



*General Management Plan*

*San Francisco Maritime*  
*National Historical Park*  
*California*



RECOMMENDED:

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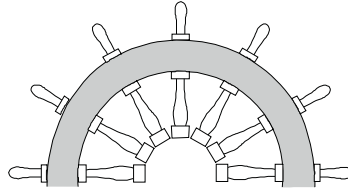
October 6, 1997

APPROVED:

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October 6, 1997



# **General Management Plan**

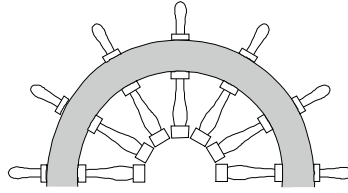
**October 1997**

**SAN FRANCISCO MARITIME NATIONAL HISTORICAL PARK**

**San Francisco County, California**



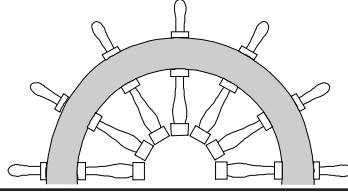
Deck of sailing schooner *C.A. Thayer* looking toward square-rigged ship *Balclutha*, by Karl Kortum. NPS photo.



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## INTRODUCTION

This *General Management Plan* for San Francisco Maritime National Historical Park guides the management of resources, visitor use, and general development at the park over the next 15 to 20 years. It summarizes the final actions that were approved in the park's *Final General Management Plan / Environmental Impact Statement* completed in September 1997.

The direction for future park management is based on the laws establishing the park, the purpose of the park, and the park's significant resources. The park's purpose, as mandated by Congress, is to "preserve and interpret the history of achievements of seafaring Americans and the Nation's maritime heritage, especially on the Pacific Coast."

The park encompasses about 35 acres on San Francisco's northern waterfront of what was once an industrial and foodpacking section of the city. Significant resources include the fleet of historic vessels; a collection of approximately 90 small watercraft; a museum artifact collection of approximately 30,000 items, historic documents, photography, and manuscripts; a maritime library estimated at over 21,000 titles; and historic structures including the Aquatic Park Bathhouse and historic district, the Tubbs Cordage Company office building, and the Haslett Warehouse.

### **BRIEF DESCRIPTION AND LEGISLATIVE HISTORY OF THE PARK**

The San Francisco Maritime National Historical Park consists of three areas regularly open for the public — the Aquatic Park Bathhouse (museum exhibit facility), the Hyde Street Pier and historic vessels, and building E at Fort Mason (park's library and archives), a historic landmark building under Golden Gate

National Recreation Area (GGNRA) jurisdiction. The park also owns and maintains 35 acres of urban parkland and uses services and storage facilities on federal properties in the local vicinity (see Park Context map).

Formerly the Maritime unit of GGNRA, the boundary of the park encompasses the national historic landmark — Aquatic Park Historic District (formerly a city park) — on San Francisco's northern waterfront immediately west of the Fisherman's Wharf area. The exhibit facility is the Aquatic Park Bathhouse building, completed in 1939 as the centerpiece of the development. The remainder of the historic district is essentially parkland and the boating and swimming lagoon. The swimming lagoon beach is maintained by GGNRA under a cooperative agreement.

Included within the boundary of the historic district is Victorian Park, an urban open space developed in the early 1960s to complement Aquatic Park and the surrounding commercial/retail area. The major attractions of Victorian Park are the turnaround for the Hyde Street historic cable car and the large public lawn area that slopes down toward the Bay. The cable cars and cable system are a national historic landmark.

The park boundary also encompasses the Hyde Street Pier — site of the historic vessels display and related activities — which is leased to the park by the Port of San Francisco. The historic vessels moored at the pier include the scow schooner Alma, square-rigged ship Balclutha, schooner C. A. Thayer, ferry Eureka, the ocean tug Hercules, and the river tug Eppleton Hall. All vessels except the Eppleton Hall are national historic landmarks. (See Hyde Street Pier – Development Concept Plan map.) In addition to facilities within the boundary, the park also

uses buildings that are under the jurisdiction of GGNRA. One of these is landmark building E, a contributing building to the national historic landmark in lower Fort Mason. This building currently houses the park's headquarters and administrative offices, library, historic documents, collections management and storage, and reference services. The park also uses the Haslett Warehouse, a four-story unreinforced masonry building listed on the National Register of Historic Places and designated by the city as a historical landmark. The warehouse, which is adjacent to the eastern boundary of the park, is used for the storage of large maritime artifacts, small watercraft, and other marine-related material.

Because of the park's urban location and Bay frontage, its legislated boundary encompasses property managed by local governmental agencies. The Port of San Francisco manages property within the Bay and Fisherman's Wharf, which includes the Hyde Street Pier and approximately one-half of the Aquatic Park lagoon. The city and county of San Francisco manage the cable car turnaround area on the southeast corner of Victorian Park, the land upon which the swimming and rowing clubs are located, the west end terminus of Jefferson Street, and Van Ness Avenue where it meets Bay Street. At the bottom of Van Ness Avenue is Municipal Pier, which is under the jurisdiction of GGNRA. Moored across the Bay in Sausalito, at the Army Corps of Engineers docking facilities next to the Bay Model Visitor Center, is an additional national historic landmark vessel — the steam schooner Wapama (on barge 214).

The background and legislative history of San Francisco Maritime National Historical Park are as follows:

- |      |   |      |   |
|------|---|------|---|
| 1950 | San Francisco Maritime Museum Association (museum association) established as a private, nonprofit organization   | 1954 | Museum association purchased the square-rigged ship Balclutha   |
| 1951 | San Francisco Maritime Museum (maritime museum) opened in the city-owned Aquatic Park Bathhouse (casino) building | 1955 | Balclutha opened to the public at Pier 43 on Fisherman's Wharf; ship moved to Hyde Street Pier in 1988  |
|      |   | 1957 | California state park unit established to display historic ships at Hyde Street Pier; additional vessels acquired and partial restoration begun (schooner C. A. Thayer and steam schooner Wapama)   |
|      |   | 1958 | The state of California acquired title to the ferry Eureka from the museum association  |
|      |   | 1959 | The state of California purchased Alma, which was on the Alviso mudflats, and added the vessel to the historic collection   |
|      |   | 1963 | Hyde Street Pier and historic vessels opened to the public as the San Francisco Maritime State Historical Park  |
|      |   | 1972 | Congress established the GGNRA with passage of Public Law 92-589, October 27; included the authority to acquire by donation the Haslett Warehouse, Hyde Street Pier, historic vessels (including the square-rigged ship Balclutha), Aquatic and Victorian Parks, and the San Francisco Maritime Museum Association collection |
|      |   | 1975 | Steam tug Hercules acquired by the state of California  |
|      |   | 1977 | The state transferred its historic vessels, Haslett Warehouse, and interest in Victorian Park and Hyde Street Pier to GGNRA   |
|      |   | 1978 | The San Francisco Maritime Museum Association transferred the square-rigged ship Balclutha, English paddle tug Eppleton Hall, and other collections to GGNRA  |

