Docks Electrical Upgrade **[Starting soon]**

In process

- 9. D&E Dock Replacement
- 10. South Cove West Parking Lot
- 11. Selective Timber Pile Replacement

Design

- 12. Berkeley Marina Area Specific Plan
- 13. South of University Avenue Bike Park

Plan

- 14. Cesar Chavez Park Restroom
- 15. K-Dock Restroom Renovation
- 16. Marina Main Channel Dredging

Soon

Interagency Project

A CalTrans University Ave/I-80 Interchange Improvement

Examples of Construction Projects

Bay Trail Extension – Phase 3- South Cove



ADA Gangway – South Cove



Spinnaker Way Traffic Circle (In-Progress)



Bicycle Electronic Locker



University Avenue (In-Progress)

Recent Capital Projects – Funding Source

PROJECT	Marina Enterprise Fund	Grants	State Loan	T1	Public Works	Others	General Fund
1. South Cove East Parking Lot & Restroom	Match	✓	-	-	-	-	-
2. Bay Trail Extension – Segment 3	Match	✓	-	-	-	-	-
3. South Cove ADA Accessible Gangway at Middle Dock	Match	✓	-	-	-	-	-
4. South Cove Floating Docks Replacement (East & West)	✓	-	-	-	-	-	-
5. Electronic Bicycle Lockers	Match	✓	-	-	-	-	-
6. Pier/Ferry Facility Planning Study	-	-	-	✓	-	✓	-
7. Marina Streets Reconstruct (University Ave/Spinnaker Way/Marina Blvd)	-	-	-	✓	✓	✓	-
8. O&K Docks Electrical Upgrade	-	-	-	-	-	-	✓
9. D&E Docks Replacement	-	-	✓	✓	-	-	-
10. South Cove West Parking Lot [\$\$ for Design Only]	-	-	-	-	-	-	✓
11. Selective Timber Pile Replacement	-	-	-	✓	-	-	✓
12. Berkeley Marina Area Specific Plan	-	-	-	-	-	-	✓
13. South of University Avenue Bike Park [\$\$ for Planning]	-	-	-	-	-	✓	-
14. Cesar Chavez Park Restroom	-	-	-	✓	-	-	-
15. K-Dock Restroom Renovation	-	-	-	✓	-	-	-
16. Marina Main Channel Dredging [\$\$ for Design Only]	-	-	-	-	-	-	✓

Complete

Current

CIP Planning

Current Financial Model

Capital Projects Priorities

1. Protect existing revenue-related assets
2. Respond to user safety concerns
3. Temporary measures addressing community amenities (if funding is available)

Issues with current Marina Fund

- Lack of a long-term CIP, as self-generating funds are insufficient for the scale of need
- Funding stream fluctuates with loans/grants/one-time general fund (reactive)
- Inability to do desired projects that are ineligible for grants, or a matching grant

BMASP Financial Model with New Revenue

Enhanced Capital Projects Prioritization:

- Improve community amenities
- Proactively address user safety concerns
- Further protects/enhances existing revenue-generation assets

Benefits with BMASP

- Comprehensive CIP to implement projects on a timely basis from a more-established stream of revenue
- More leverage to attract loans/grants/one-time general fund
- Develop rec amenities/programs to meet need
- Future-proof marina assets to cover life-cycle costs

agenda

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02 what we heard from CW#1

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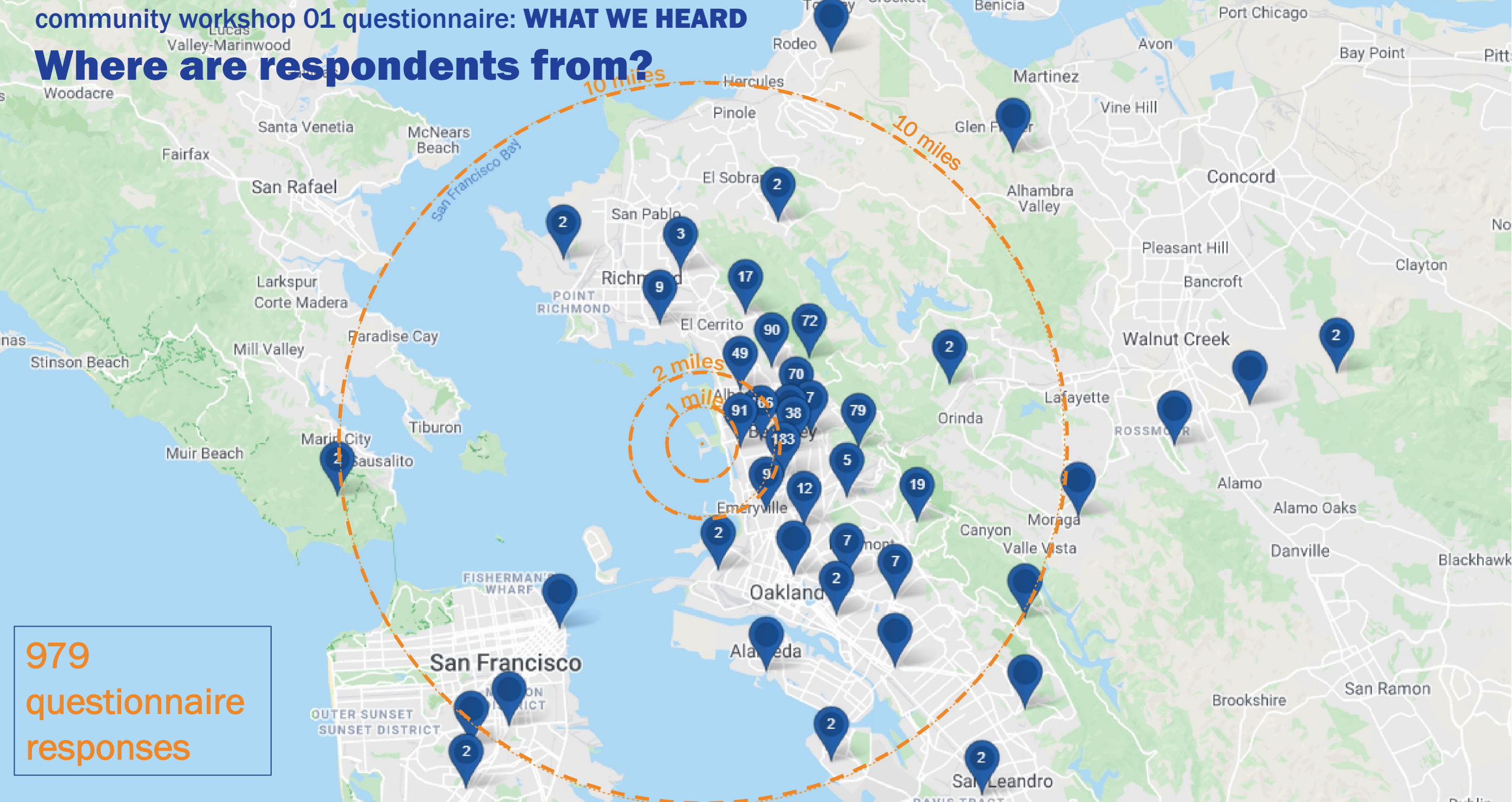
04 revenue generating alternates

05 breakout sessions

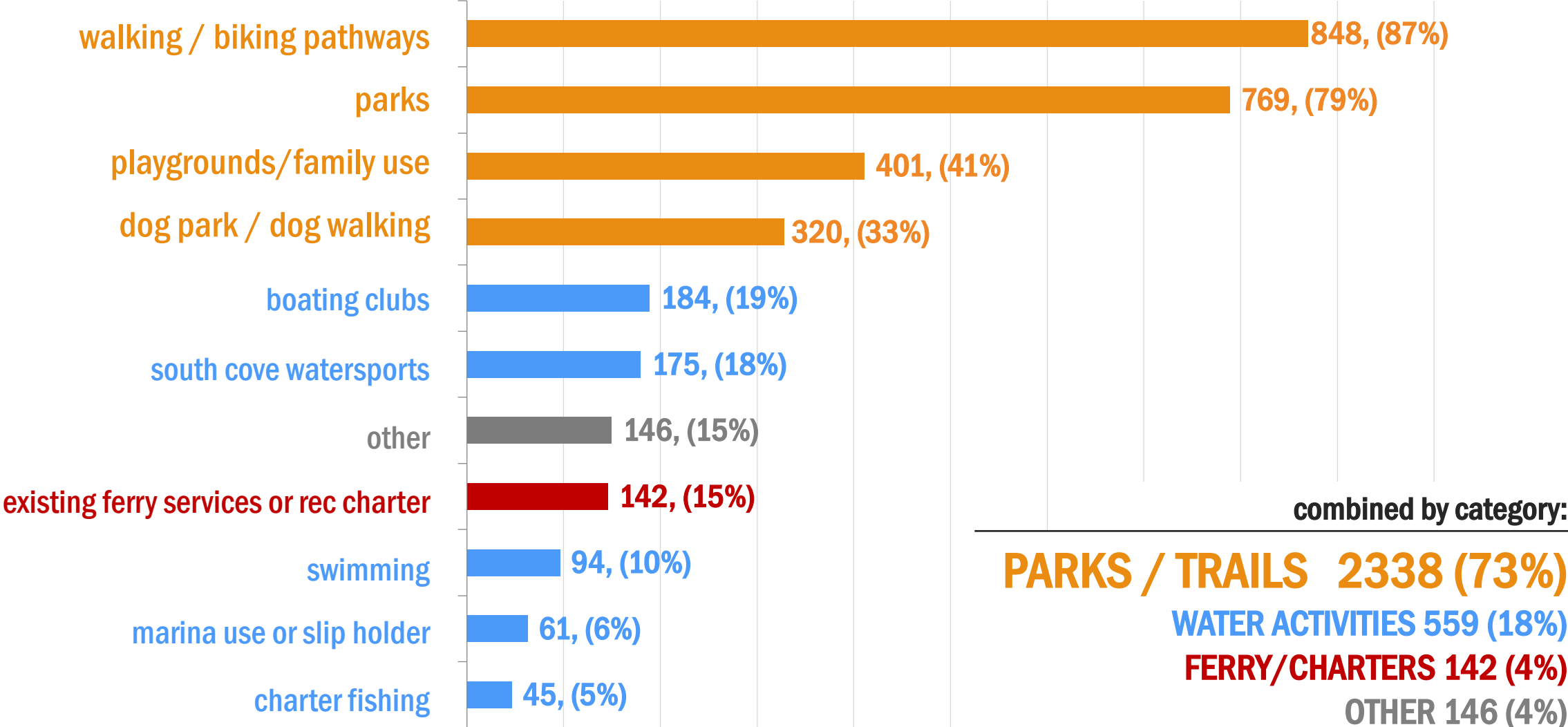
community workshop 01 questionnaire: WHAT WE HEARD

Where are respondents from?