- 1978 Public Law 95-625 amended the act of October 17, 1972, for GGNRA, section section (f), crediting rental proceeds from properties known as Haslett Warehouse, Cliff House, and Louis' Restaurant toward the administration, maintenance, repair, and related expenses of the vessels and adjacent piers of the National Maritime Museum; providing for the renovation and rehabilitation of buildings included in the Fort Mason cooperative agreement; and providing for a coordinated public access system to and within the recreation area
- 1979 GGNRA accepted the English paddle tug Eppeleton Hall into the collection of historic vessels, as recommended by the regional director, Western Regional Office, National Park Service
- 1983 The maritime museum operations, Aquatic Park, Victorian Park, and the historic vessels consolidated as the Maritime unit of GGNRA
- 1988 On June 27, 1988, Congress passed Public Law 100-348 establishing the maritime museum, park areas, and the historic vessels as the San Francisco Maritime National Historical Park, a separate administrative unit of the National Park Service

## PARK PURPOSE

The purpose of San Francisco Maritime National Historical Park is based on the legislation governing the National Park Service and legislation establishing the park, which is to “preserve and interpret the history and achievements of seafaring Americans and of the Nation’s maritime heritage, especially on the Pacific Coast. . . .”

As a major center for Pacific Coast maritime heritage, San Francisco Maritime National Historical Park is to be managed as a museum, dedicated through its collections, programs, and presentations to the maritime history, technology, arts, humanities, and maritime activities of San Francisco Bay and its interaction with the Pacific Coast and worldwide maritime activity.

The museum serves three purposes:

**Collection** — Collects materials, including structures (notably large vessels), artifacts, art, small watercraft, books, documents, and museum objects

**Preservation** — Includes documentation, cataloging, conservation, and maintenance of the collection and perpetuation of traditional skills and technologies

**Interpretation** — Includes exhibits, public programs, education, publications, and encouragement of public and scholarly access to and research in the resources through a variety of techniques

## PARK SIGNIFICANCE

The significance of San Francisco Maritime National Historical Park is found in its collection of large vessels, small watercraft, artifacts, art, historic documents, books, and museum objects that are directly associated with the central role played by San Francisco Bay as the preeminent seaport in the maritime heritage of the Pacific Coast of the United States.

The significant resources of San Francisco Maritime National Historical Park are summarized below. Table 10 in the “Affected Environment” section outlines the national register and national historic landmark status of the park’s resources. The significant resources include

- the fleet of historic vessels that include the scow schooner Alma (1891), square-rigged ship Balclutha (1886), schooner C.A. Thayer (1895), ferry Eureka (1890), ocean tug Hercules (1907), and the steam schooner Wapama (1915). Together, these vessels represent one of the most historically significant periods of commercial maritime activity on the Pacific Coast. The river tug Eppeleton Hall (1914) is a historic English craft in the park’s collection.
- collection of approximately 90 small watercraft representing utility craft, working boats from the West Coast, lifeboats from historic ships, pilot tenders, fishing boats, and duck-



hunting craft. The collection represents the period from the late 1800s to mid-1900s. The small watercraft collection is accessioned, cataloged, and managed as part of the museum collection.

- artifact collection such as vessel fittings, communications equipment, aids to navigation, lighthouse equipment, personal effects, fine and decorative arts, tools and hardware of maritime industry, engine-related machinery, ship models, furniture and furnishings, land transportation equipment, weapons, and small craft fittings. Approximately 30,000 items dating from the 1850s to the 1960s make up the museum artifact collection.
- historic document (archival) materials such as photographs, manuscripts, business records, vessel plans, nautical charts, and maps that represent the finest collection of West Coast maritime history documenting industry and community lifeways. The collection is important for the information it contains and for its artifactual value. Approximately 1,500 linear feet of manuscripts, 4,000 logbooks and sea journals, 120,000 vessel and shipyard plans, 5,000 charts and maps, and 185,000 photographic images, including over 78,600 negatives, make up the collection. Archival materials are accessioned, cataloged, and managed as part of the museum collection.
- the J. Porter Shaw Library, which collects and safeguards information to support the park's overall mission of preserving and interpreting the Pacific Coast maritime heritage. The library contains an estimated 21,100 titles and is responsible for books, periodicals, and oral histories. Acquisition of the library's 1,600 volumes in 1959 started the library as a valuable research tool to maritime enthusiasts and scholars. The library includes three major collections — the John Lyman collection dating from 1790 through the mid-1970s; the Barbara Johnson Whaling Collection; and Mawdsley's Naval History of World War II collection of 4,000 volumes. The library also contains over 1,500 rare books, 467 recorded oral histories, and 1,200 recordings of sea shanties.

- historic structures and settings associated with the history of the Bay and Black Point, such as the Aquatic Park Historic District (1939), which includes the Aquatic Park Bathhouse and associated public artwork, bleachers and basement spaces, concession stand and restroom buildings, east/west speaker towers, seawall and promenade, WWII army landing pier (now Sea Scout base), integrated landscape portions of Aquatic Park, the Aquatic Park lagoon and beach, and the Tubbs Cordage Company office building (Tubbs building [1860]).

## **PARK VISION AND MISSION STATEMENTS**

The vision and mission statements for San Francisco Maritime National Historical Park convey the essence of the park's qualities. The statements are built on the park's purpose and significance and provide the basis for the management objectives.

### **Vision**

The vision for San Francisco Maritime National Historical Park is to be a major center for Pacific Coast maritime history in its widest possible context.

### **Mission**

The mission is to collect, preserve, and interpret Pacific Coast maritime history in its own context and its influence on world trade in order to contribute to public appreciation and enjoyment.

## **PARK INTERPRETIVE THEMES**

The park's primary interpretive themes represent those ideas about park resources that are the most important messages for the park to convey to the visitor. Theme statements are derived from a park's significance and are the framework for establishing a uniform interpretive approach to park programs, educational media, museum exhibits and displays, and other interpretive activities experienced by the visitor.

Theme statements express a complete idea rather than a listing of specific topics and focus upon their relevance to the park. The primary and secondary interpretive themes for San Francisco Maritime National Historical Park are as follows:

### **Primary Interpretive Themes**

**Oceanic Trade.** San Francisco was, for more than a century, the major Pacific Coast port for ocean shipping. The passage of vessels and cargoes bound for distant ports (or inbound from those ports) through the Golden Gate transformed San Francisco into one of the world's great cosmopolitan areas and was vital to the development of the Pacific states.

**Coastal Trade.** The majority of vessels on the Pacific Coast were employed in a diverse and high-volume coastal trade. As the principal American port on the Pacific, from before the gold rush through World War II, San Francisco was the center of coastal shipping. Serving as a commercial hub, the port of San Francisco received and distributed Pacific Coast commodities and dry goods brought by deep-water vessels.