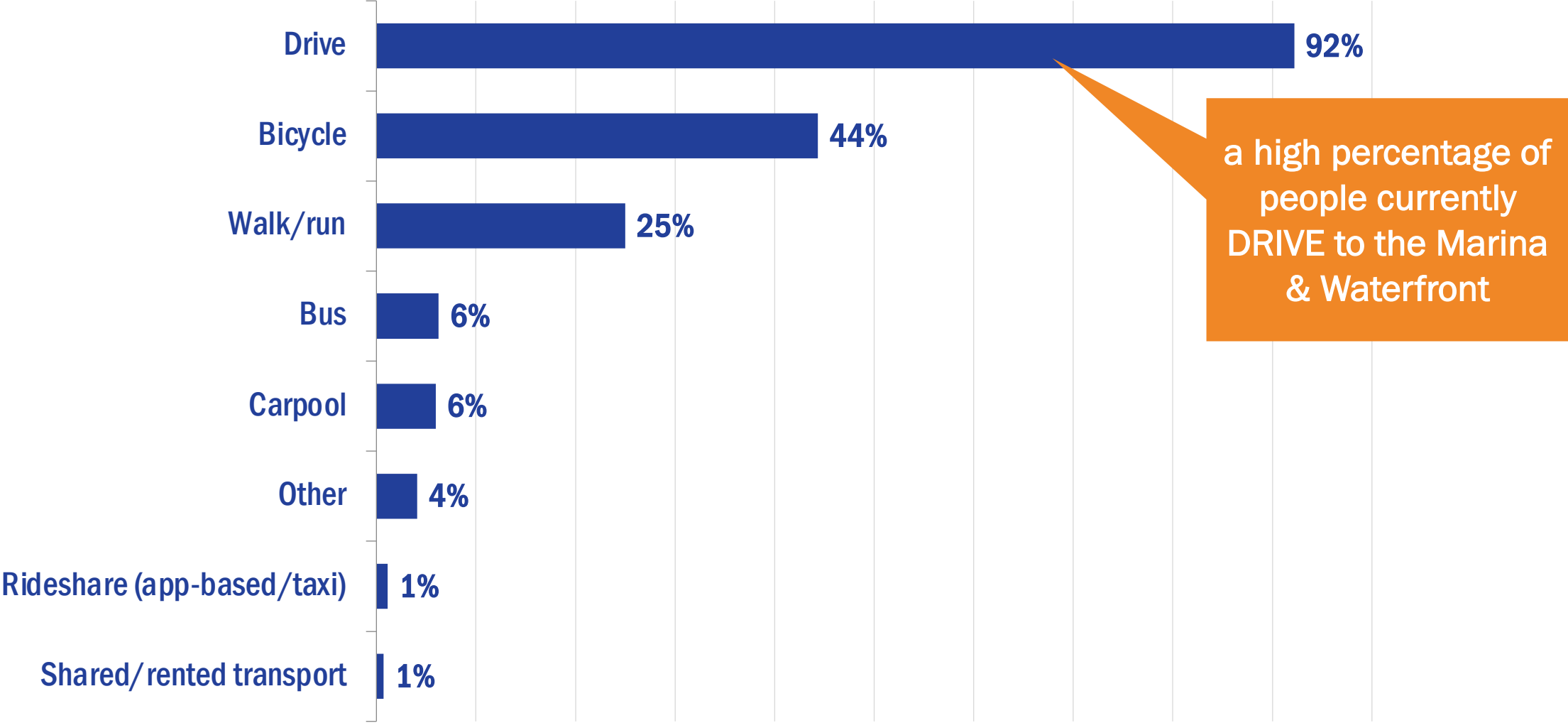
979
questionnaire
responses



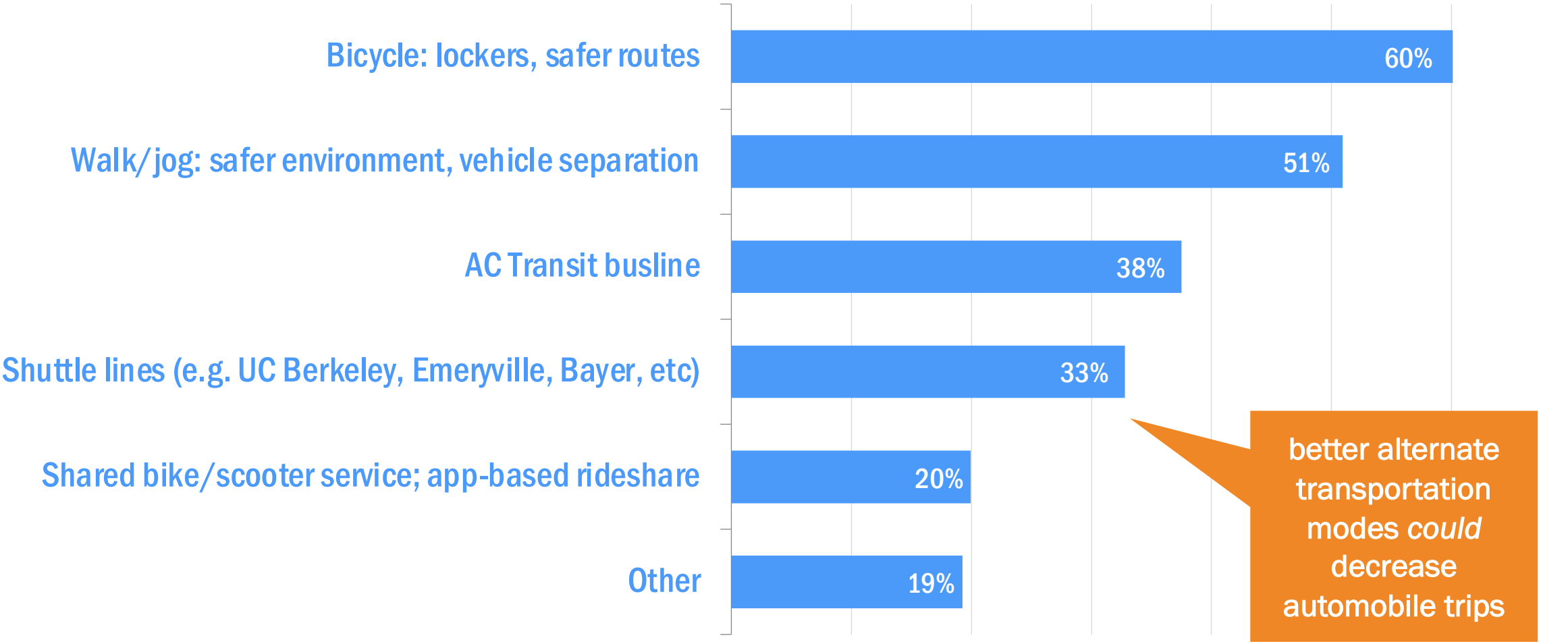
Q1: How do you use the Waterfront and Marina?



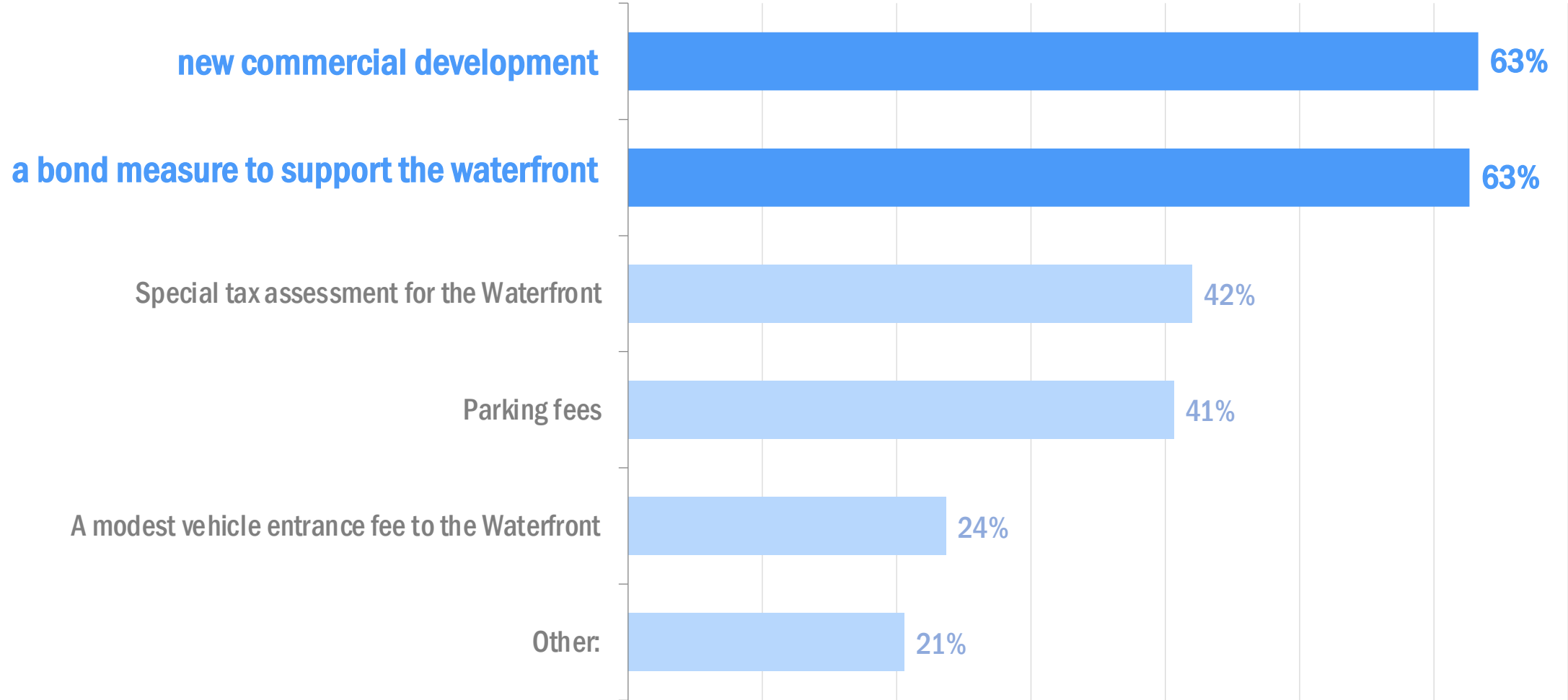
Q2: How do you currently access the Berkeley Marina and Waterfront?



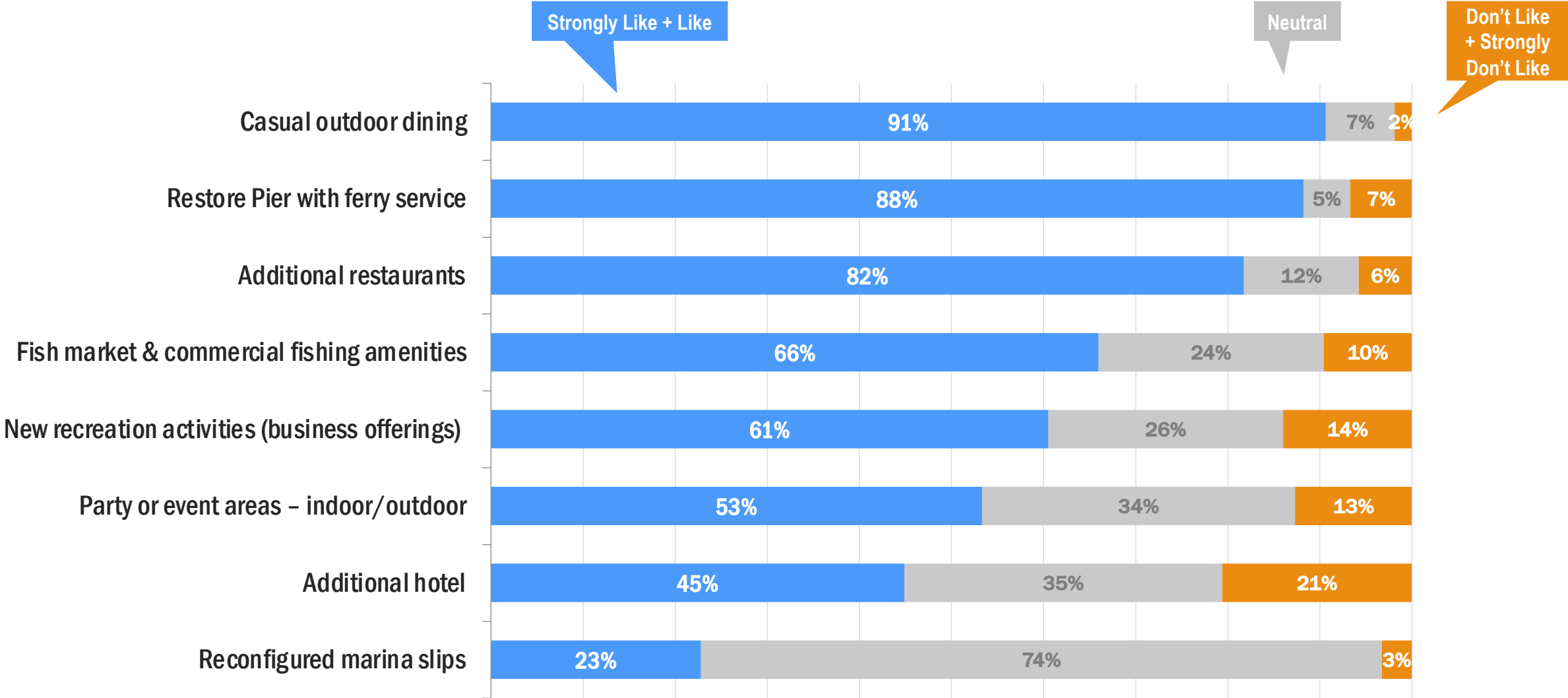
Q3: How **WOULD YOU** access the Waterfront by any of the following non-single-occupancy auto modes, if they were provided or made more convenient?



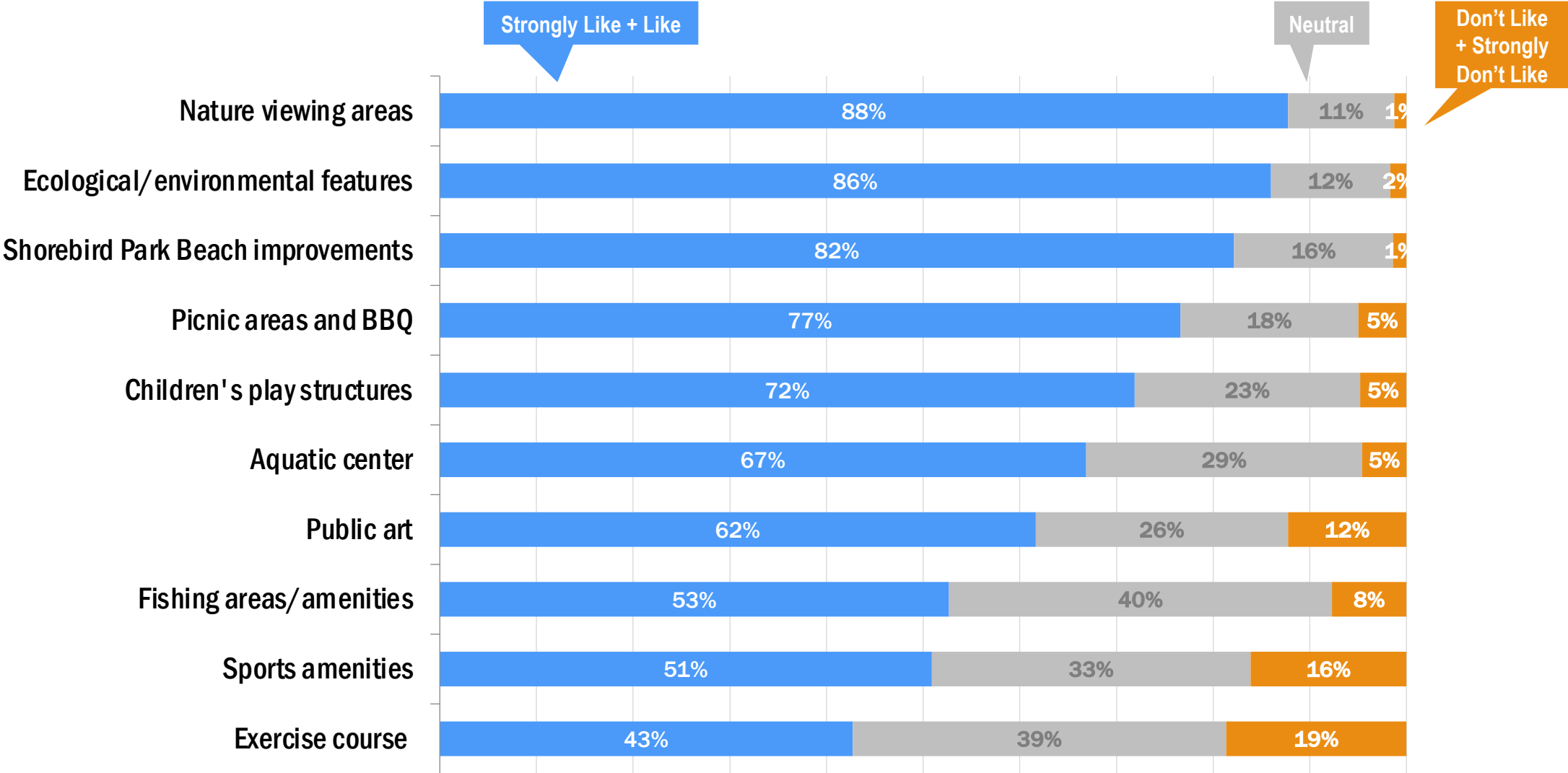
Q5: The Marina Fund is in a fiscal crisis. What new potential funding mechanisms would you support?



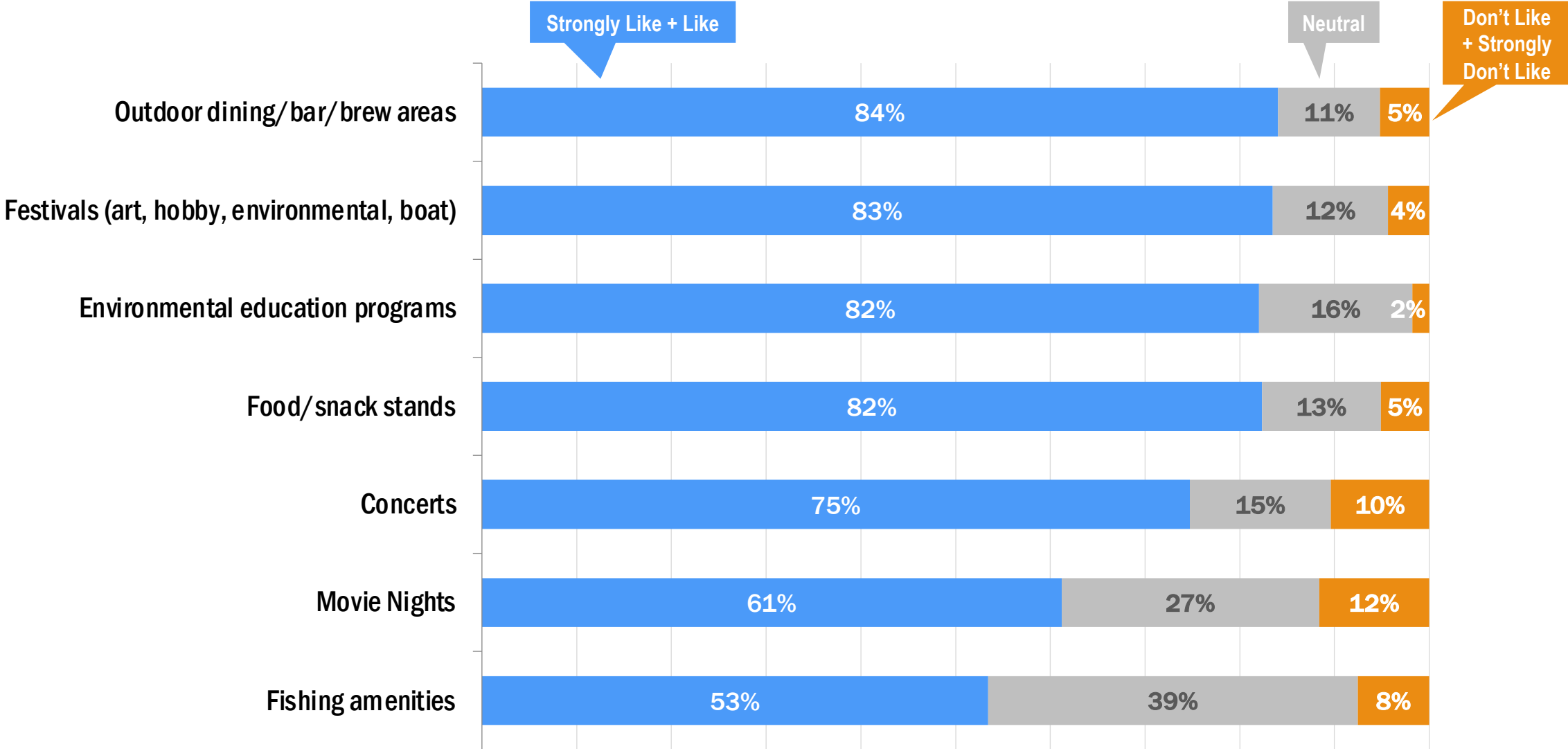
Q4: Indicate your support for the following revenue-generating facilities



Q6: What new or enhanced amenities would you like to see?



Q7: Indicate your level of support for the following programming ideas



KEY THEMES

Enjoying Nature
(viewing areas, ecological features, education)



Expand Dining Options
(casual outdoor, markets, beer garden, food trucks)



Expand Hospitality Options
(hotel, retreat center)



Recreation
(aquatic center, beach improvements, play structures)



Regional Events / Gathering
(festivals, concerts, movie nights)



Restore/Expand Maritime Uses
(Restore Pier, fishing, small craft, Ferry)



agenda

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framework of assessment of revenue-generating opportunities

Evaluate opportunities for new development and use of existing facilities to generate additional net revenue over a 20-year period.

Uses that capitalize on Marina's location:

- Marina operations: slip rentals, support facilities
- Food and beverage
- Hotels
- Events and festivals

Constraints:

- Preference to not encroach on existing parkland open space.
- Developed sites subject to leases, some up to 60 years.
- Redevelopment could eliminate existing revenues & create need to replace parking.
- Regulatory constraints.