**Bay and River.** Due to the confluence of many navigable rivers leading from areas rich in agricultural yield and natural resources into a great bay made up of many smaller bays, fringed with cities, bay and river-borne traffic was crucial to the development of the San Francisco Bay Area as a world maritime center.

**Marine Harvesting.** The abundance of the rich sea life of the Pacific Coast has provided profitable employment for people and vessels and added greatly to the diversity of maritime activity at San Francisco.

**Marine Business, Labor, and Shore-Based Support Activities.** Commercial vessels sail to make a profit, and the people who sail them to make a living. A voyage by any vessel must be seen as part of a larger economic and social process, involving interaction between both individuals and organizations.

### **Secondary Interpretive Themes**

**Political, Military, Economic.** Local, United States, and worldwide political and economic trends and military affairs have had profound reciprocal impacts on San Francisco Bay's maritime scene.

**Technology.** Maritime technology has always existed in tension between tradition and innovation. The building of a ship was, for many societies, the ultimate technological expression. This included the method for building the hull, the choice of propulsion, and the development of necessary equipment. Cautious technological advance was also critical to support activities in port.

**Maritime Sociology.** The maritime community has formed a distinct cultural group, set apart by the nature of its work and often by its own self-identification, from the majority of the shore-bound population. The ranks of this community have themselves been divided along occupational, regional, ethnic, class, and ideological lines.

**Maritime Arts.** Maritime art reflects the nautical experience. Sailors and others who produced maritime art depict their world through a variety of media arising from their working environment. Maritime activity has consistently inspired artistic expression far outside the maritime community.

**Environmental Factors in Maritime History.** Any maritime endeavor heavily depends on the interplay of man and the natural environment. The role of environmental conditions — of land and sea — must be recognized in the development of maritime history. Geographical location, geophysical and climatic systems, and the distribution of trade commodities and resources all influence maritime history. A study of the effects of human action on aquatic environments is an equally vital component of this equation.

## COOPERATING ORGANIZATIONS

San Francisco Maritime National Historical Park has agreements and relationships with several nonprofit and legislated organizations that provide assistance and support in various forms. These organizations include

**National Maritime Museum Association.** The National Maritime Museum Association (NMMA) founded the Maritime Museum in San Francisco during the early 1950s. The association later donated its collection of museum artifacts and vessels to the National Park Service in the late 1970s, which included the restored square-rigged ship *Balclutha*.

Since that time, the association has continued to play an active role in the development of the park. Under two cooperative agreements, this nonprofit organization manages a variety of activities which include public outreach, special events, publications, educational programs, museum staff support, and fee collection at the Hyde Street Pier. An important educational program is the popular Environmental Living Program that brings nearly 10,000 school children aboard the historic vessels to learn about and participate in their maritime heritage. The association has a membership of approximately 3,000 members and works to provide volunteer assistance and raise private donations in support of park projects. The association provides approximately 50 employees to support park interpretive programs, museum, and Hyde Street Pier operations.

The association independently manages the World War II submarine USS *Pampanito* as a floating museum vessel at Pier 45 in Fisherman's Wharf, approximately five blocks from the Hyde Street Pier. Proceeds from the *Pampanito* exhibit are dedicated to her continued preservation and support many of the association's efforts on behalf of the park.

**Associates of the National Maritime Museum Library.** Established in 1982, the library friends' group, Associates of the National Maritime Museum Library (known as Library Associates), is a nonprofit organization with a memorandum of cooperation with the National Park Service and informal agreement of coop-

eration with the National Maritime Museum Association.

The Library Associates provide volunteer assistance throughout the library, advance funding to purchase library materials and rare books, the Captain Fred Klebingat lecture series, gifts to the library's collection and a duplicate book sales service to other libraries and independent collectors, which is their primary revenue source.

The Library Associates are active in fund-raising, publications and publicity for the library and its research collection and services. In addition, the Library Associates have established two endowments — the Dean Mawdsley Acquisition Endowment and the Karl Kortum Endowment for Maritime History. The Library Associates are an entirely volunteer organization and therefore virtually all proceeds raised go through the organization to the library.

**Maritime Bookstore.** The Maritime Bookstore at Hyde Street is operated by the Golden Gate National Parks Association. The store sells books, artwork, and crafts focused on the park's maritime theme. Revenues from book sales are used to support specific projects and interpretive programs of the park, as identified and prioritized by park management.

**The National Liberty Ship Memorial.** The National Liberty Ship Memorial was founded in 1978 specifically to restore, refurbish, and place on public display the SS *Jeremiah O'Brien* as a floating memorial to those dedicated and heroic American citizens who built, loaded, sailed, or died aboard Liberty Ships during World War II. The memorial, which operates as a nonprofit corporation, provides services ranging from preservation activities, maintenance and protection to public display. It assists the National Park Service through a cooperative agreement with providing interpretive demonstrations, living exhibits, and other park programs focused on enhancing the public's awareness of its maritime heritage. In addition to preservation and maintenance activities, volunteers of the organization take the ship out several times each year for San Francisco Bay cruises to raise funds.

In the spring of 1994, a group of dedicated volunteers sailed the S.S. *Jeremiah O'Brien* from



San Francisco to Normandy, France, to participate in the 50-year anniversary of the D-Day invasion of Europe. The liberty ship was one of the original vessels used during the historic invasion in 1944. The entire round-trip voyage took seven months to complete, and was recognized in media accounts world-wide.

**Advisory Commission, San Francisco Maritime National Historical Park.** As contained in the park's enabling legislation, Public Law 100-348, section 5, established a 12-member advisory commission for the park. The members of the commission are appointed by the secretary with representatives from the National Maritime Museum Association; the office of the governor, state of California; mayor, city of San Francisco; secretary of commerce; and members at-large who have professional expertise in maritime history or historic preservation.

The function of the commission is to advise the secretary on the management and development of the park through meetings held with the park superintendent and the public.

#### **VOLUNTEERS-IN-PARKS PROGRAM**

The Volunteers-In-Parks (VIPs) program is supported by over 500 volunteers who participate in all areas of the park's operations. Approximately half of the volunteers assist in the maintenance and preservation of the historic vessels berthed at Hyde Street Pier and are trained in the traditional skills required to work on these unique historic structures. Some of the skills include varnishing, caulking, wire-splicing, rigging, canvas-sewing, engine repair, and other metalwork and woodwork. Older volunteers with experience in this type of work help to guide and teach the younger volunteers. The individual ship maintenance volunteers are supplemented by many youth groups from local area schools, scout troops, and churches, as well as by adults from the P-20 project and other sponsored agencies. The two active ships, Alma and Hercules, are maintained and operated almost entirely by volunteer crews.

Volunteers also work in a variety of other park departments. Some of the park's most successful volunteer sites include the library, where

VIPs assist with cataloging and research and the small craft shop on Hyde Street Pier, where VIPs maintain and rebuild small watercraft in the park's collection.

The park also has a successful docent program, where every weekend VIP docents provide guided "Highlight Tours" to visitors who might not be able to attend a regularly scheduled ranger program. The docents also staff the Maritime Museum's information desk one day a week. Once a month, the docents don costumes and assume the identities of 19th century seafarers as part of "Living History Day." This activity has become a popular part of the park's interpretive program and now includes rangers in costume interacting with the costumed docents. Volunteers also assist the park in the collection management, historic documents, and the warehouse and moorings departments.

Once a month all VIPs are invited to a dinner that is prepared by other VIPs on a traditional woodstove aboard one of the historic sailing ships. This monthly dinner is one way the park expresses its appreciation for all the volunteers, and it provides an opportunity for them to find out what is going on in other areas of the park. In October the park hosts an "Appreciation Night" for the VIPs, in which awards are presented to the outstanding volunteers in each department, as well as to volunteers who have reached "Hour Milestones," such as 200, 500, and 1,000 hours. The park provides the volunteers with uniforms, tools, safety equipment, and all required training.

#### **MANAGEMENT OBJECTIVES**

The management objectives for San Francisco Maritime National Historical Park, which are based on the park's purpose, significance, vision, and mission statements, set the direction for future park management. The objectives describe desired conditions to be achieved by this *General Management Plan*.

#### **Cultural Resource Management**

- Preserve, manage, and interpret park cultural resources (historic vessels, artifacts, art,

historic documents, library materials, and the historic district) for the benefit of present and future generations.

- Provide for the proper care, storage, and exhibition of the park collection.
- Provide for the preservation of the fleet of historic vessels consistent with the practices and provisions of the Secretary of the Interior's Standards for Historic Vessel Preservation Projects and the National Historic Preservation Act. Provide facilities or ensure that facilities are available to preserve the historic vessels.
- Manage environmental conditions and critical processes to ensure the preservation of rare and significant artifacts and collections.
- To the extent possible, restore altered and deteriorated resources for appropriate use. Historic vessels, small watercraft, artifacts, historic documents, and library resources will be restored as appropriate for such uses as operation, exhibition, and research. Preserve historic integrity consistent with resource context, acceptable practice, and governing standards.
- Manage visitor use, development, and support services to protect the park's resources and values.
- Provide opportunities for research, study, and maritime skills training focused on Pacific Coast maritime history, consistent with park purpose and mission.
- Inventory, monitor, and maintain data on park cultural resources and effectively use this information to facilitate park management decisions to improve preservation of park collections and materials.
- Clearly delineate the park boundary to make it clear to the public and to protect park resources.

## **Visitor Experience**

- Provide a range of quality visitor experiences based on the resources and purpose of San Francisco Maritime National Historical Park, compatible with preservation of those resources.
- Provide equal access to programs, activities, and maritime experiences for individuals with disabilities, as appropriate and consistent with the levels of development and inherent levels of access within the park and its resources.
- Provide access that is appropriate and consistent with the character and integrity of each historic element and the desired visitor experience, whether vessel, small craft, building, artifact, or document.
- Provide a wide range of interpretive opportunities and information services to best assist, inform, educate, and challenge visitors.
- Develop visitor use management strategies to enhance the visitor experience while minimizing conflicts and resource impacts.
- Provide a wide range of educational and interpretive programs for the park which may include classes and lectures and expansion of the Environmental Living Program.
- Provide enhanced public and researcher access to library resources and historic documents through improved facilities and staff support.
- Improve the outdated museum exhibits and wayside interpretation aboard the vessels and Hyde Street Pier, so as to better assist, inform, educate, and challenge visitors.

## **Park Development/Facility Design**

- Consistent with the park's purpose, strive to make San Francisco Maritime National Historical Park a model of excellence in sustainable design and management through such means as energy efficiency, conservation, compatibility with historic setting and architecture, recycling, accessibility, and the use of alternative energy sources.
- Provide visitor and operations facilities and services, as necessary and appropriate, in or adjacent to those uses.
- Ensure that development and facilities within the park are necessary for park purposes.
- Encourage appropriate use and adaptive reuse of historic structures while preserving historic integrity.
- Design high-quality facilities that exemplify visual consistency.

## **Local Context**

- Understand, assess, and consider the effects of park decisions outside the park boundaries as well as inside.
- Encourage the participation and support of local volunteer groups, friends' groups, partners, and cooperating associations to assist the park in accomplishing its goals.
- Work cooperatively with appropriate local groups and government agencies to emphasize the public's use of alternative modes of transportation to the park and surrounding areas.
- Work cooperatively with appropriate local groups and government agencies to encourage compatible, aesthetic, and planned development and recreational opportunities adjacent to park boundaries, and to provide information, orientation, and services to visitors.

## **ACCESS FOR VISITORS WITH DISABILITIES**

As explained in the NPS Management Policies, the National Park Service would provide the highest feasible level of physical access for people with disabilities to historic properties, consistent with the preservation of the properties' significant historical attributes. Access modifications for people with disabilities would be designed and installed to least affect the features of a property that contributes to its significance. Some impairment of features would be accepted when providing access. If it is determined that modification of particular features would destroy a property's significance, however, such modifications would not be made (NPS 1988).

All nonhistoric public use buildings within the park would be made fully accessible to people with disabilities, and every effort would be made to ensure that providing accessibility to historic buildings would be balanced with maintaining the historic integrity of each structure. All visitor services would be adapted for those visitors with special needs.

Access to the historic ships would be provided to the greatest extent possible and would be balanced with maintaining the historic integrity and structural stability of each vessel. Since 1987, the Balclutha has been the most accessible 19th century vessel afloat. Where accessibility would be restricted due to resource protection constraints, an equal visitor experience opportunity would be provided in accordance with the Americans with Disabilities Act.

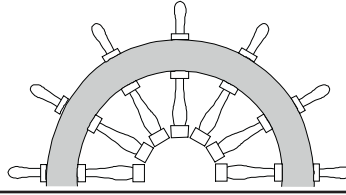
Access to the Hyde Street Pier, Aquatic Park, Victorian Park, and building E would conform to federal accessibility standards, and accessible parking with adjoining aisles would be provided where feasible in these park areas.

Access to the Haslett Warehouse would be provided as part of the future rehabilitation and development improvements.





Gordon Grant



## THE PLAN

### OVERVIEW

Greater use of the park's collection by the public for research and interpretive purposes would be accomplished through the use of additional facilities. Existing park facilities would be upgraded to display and preserve the park's collection. Under a partnership agreement, the Haslett Warehouse would be leased to a private developer for rehabilitation for adaptive use as the future maritime museum, visitor contact, NPS headquarters and administrative functions, and commercial use. The Park Service would use space for interpretive/museum exhibits, visitor contact, and potentially some storage for museum and ship maintenance materials.