KEY THEME: EXPAND HOSPITALITY OPTIONS



HOSPITALITY

Existing Use

Property	Hotel Type	Rooms	Lease Expiration
DoubleTree	Upscale, Full Service	378 rooms	2080

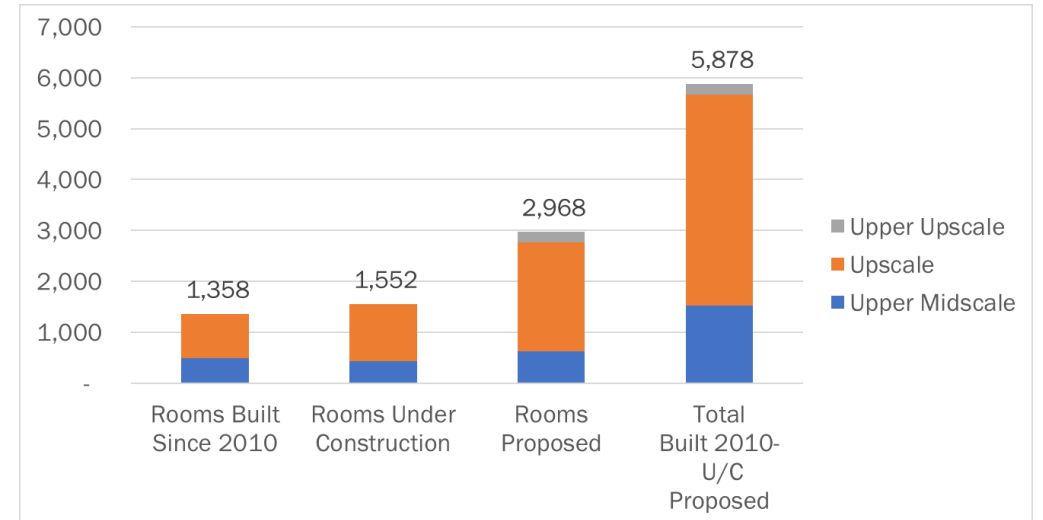


DoubleTree Berkeley Marina
Built 1972, recently renovated

Trends

- 20K rooms in Alameda Co. incl. under construction – Approx. 15% built since 2010
- Bay Area tourism not projected to fully recover until 2025/2026
- Large pipeline of proposed hotel projects, post-Covid status uncertain

Alameda County Development Activity



revenue opportunity – new hotel or retreat center

SMALL

100 rooms
upscale boutique with dining & spa

\$375,000 / year

MEDIUM

160 rooms
with conference space & dining

LARGE

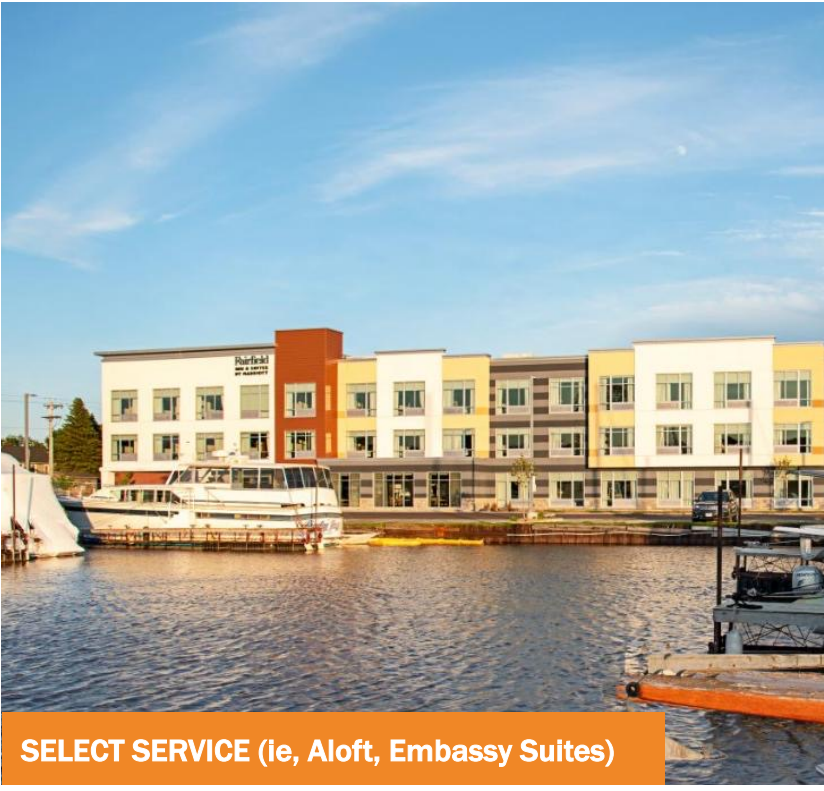
265 rooms
with conference space, dining & amenity

\$840,000 / year

Annual hotel room tax revenues to City General Fund = \$2,250,000



CAMP NAVARRO, Philo, CA



SELECT SERVICE (ie, Aloft, Embassy Suites)



MONTEREY PLAZA HOTEL & SPA, Monterey, CA

KEY THEME: EXPAND DINING AND MARKET OPTIONS



FOOD & BEVERAGE

Trends

- **Berkeley**
 - 3% annual sales growth 2015-2019
 - 60% drop in sales estimated in 2020
- **Nationally**

Casual dining (esp. fast casual) grew more quickly than fine dining over prior decade.
- Food trucks, outdoor dining: lower-cost formats in a competitive industry.

Opportunity

Add casual indoor/outdoor dining, beer gardens, food market to the Waterfront.



revenue opportunity – food & beverage

SMALL

6000sf with indoor/outdoor dining with parking

MEDIUM

(more)

LARGE

(more)

\$110,000 / year

\$170,000 / year

\$380,000 / year

Annual sales tax revenue to City General Fund = \$60,000



SAMS ANCHOR BAR, Tiburon



LAKE CHALET, Oakland



MERSEA RESTAURANT, Treasure Island

revenue opportunity – fish markets / food hall

SMALL

(less, day stalls only)

MEDIUM

10 permanent stalls, 10 day-stalls

LARGE

(more)

\$120,000 / year

\$360,000 / year



GREEN MARKET, Czechoslovakia



MARKET HALL, Rockridge

KEY THEME: REGIONAL EVENTS / GATHERINGS



art / art festivals



concerts



seafood festivals



movie nights



art exhibits

revenue opportunity – events & festival venues

SMALL
12,000 people

MEDIUM
20,000 people

LARGE
30,000 people

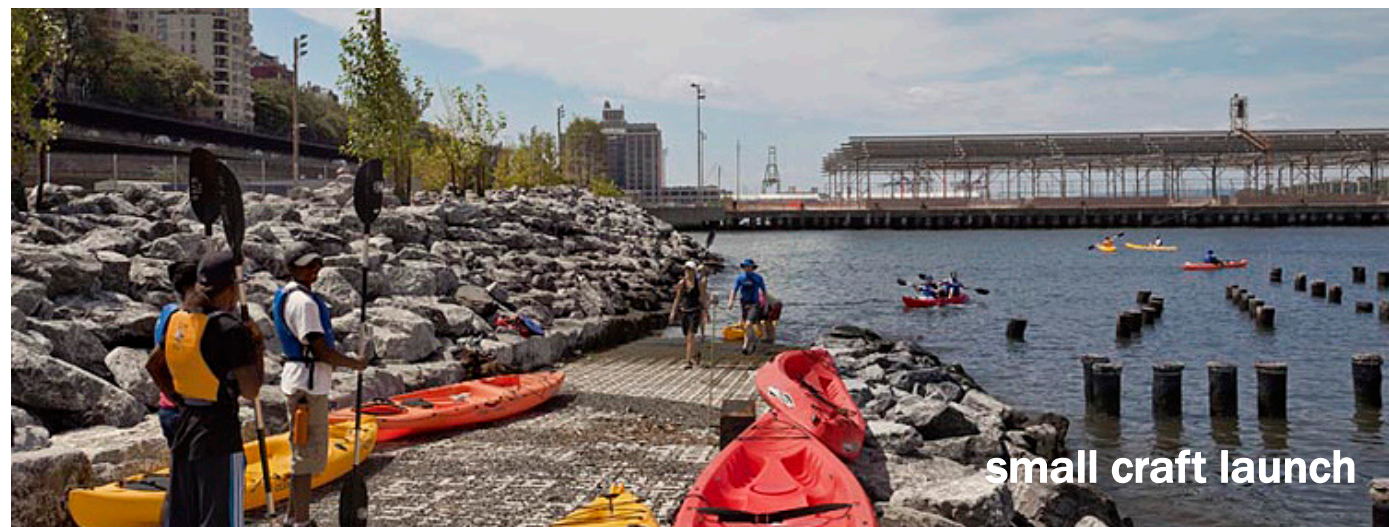
\$57,000/ year

\$170,000/ year

City staff estimates that there is demand for **4 large events and 3 large festivals**
The additional/expanded events would generate an additional **\$940,000 of revenue per year**



KEY THEME: RESTORE or EXPAND INTERPRETIVE USES



revenue opportunity – museum / interpretive center

SMALL
(approx. 1 acre)

MEDIUM
(more)

LARGE
(approx. 5 acres)

\$116,000/ year

\$388,000/ year



KEY THEME: RECREATION



revenue opportunity – adventure park II

SMALL

(least)

MEDIUM

(less)

LARGE

includes ziplines, ropes courses

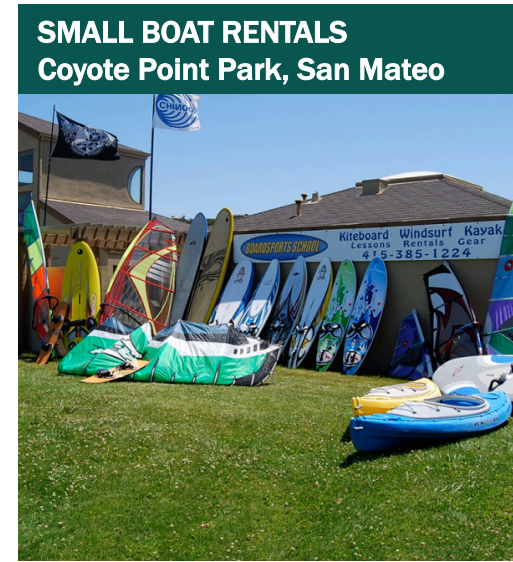
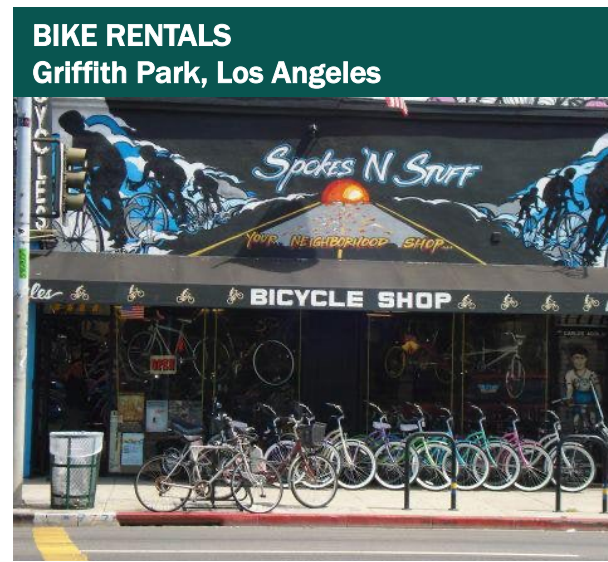
\$40,000/ year

\$120,000/ year



Complementary Uses

modest revenue / revenue neutral / community benefit



KEY THEME: ENJOYING NATURE



seating / overlooks



living shoreline



fishing amenities



viewing area, decks, and overlooks

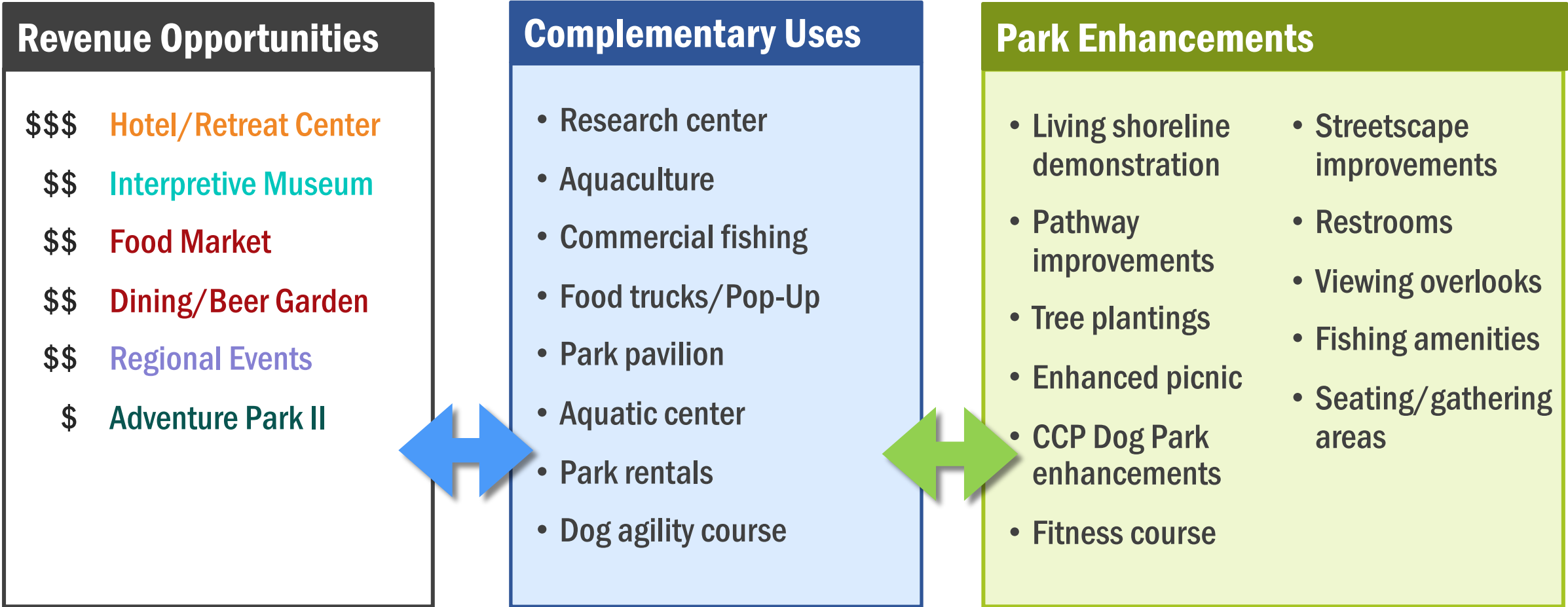


environmental classes / programs

enjoying nature / park enhancements



OPPORTUNITIES MATRIX



Parking

NORTH LOTS

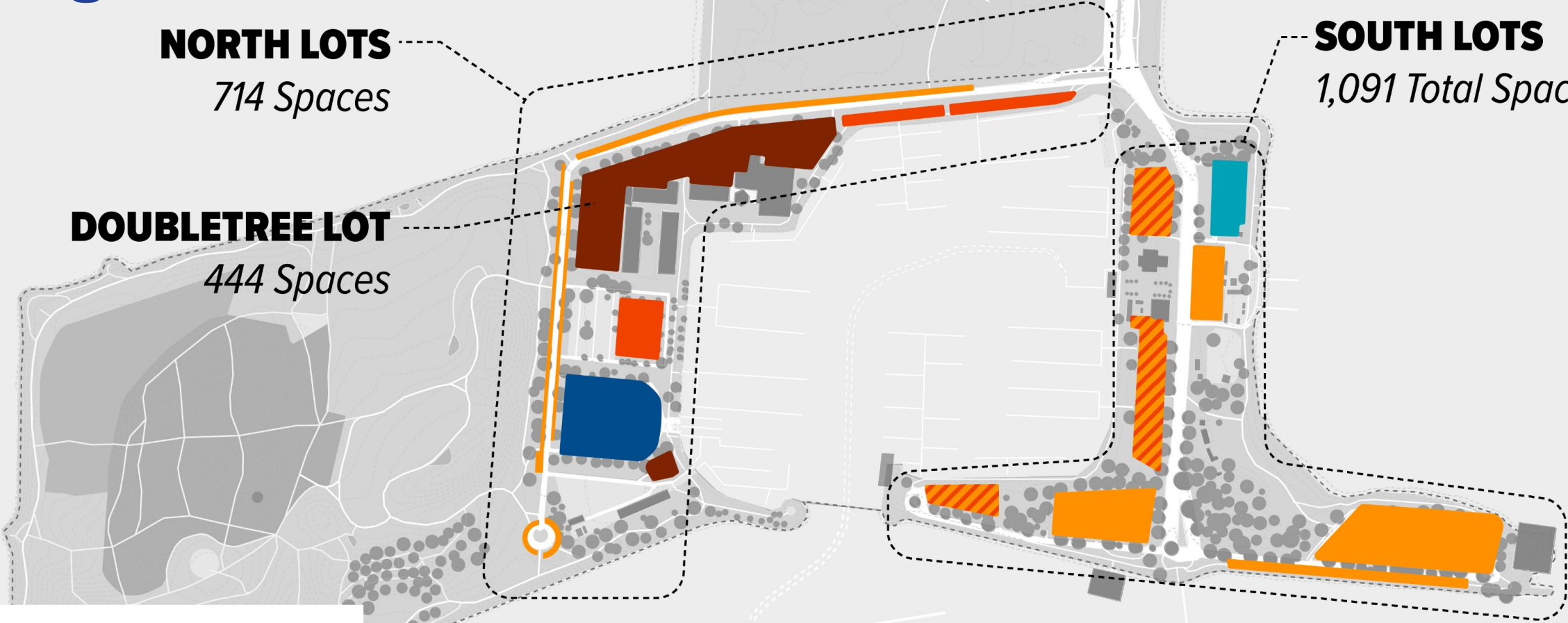
714 Spaces

SOUTH LOTS

1,091 Total Spaces

DOUBLETREE LOT

444 Spaces



PRIMARY PARKING TYPE

- Public, free
- Private
- Public, 4-hour limit
- Pass required (all day)
- Public, paid
- Pass required (overnight)



Mobility



MULTIMODAL INFRASTRUCTURE

- BIKE LANE (POSSIBLE)
- BAY TRAIL (COMPLETE / FUTURE)
- BIKE RACK/BIKE PARKING
- 🚌 BUS STOP



Parking and Mobility Challenges and Opportunities

	Existing & Potential Challenges	Opportunities with the BMASP
Parking Supply	<ul style="list-style-type: none"> ▪ Difficult to find space in some areas at certain times; peripheral lots less used. 	<ul style="list-style-type: none"> ▪ Use new strategies/tools to leverage 2,000+ existing spaces more efficiently.
Parking Management	<ul style="list-style-type: none"> ▪ Limited resources make enforcement difficult; seek to avoid “ticket anxiety.” ▪ Potential ferry service may increase parking demand in the Waterfront. 	<ul style="list-style-type: none"> ▪ Create new parking management approaches to make enforcement efficient. ▪ Provide and manage long-term parking for potential future ferry users.
Multimodal Access	<ul style="list-style-type: none"> ▪ Accessing certain parts of the Waterfront without driving/parking is difficult. ▪ Biking/transit not feasible for all visitors. 	<ul style="list-style-type: none"> ▪ Improve access for those who wish to bike/ ride transit; improve parking and pick-up/drop-off areas for those who need it.

Parking and Mobility

Goal:

Develop a toolbox of parking & mobility strategies to address **existing and potential challenges** in the Waterfront today – and to support the long-term BMASP vision.



What Parking Strategies Should Be Considered?



Shared Parking

Increase shared parking for efficient use of existing spaces.



Enforcement

Improved enforcement with a user-friendly “ambassador” approach.



Demand Pricing

Demand-based pricing in places where parking demand is highest.



Benefits District

A Parking Benefit District to manage priced parking & reinvest revenue locally.



Shuttle

Shuttle service to connect Waterfront destinations & parking.

What Mobility and Access Strategies Should Be Considered?



Dedicated Drop

Dedicated pick-up/drop-off for more convenient access to Waterfront activities.



AC Transit

Improved AC Transit service with free or discounted transfers to ferry service.



Shared Mobility

Shared mobility services such as car share, bike share, e-scooters.



Wayfinding

Wayfinding helps visitors find available parking and mobility options.



Bike Parking

Secure and convenient bike parking throughout the waterfront

agenda

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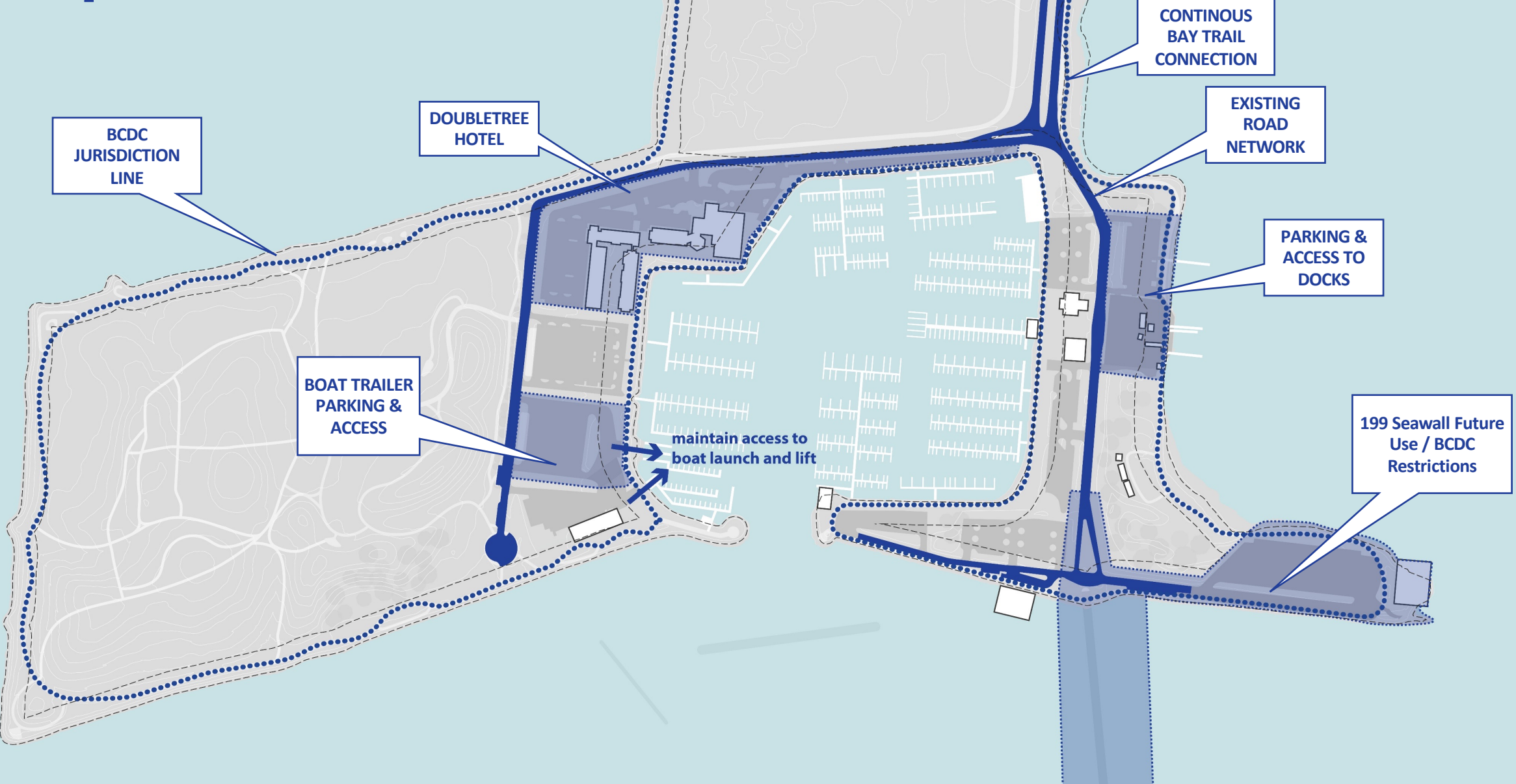
jurisdictional boundaries