Remaining building space would be developed for commercial leasing with lease revenues used for preservation of the ships and other park cultural resources. When fiscally possible, the Park Service would obtain additional space for relocation of the park headquarters and administrative offices, and to phase in expansion of future museum exhibits, exhibit preparation and storage, and associated functions.

A distinct, 19th century San Francisco design theme would clearly establish the unique maritime identity of the park. The Hyde and Jefferson Street intersection would become the focal point for drawing visitors to the park. This area would be redesigned to enhance pedestrian access and visibility of the pier and historic ships and to expand the interpretive opportunities. Visitors would be guided by visual, physical, and interpretive connections between all the park's primary elements (Hyde Street Pier, Haslett Warehouse, Aquatic Park Bathhouse, Victorian Park, and building E). In addition to information regarding park facilities and programs, visitors would be encouraged to experience other related sites in the Bay Area (see The Plan map).

### CULTURAL RESOURCE MANAGEMENT

#### Historic Ships Management

Major ship preservation and restoration work that requires shipyard services or dry dock facilities would continue to be contracted to commercial shipyards. This action could be supplemented by establishing appropriate agreements for use of facilities (dry docks, pier services, equipment, utilities) with private or public facility owners, particularly if commercial shipyard facilities become unavailable. These uses would include short-term activities and long-term ship preservation and restoration projects.

The AFDL-38 floating dry dock (owned by the park) would be retained and used as an additional ship repair berth (except for Eureka and Wapama barge 214, which are too large) at facilities available through agreement. The AFDL-38 would continue to be leased to private contractors to maximize its use, minimize its maintenance costs, and generate revenue for use as an operations and maintenance fund.

Topside maintenance of the ships would continue to be provided by Park Service riggers, deckhands, and shipwrights with assistance of volunteers at the Hyde Street Pier. Maintenance functions would be centered on the pier. The multipurpose building on the pier would provide workshop and storage space to support daily shipwright activities, as well as provide office space for the ships' manager and interpretive rangers. It would also reduce the need for shop activities on the ships.

Rigging and deckhand space would also be provided adjacent to the pier in leased space in the fisheries building or other facility if made available by the Port of San Francisco. Maintaining these functions at the pier would not only be convenient for work on the ships but would

provide a valuable interpretive opportunity for visitors to observe the tasks and specialized skills necessary to preserve the vessels.

The shipwright functions that typically entail larger pieces of work, machinery, and space would be located at the Presidio and, if needed, at dry dock facilities used for major shipwork procured for Park Service use through appropriate agreements.

### Historic Ships Treatment

The *Alma*, *Balclutha*, *Eureka*, *Hercules*, *C.A. Thayer*, and *Epplerton Hall* would all be berthed for public display at Hyde Street Pier. Visitors would be able to board all the vessels. The Lewis Ark houseboat would be preserved as an exhibit adjacent to the pier and placed out of the water on a support structure.

Dismantling the Wapama would be undertaken only as a last resort before implementation. The Park Service, in full consultation with the state historic preservation officer, would explore the widest possible range of alternative measures for preserving the vessel. Such alternatives would include, in priority order, leasing of the vessel, working with local/state/federal government or private agencies to relocate the vessel to a site conducive to preservation and interpretation, or transfer to a federal or state or private entity with the proven capability of funding and carrying out preservation of the vessel.

If leasing, relocation, or transfer of the vessel was impossible within two years after the date of completion of the *General Management Plan*, or if structural collapse was imminent and the vessel became a safety hazard, the Park Service would demolish the vessel. If the officer would disagree with such action, the Park Service would consult according to the programmatic agreement, stipulation IX, dispute resolution.

The *C.A. Thayer* would be restored. Marine experts believe that enough of her original structure can be saved to justify restoration. Although restoration would be a major undertaking requiring several years of planning and effort, the National Park Service believes it would be reasonable and feasible.

In addition to being easier to maintain, interpretation of a restored Thayer would be enhanced because she would more accurately represent her condition during her working days.

Table 1 on the following page outlines the treatment goal and use for each historic vessel.

### Collection Facilities

Building E at lower Fort Mason would continue to house the library and historic document collection and provide space for all functions of the library and historic documents department, including accessioning, preservation, storage, processing, cataloging, reference services, public programs, and administration. The photo lab would be relocated to building E to consolidate the historic documents department. The Library Associates would be relocated to building E to consolidate library functions. The collections management department would be relocated elsewhere. To further support expansion for the above uses within building E, the park would explore options to relocate the park headquarters and administrative offices to another facility. Building E would be upgraded to meet seismic safety requirements and to provide appropriate environmental conditions and equipment to house and use the variety of library and archival materials.

The park would work cooperatively with Golden Gate National Recreation Area to pursue development of a single collection management facility in a building at the Presidio that meets the needs of both parks. Storage for the park's artifact and small watercraft collection and work space for the collections management department would be consolidated in this facility. The building would also be improved as necessary to meet seismic safety requirements and provide adequate environmental controls and equipment for those functions. Until a facility is developed, existing offsite space would be maintained at one or more offsite locations as needed. Storage facilities for nitrate cellulose negatives from San Francisco Maritime National Historical Park and Golden Gate National Recreation Area would be relocated to storage space at the Presidio or some other repository facility.



**TABLE I: SUMMARY OF TREATMENT AND USE OF VESSELS**

| Ship                                  | Treatment    | Use   |
|---------------------------------------|--------------|---|
| <i>Alma</i> – scow schooner           | Preservation | Operating condition   |
| <i>Balclutha</i> – square-rigged ship | Preservation | Stationary floating exhibit   |
| <i>C.A. Thayer</i> – schooner         | Restoration  | Stationary floating exhibit   |
| <i>Eppleton Hall</i> – river tug      | Preservation | Limited operating condition   |
| <i>Eureka</i> – ferry                 | Preservation | Stationary floating exhibit   |
| <i>Hercules</i> – ocean tug           | Preservation | Operating condition   |
| <i>Wapama</i> – steam schooner        |              | Stationary exhibit on floating barge; in the event the vessel becomes unsafe, dismantle according to the terms of the programmatic agreement and National Historic Preservation Act. Salvage contributing features for interpretive use and research value. |
| Lewis Ark – houseboat                 | Preservation | Exhibit adjacent to Hyde Street Pier, supported out of water  |

Note: The definitions of types of use are as follows: Operating condition – vessel regularly operated through water under own power; Stationary floating exhibit – vessel afloat at pier; Limited operating condition – vessel rarely operated through water under own power. Public access would be restricted from vessels while in operation because of rating constraints, safety requirements, and Coast Guard regulations. These vessels would be used for public relations purposes, visibility, outreach programs, and preservation of maritime skills.