State Tidelands – Permitted Land Uses

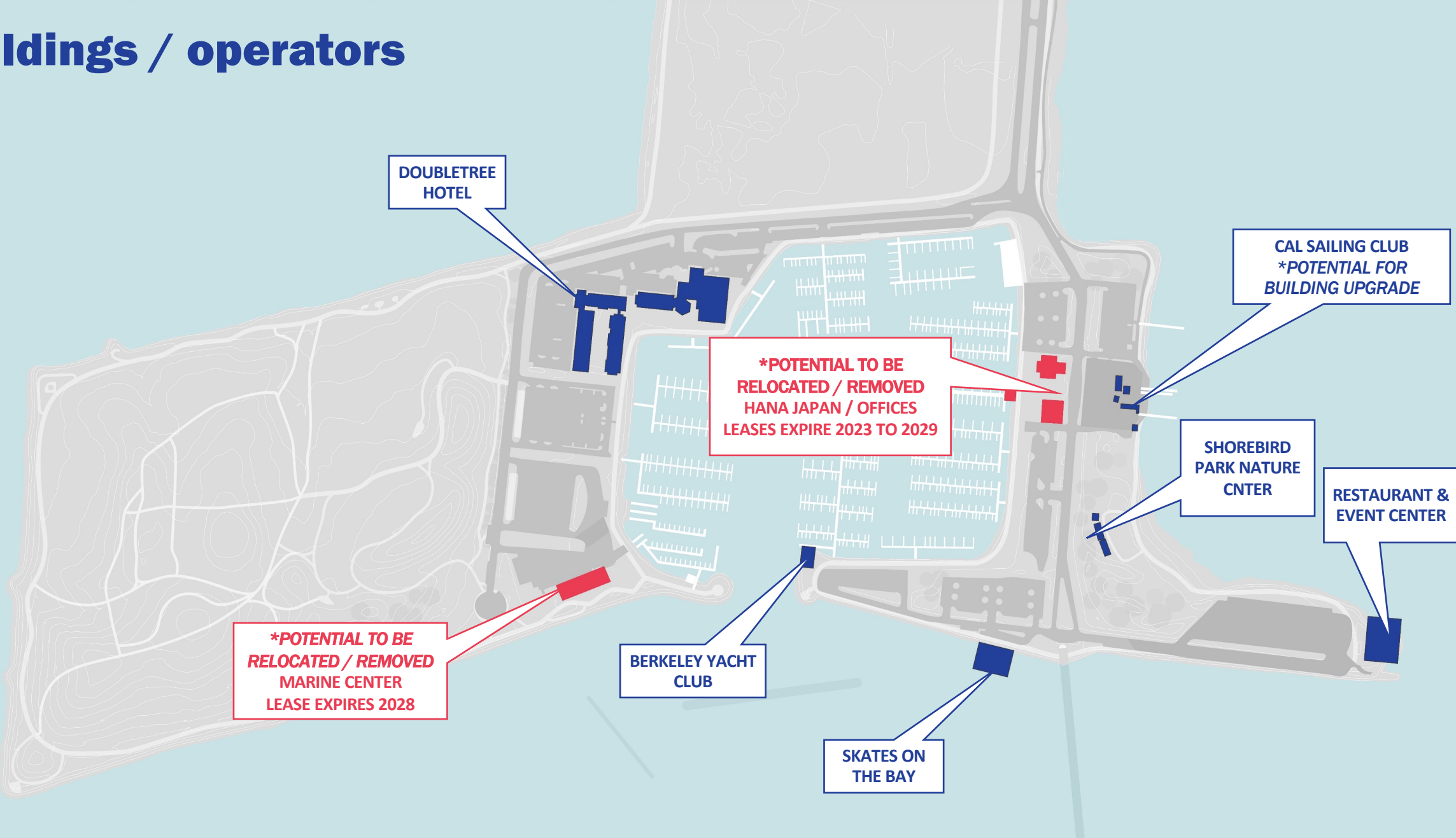
- of statewide interest (regional destination)
- aquatic uses (marinas, boating, fishing)
- commercial amenities (hotels, conference centers, restaurants)
- environmental education (e.g., Shorebird Park Nature Center)
- residential uses not permitted