**VISITOR USE AND DEVELOPMENT**

**Design Theme**

The primary entrance into the park would be centered around the intersection of Hyde and Jefferson Streets, which would function as an informal pedestrian plaza with emphasis on San Francisco’s maritime heritage. The identity of the San Francisco Maritime National Historical Park would be clearly established through the careful placement of park signs and the use of a distinctive 19th century San Francisco design theme. The signs would be located so visitors could easily see them when entering the park from Hyde or Jefferson Street, Beach Street, or from Van Ness Avenue/Fort Mason. The entrance signs and thematic design elements would serve to draw visitors to Aquatic/Victorian Park, Haslett Warehouse, and the historic ships berthed at Hyde Street Pier.

Other park focal points with improved signs would be developed in Aquatic Park at the

entrance on Beach and Larkin Streets, at the entrance to the promenade at Van Ness Avenue, and at building E for visitors using the library and historic documents. A park sign would also be placed on the offshore end of Hyde Street Pier to inform boaters and water taxi and ferry passengers of the park’s location.

The 19th century design theme would be compatible with the architectural style of the Hyde Street Pier, Haslett Warehouse, and Victorian Park. The theme would be reflected in design guidelines for such elements as benches, light fixtures, railings, pier decking and street paving materials, signs, banners, graphics, and new or replacement structures on the pier. The design of these features would be compatible with the historic setting. Particular care would be used not to detract from the streamline modern style of Aquatic Park Bathhouse and the other features of Aquatic Park.

Offsite design elements would also be considered to promote the presence of the park to the

millions of tourists who visit the Fisherman's Wharf area. Park identity and information would be coordinated with local agency efforts to provide visitor information, amenities, and improvements within the Fisherman's Wharf area.

### **Access and Circulation**

Pedestrian access into the park through the Hyde and Jefferson Streets intersection would be enhanced by the consideration of restricting vehicular traffic and parking during peak visitation hours (10:00 a.m. – 4:00 p.m.) on weekends during the peak use season. The intersection would function as an inviting, pedestrian-oriented plaza. During that time through-traffic and parking would be eliminated from Hyde Street between Jefferson and Beach Streets and from Jefferson Street between its west terminus and Fish Alley. Through-traffic would be deflected out of the wharf area on Leavenworth Street at the Cannery instead of on Hyde Street. The existing San Francisco Municipal Railway (MUNI) transit route would be maintained at the Hyde Street/cable car stop. Vehicular access and parking for commercial traffic to Fish Alley businesses, swimming and rowing club members, and the public would not be altered before and following the peak visitation time-frame. Appropriate traffic studies and environmental analysis would be prepared prior to any implementation, and the parking restrictions and traffic deflection proposals would be reviewed and coordinated with the appropriate department of the city of San Francisco, Port Authority, and Bay Conservation and Development Commission.

Approximately 35 public parking spaces would continue to be available along west Beach Street adjacent to the south side of the Aquatic Park Bathhouse. Approximately 105 public parking spaces would be maintained on lower Van Ness Avenue within the park. These spaces would be designated with 4-hour parking limits during peak visitation hours to allow more available space for visitors. The 1980 *General Management Plan* for Golden Gate National Recreation Area includes a proposal to work with the city to develop a multilevel parking garage at the foot of Van Ness Avenue to help offset the waterfront parking deficit. The park

would cooperate in the effort to improve parking capacities in this area of the waterfront.

The park and Fisherman's Wharf area in general are highly accessible by various forms of mass transit (MUNI transit lines/cable car and F line). The park would work cooperatively with the city of San Francisco and local business interests to encourage local residents and visitors to use these alternative forms of transportation. To improve access the park would support related transportation proposals in the Golden Gate National Recreation Area *General Management Plan* and the Presidio *General Management Plan Amendment*. These include opening the railroad tunnel under Fort Mason as an access to the maritime park from the Marina District and Presidio and extending the F-line rail system from Fisherman's Wharf west through Aquatic Park to the Presidio; and establishment of a system of water shuttles accessing park sites in San Francisco Bay.

### **Parkwide Interpretation and Education**

The visitor experience for the park would be based on the identified vision and mission statements, park purpose, interpretive themes, and significant resources. The maritime history, objects, and overall park scene would be enhanced through an expanded and varied interpretive program.

Under an expanded interpretive program, the Haslett Warehouse would become the park's primary museum exhibit facility in the future. Hyde Street Pier would continue as the primary interpretive location with increased opportunities for interpretation of the historic ships, small watercraft, and associated maintenance activities. Ship work and maintenance would be interpreted where appropriate, including if feasible, at any offsite dry dock facilities. Redesigned and improved signs along with new interpretive exhibits would enhance the links between all the park facilities.

The park's library and historic documents departments represent a valuable interpretive resource to visitors who are motivated to explore deeper into maritime history. Researchers use these sources to disseminate information about maritime history through

books, articles, films, videos, and other products that reach many people who never visit the park. Improved pedestrian and/or transit access and directional signs from the Haslett Warehouse/Hyde Street Pier/ Aquatic Park area would be used to encourage visitors to make use of these facilities. Informational and interpretive media at the maritime museum (proposed at the Haslett Warehouse) and/or the Hyde Street Pier also would inform visitors about the activities and programs offered at the library.

The library would continue to make significant contributions to the museum's interpretive program through special programs and lectures provided by the Library Associates. Some of these programs would make use of the theater facilities proposed in the Haslett Warehouse building and the redesigned forepier area at Hyde Street Pier.

Interpretive programs at the park would continue to include a wide variety of regularly scheduled talks, tours, demonstrations, musical programs, and evening activities. The park would supplement these activities through special events, guest lectures, seminars, classes, and workshops (many offered through friends' groups and the cooperating associations). The Environmental Living Program conducted at Hyde Street Pier by the National Maritime Museum Association would continue. The park would also support the growth and development of community outreach efforts for educational programs, such as the successful Age of Sail Living History Program. In addition Alma, Hercules, C.A. Thayer, Epplenton Hall, and park small watercraft would continue to be used for special interpretive excursions, which would carry the mission and interpretive messages of the park to different ports around the Bay Area.

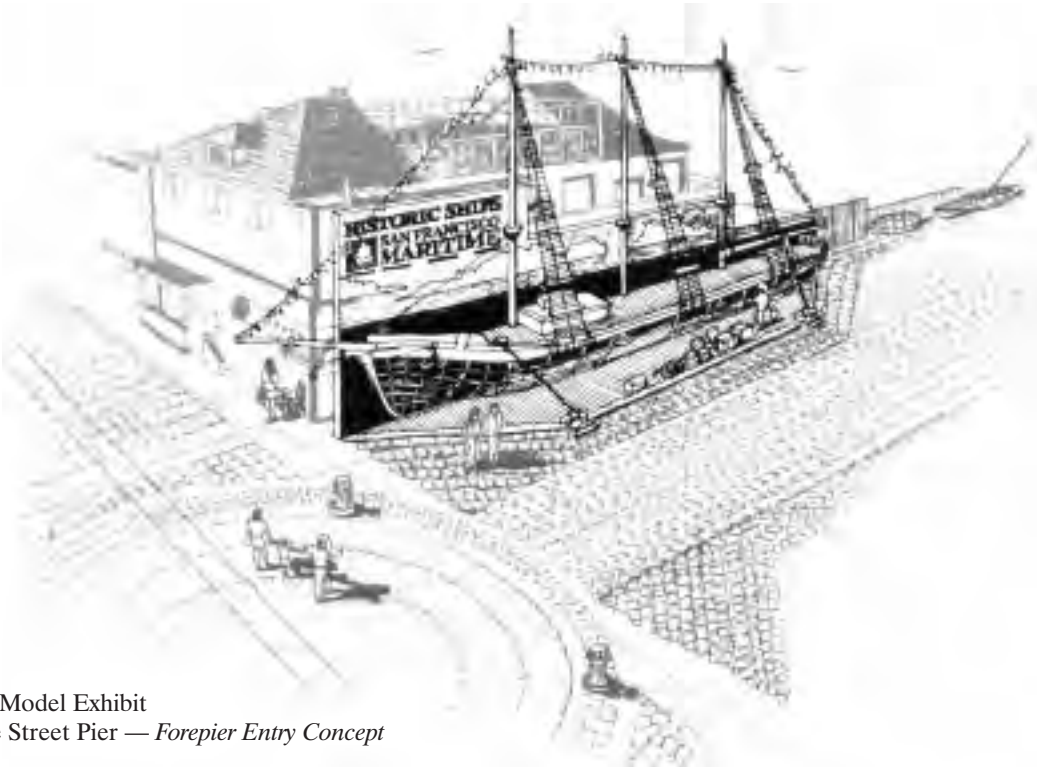
Interpretation staff would be supplemented by continuing and expanding the park's volunteer and docent program. Currently, volunteers and docents provide site interpretation, highlight tours, demonstrations of maritime music, arts,

and skills, living history programs, and staffing of the museum information desk. An expanded volunteer and docent program would include more costumed interpreters and the development of a demonstration team, which would perform such complex demonstrations as sail handling, work aloft, and breeches buoy rescues. The National Maritime Museum Association would take a more active role in providing interpretive programs for the park.

Each of the major interpretive sites would offer an information/orientation function. In addition to information regarding park facilities and programs, visitors would be encouraged to experience other related sites in and around the Bay Area. Travel and tour information to other Bay Area sites would be provided to expand visitor appreciation of the region (e.g., Fort Mason, Presidio, Ferry Building, Cable Car Museum, Golden Gate National Recreation Area, *SS Jeremiah O'Brien*, and *USS Pampanito*). The park would also explore opportunities to work with tour operators to enhance and broaden visitation opportunities to the park.

More specific interpretive elements are discussed under the following development concept plans for each of the major visitor use areas of the park.

Education and training in maritime skills and technology would be supported by the park. Ship preservation facilities would support this activity and would function in part as a training center. A program of training in maritime skills directed at staff, volunteers, and the public would be pursued, both to ensure the ongoing availability of these crafts for preservation of park resources and as a part of the overall educational mission of the park. Training would also be pursued through the National Center for Preservation Technology and Training (NCPTT) Presidio Training Center. In cooperation with the San Francisco Sea Scouts, the park would also explore options to provide sail training at the Sea Scout base. Appropriate agreements would be established with the Sea Scouts for operation and use of the facility.



Ship Model Exhibit  
Hyde Street Pier — *Forepier Entry Concept*

### Hyde Street Pier Development Concept Plan

The Hyde and Jefferson Streets intersection would be a focal point for drawing visitors to the park; the area would be redesigned to enhance pedestrian access and open views to the pier. As part of this design concept the maritime bookstore would be relocated from the forepier to the southwest corner of the intersection. A pedestrian access and grand stairway is proposed to permit visitors direct access to and from the cable car turnaround from the intersection. The 19th century design theme would distinguish this area from the surrounding urban space, and the plaza and forepier/entry to Hyde Street Pier would be integrated through common paving treatments, signs, nautical theme-lighting, and street furnishings. (See Hyde Street Pier DCP map.)

The Hyde Street Pier would continue as the primary interpretive area for the park's fleet of historic ships. The forepier would be redesigned to create an inviting entry to the pier by opening up views toward the ships and providing space for visitor circulation and interpretive activities. Views and access would be

improved by relocating the bookstore away from the pier. Some of the large artifacts, such as the *George Shima* and *Sea Fox* wheelhouses and *Petaluma* paddle wheel would be relocated on the pier so as not to obstruct views of the ships, or they could be placed in storage until they could be exhibited at the maritime museum in the Haslett Warehouse. The swimming and rowing clubs would remain adjacent to the forepier consistent with the Golden Gate National Recreation Area *General Management Plan*.

The forepier would provide an action-oriented scene where visitors could encounter demonstrations, musical programs, talks, or conducted tours. Seeing and hearing these activities from the entrance also would attract visitors onto the pier. The fee collection/entrance station would be relocated to the far end of the forepier.

Visitor circulation would be directed along the west side of the pier to an interpretive zone that would include interpretation of crafts, maritime life, and ships' maintenance activities. The small craft shop, multipurpose building (maintenance shop, space for shipwrights, ships' man-



ager, and interpretive ranger offices) and Tubbs building (Environmental Living Program) would be maintained along the east side of the pier. The commercial fishing fleet and Fisherman's Wharf would serve as a backdrop to this arrangement, while retaining views of the Bay.

The small craft shop would be replaced with an improved structure designed to complement the pier theme and avoid obstructing views of the ships. Options would be explored by the Park Service with the swimming and rowing clubs to interpret some of their activities and small craft on the Hyde Street Pier.

Because the historic ships are the primary attractions and resources of the park, they would be maintained in their current berthing arrangement at the pier. The interpretive media and programs associated with them would provide visitor understanding and appreciation of each vessel, the vessel type it represents, and the role each played in the Pacific Coast and San Francisco's maritime history. This would include not only the physical aspects of each ship but also the human elements related to their operation.

The multipurpose building would be maintained on the pier to support essential topside ship maintenance functions, with many ship maintenance activities conducted in full view of the visiting public. Vessel damage control — equipment to assist with fire, flooding, or other emergencies — would also be located within or adjacent to the multipurpose building on Hyde Street Pier. In addition, leased space adjacent to the pier (fisheries building) would be sought from the Port of San Francisco to provide for rigging loft, rigging staff, and deckhand staff maintenance needs. These activities would provide interpretive opportunities to help visitors appreciate the myriad of tasks and special skills required to preserve the vessels. The Lewis Ark would be preserved and interpreted as an exhibit adjacent to the pier.