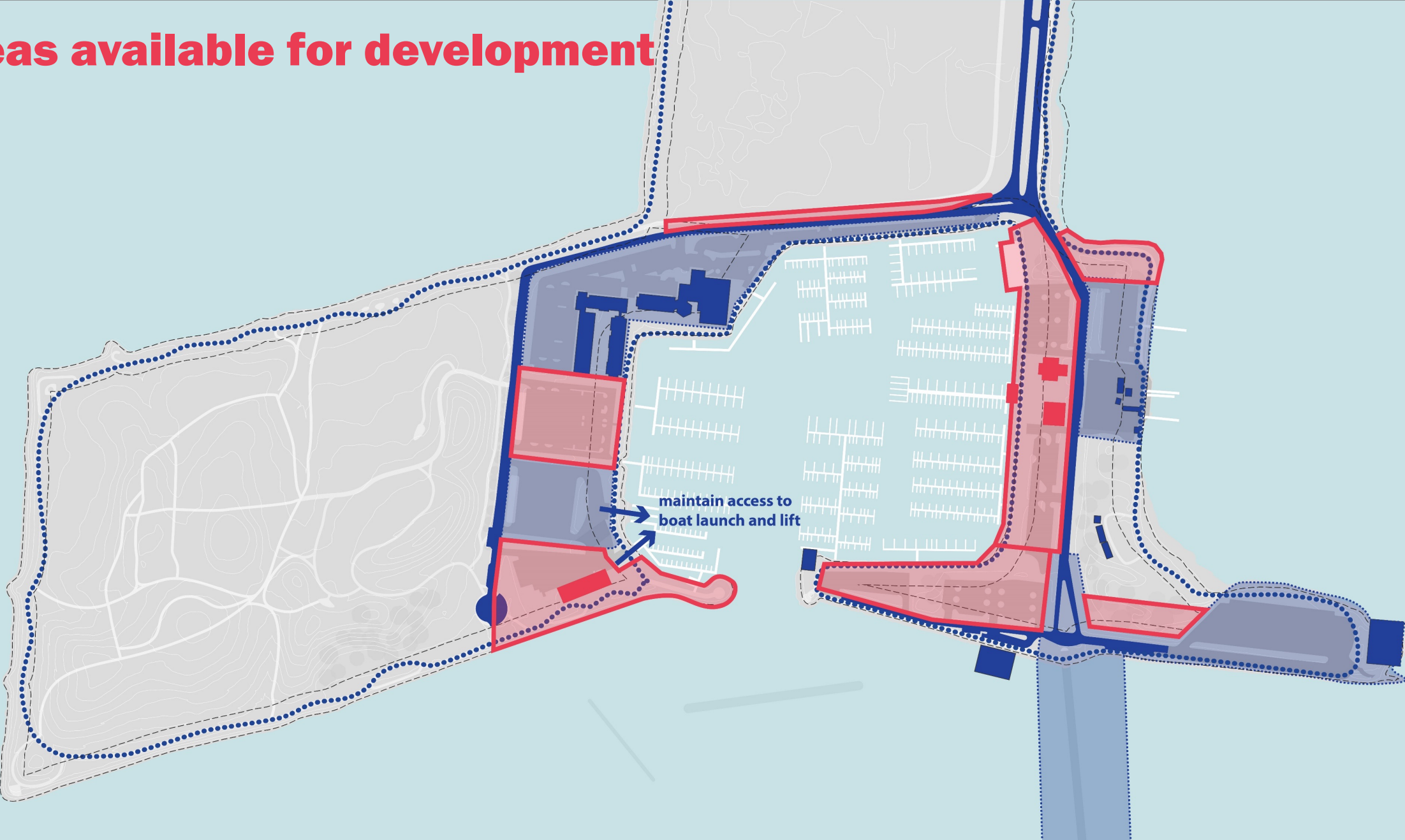
development constraints



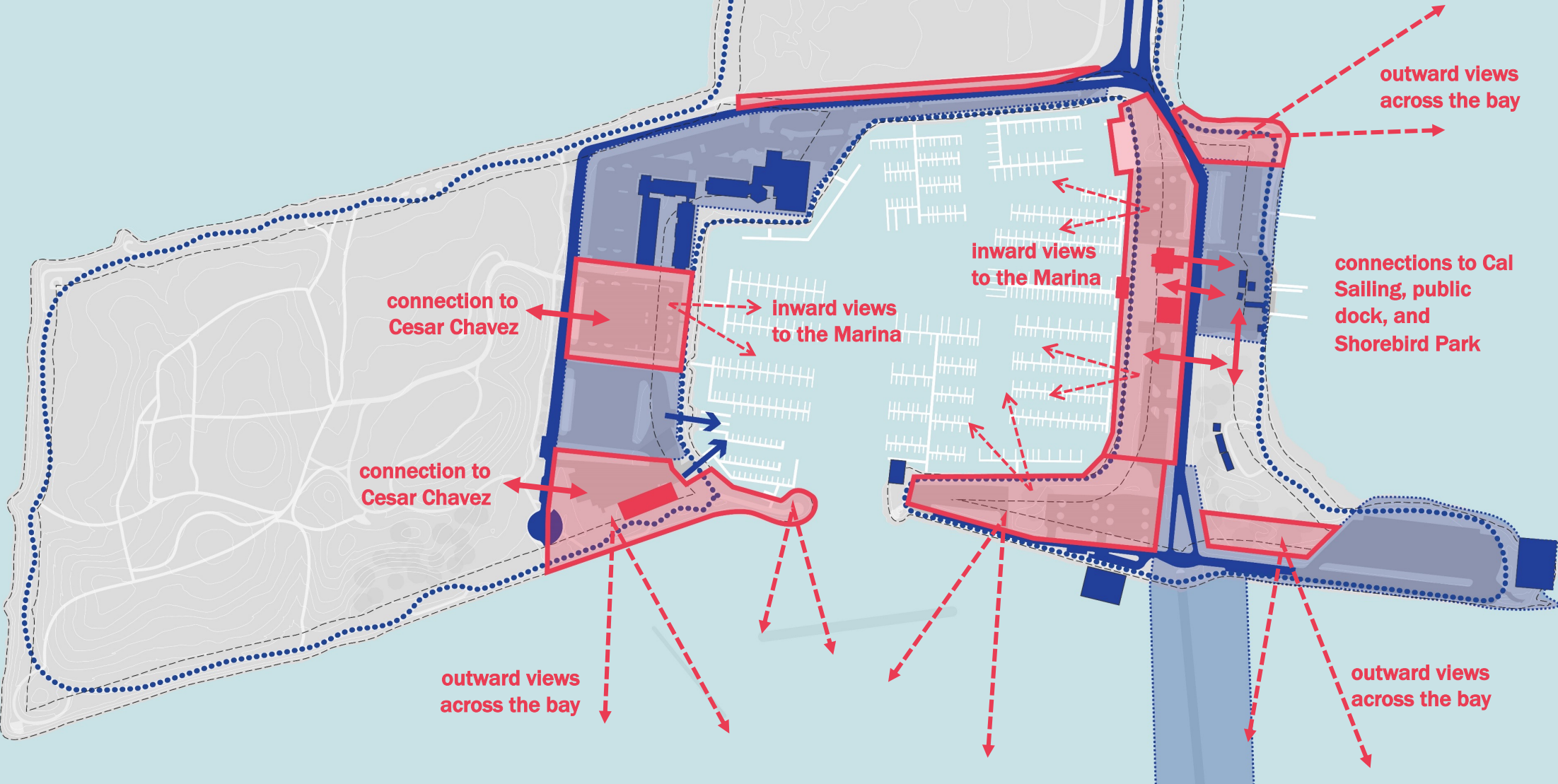
buildings / operators



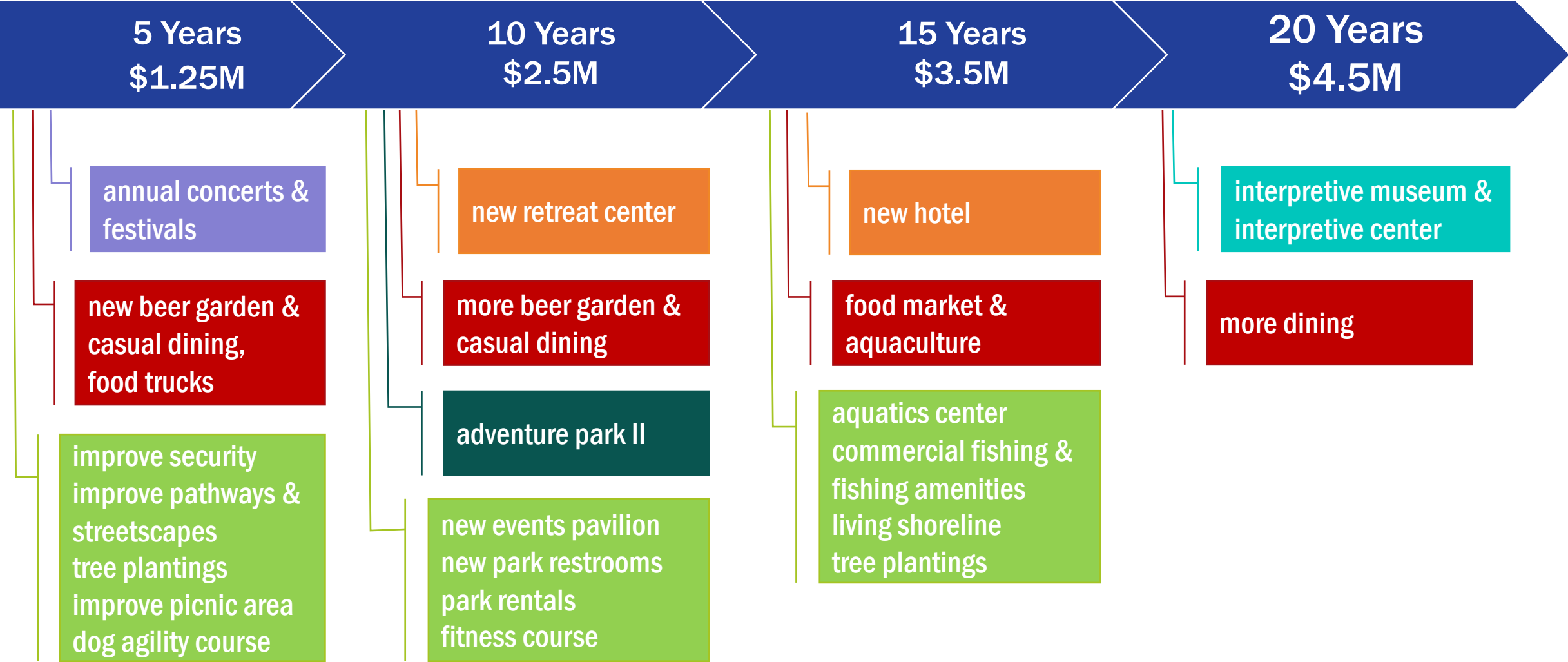
areas available for development



areas for development

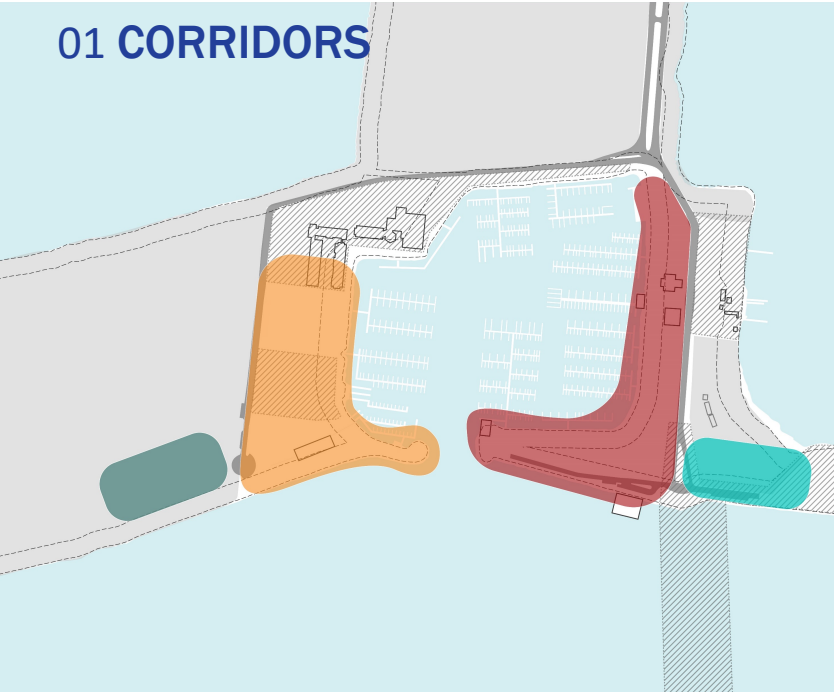


potential timeline for phased implementation

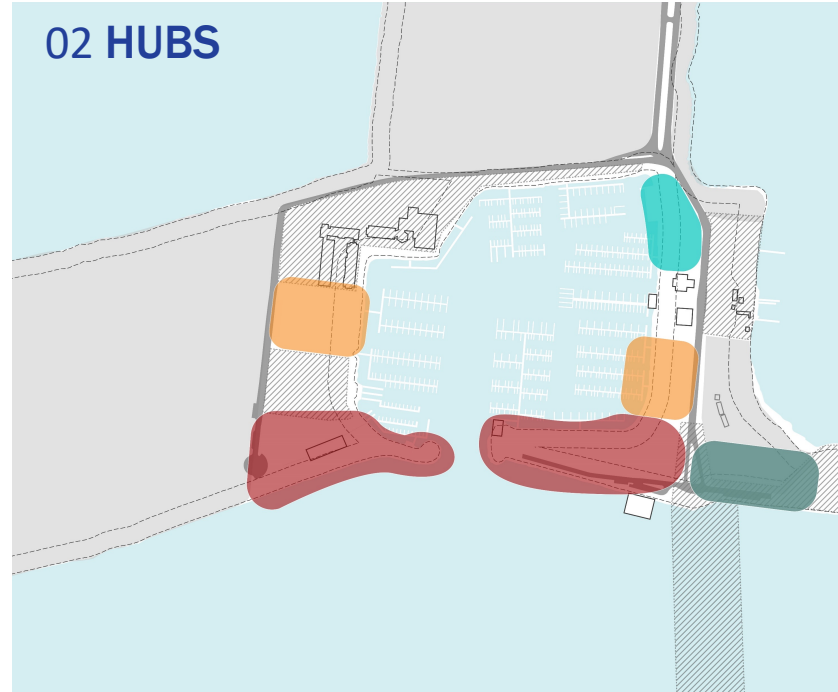


alternates

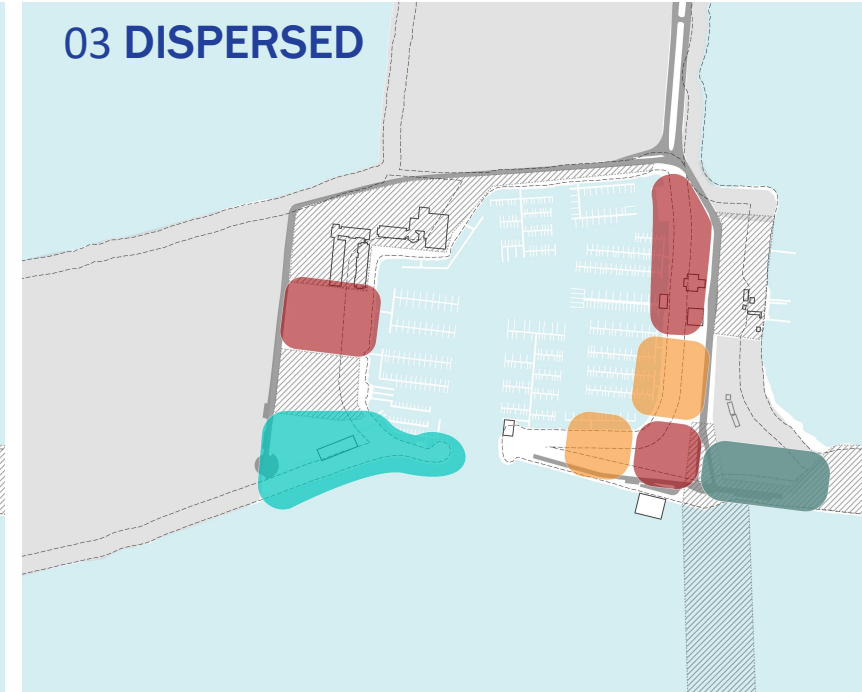
01 CORRIDORS



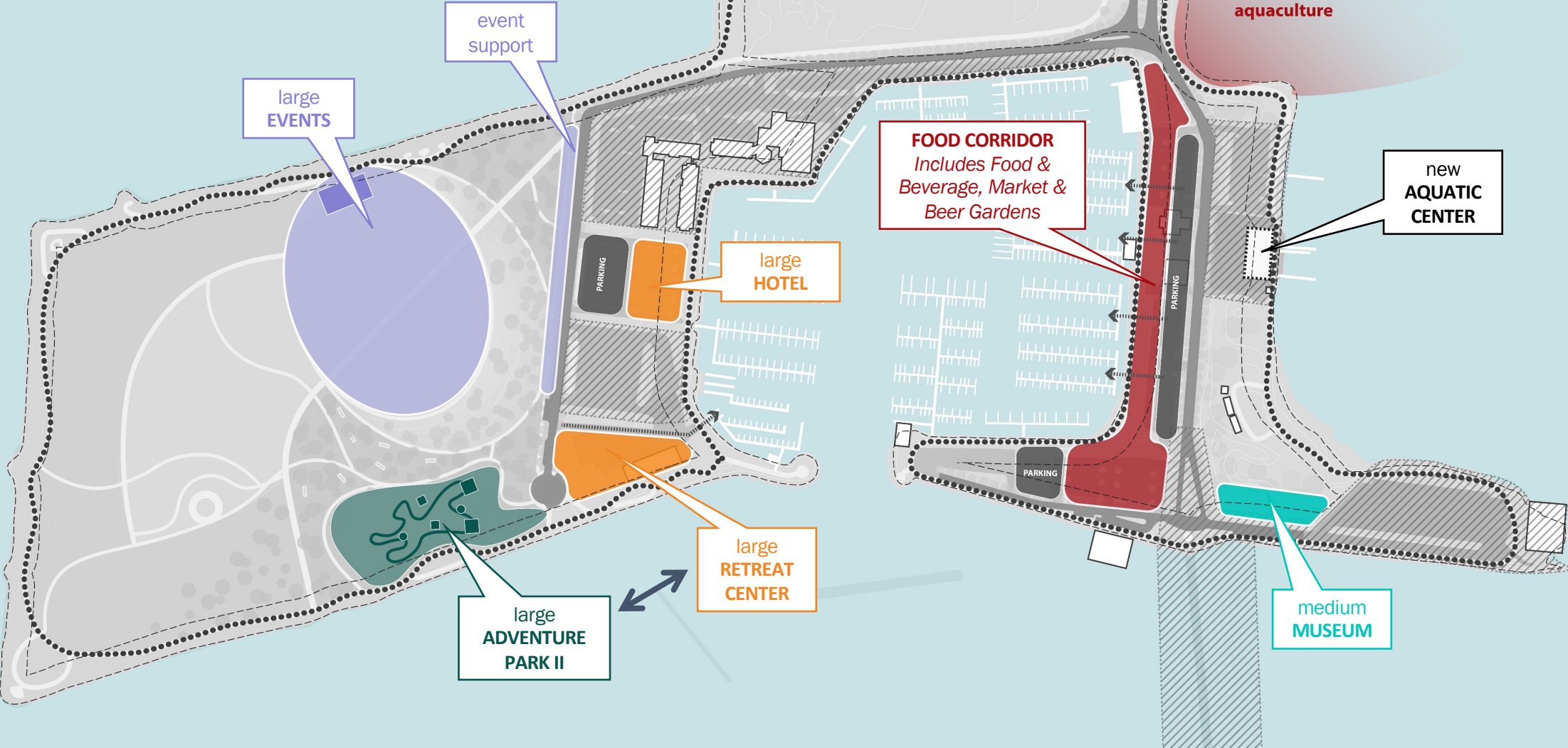
02 HUBS



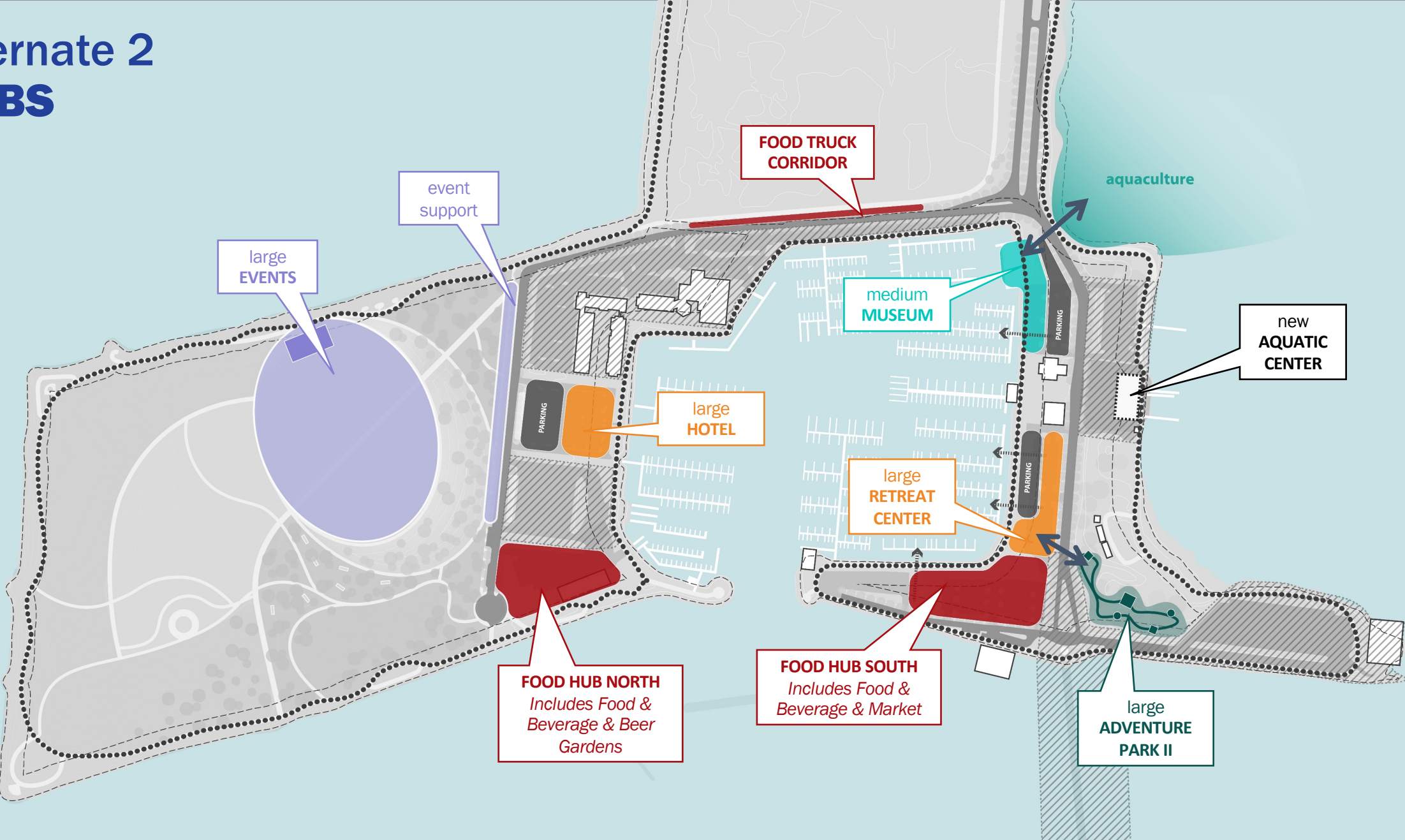
03 DISPERSED



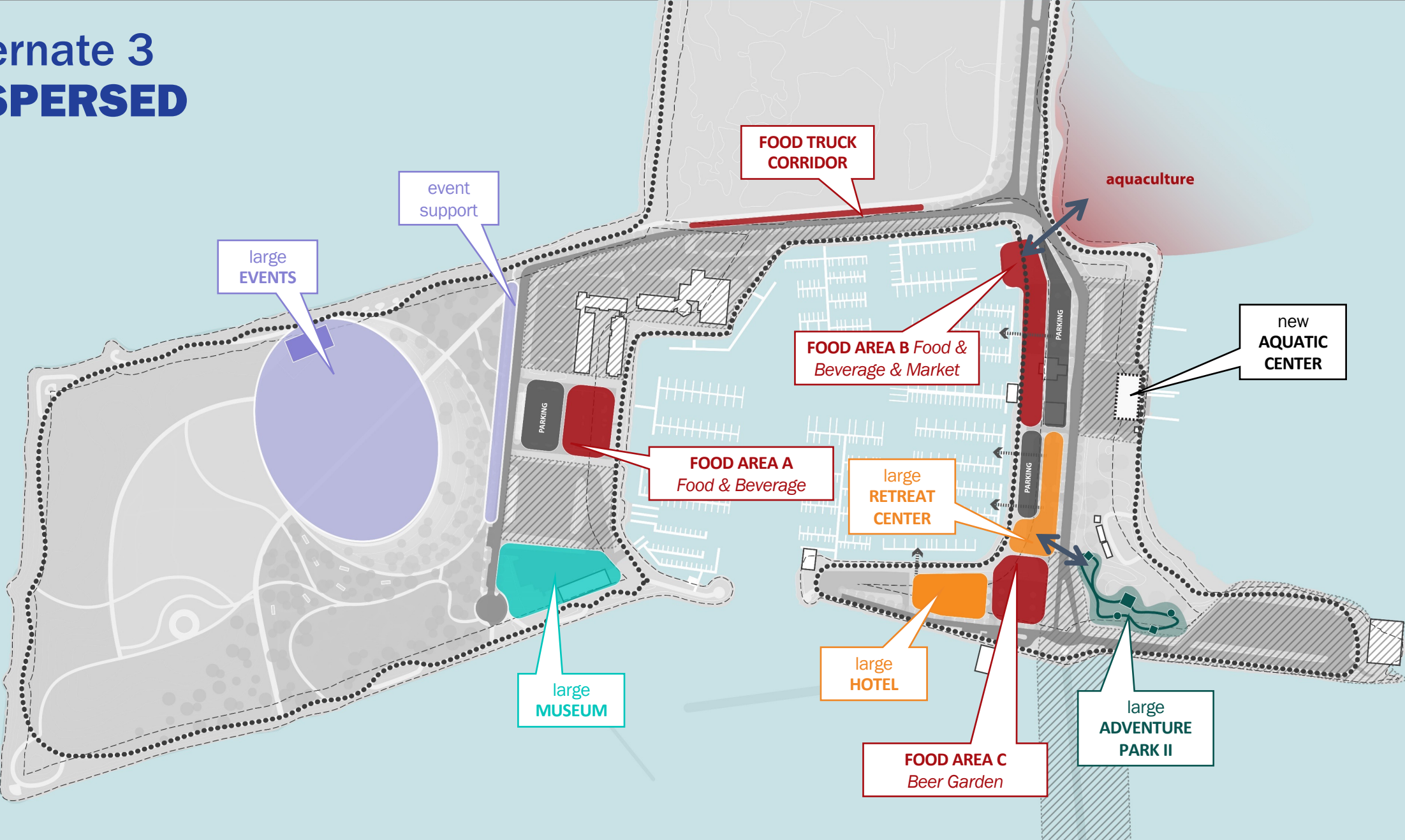
alternate 1 CORRIDORS



alternate 2 HUBS



alternate 3 DISPERSED



agenda

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05 breakout sessions

breakout session

40 minutes – two discussion topics

Breakout Discussion Results & Workshop Follow-up

- Note-taker to track our conversation and summarize to full group.
- The Workshop Summary (to be posted to the City's project website) will include the summary from each Breakout.
- Email questions not answered tonight to the project email. Responses will be included to your questions in the Workshop Summary.

Send presentation questions or comments to:

bmasp@cityofberkeley.info

breakout session – two discussion topics

30 mins

1. For **Alternates 1, 2 and 3** discuss the pros and cons of how these revenue-generating uses are located:

- Hotel/Retreat Center
- Museum/Interpretive Center
- Food/Beverage/Market
- Events
- Adventure Park II

10 mins

2. Discuss the relative priority of including these Complementary Uses in the Waterfront:

- Food trucks
- Aquaculture
- Bike rentals
- Small boat rentals
- Aquatic center
- Marine research center
- Park pavilions
- Dog agility course

Direct additional questions or comments to:

bmasp@cityofberkeley.info

thank you!
next steps

next steps

- Online Questionnaire to be posted on project website, Friday 3/18.
- Check for updates at www.cityofberkeley.info/BMASP/ to include:
 - Workshop Summary
 - Questionnaire results
 - New FAQ inclusive of tonight's questions
 - Schedule updates
- Community Workshop #3 – targeting Fall 2022
- Project inquires send to bmasp@cityofberkeley.info