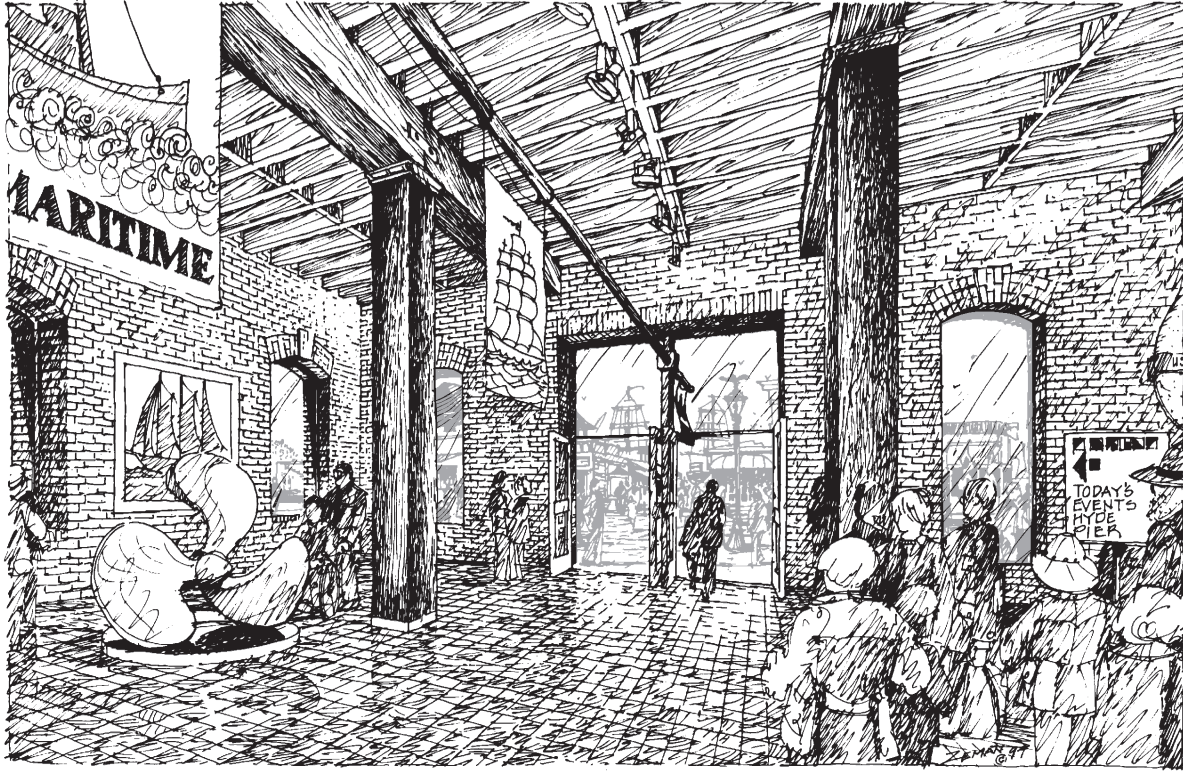
The portion of the pier adjoining the historic ships would be more than a thoroughfare to access the ships. Physical elements would be added to demonstrate various pier activities and to make functional associations with the ships. These could include examples of differ-

ent types of cargo, marine supplies, and machinery for loading and unloading vessels. These furnishings would relate to each vessel and help visitors understand their primary functions. Physical features of the pier (i.e., decking, railings, and lighting) would be compatible with the late 19th century ambiance. Interpretive media (such as wayside exhibits) would also reflect this period design, and improvements would be made to allow visitors to board all the ships. Because the ferry Eureka is the only vessel with a direct historical connection to Hyde Street Pier, its mooring position and gangway ramp would be maintained close to its historic appearance.

### **Haslett Warehouse Development Concept Plan**

It is the short-term goal of the National Park Service to provide for the rehabilitation, preservation, and maintenance of the Haslett Warehouse. The long-term goal would be to relocate the Maritime Museum to the warehouse and use it as the primary museum exhibit facility as well as the park's headquarters administration and visitor contact. To make this goal economically feasible, a partnership agreement would be developed to lease the building on a long-term basis to a private developer who would be responsible for rehabilitating the building for a combination of Park Service and commercial lease uses. Permitting commercial investment in the building would relieve the Park Service of funding the rehabilitation costs and would allow the improvements to begin in a shorter timeframe, as the estimated rehabilitation costs would be approximately \$18–19 million. This would allow public use of the building, while preserving its significant historic characteristics and features.

Depending on the terms of the partnership agreement, the Park Service would occupy a portion of the first and second floors along the northwest corner of the building to provide for interpretive/museum exhibits, visitor contact, and some storage for museum and ship maintenance materials and equipment. The visitor contact/reception area and exhibit space would provide information, orientation, and interpretation and would be accessible from a primary entrance on Jefferson Street. Signs and other street improvements would attract visitors to



Haslett Warehouse — *Museum Lobby Concept*

the entrance, which would be compatible with the historic structure of the warehouse and the surrounding area. Introduction of a visitor use function into the Haslett Warehouse would further promote the visitor use/park entrance concept focused around the intersection and entrance to Hyde Street Pier. Remaining building space would be used for various commercial leasing opportunities, with an emphasis on uses compatible with surrounding commercial uses. A portion of the revenue generated from the commercial lease space would be returned to the park and would be used for preservation of the historic ships and other park cultural resources.

The partnership agreement would address rehabilitation and maintenance lease arrangements and timeframes on the lease. The agreement would also ensure compliance with regulations for leasing of historic structures. The lease would include provisions for the Park Service to acquire additional space for expansion of museum functions and eventual relocation of park headquarters. Incremental expansion

within the Haslett Warehouse would be done for museum exhibits, exhibit preparation and storage space, and associated functions as needed and as funding allowed. This funding for the design of the museum and construction of new exhibits and other structures could be provided through the Park Service or outside sources such as donations or fund-raising activities sponsored by the National Maritime Museum Association, or other nonprofit organization (see Haslett Warehouse DCP map). Exact space allocation within the building and the amount of lease revenues payable to the Park Service would depend on the actual terms of the partnership agreement and would be based in part on the financial feasibility of the developer to cover operating costs plus generate enough of a net operating surplus to cover capital cost (debt service) and provide a return on investment (profit). It would also involve balancing the acquisition of additional NPS space in the building with receiving greater lease revenues from the developer, which would be used to preserve park resources.



Haslett Warehouse — Streetscape Concept

The proposed conceptual adaptive use plan and structural strengthening scheme for the Haslett Warehouse would comply with the *Secretary of the Interior's Standards for Rehabilitation of Historic Structures*. In addition, use of the warehouse would provide the opportunity for enhanced display and preservation of many historic maritime artifacts, which would not be possible at the Aquatic Park Bathhouse and Hyde Street Pier. Spatial design concepts have been developed to evaluate possible approaches toward using the building. The creation of atrium space is considered critical to the adaptive use of the building. The museum exhibit areas would allow the visual character of the large interior spaces to be retained and would provide multilevel space for display of large maritime artifacts. While the large atrium spaces represent a major alteration to the building, the significant features and characteristics of the original structure would be preserved.

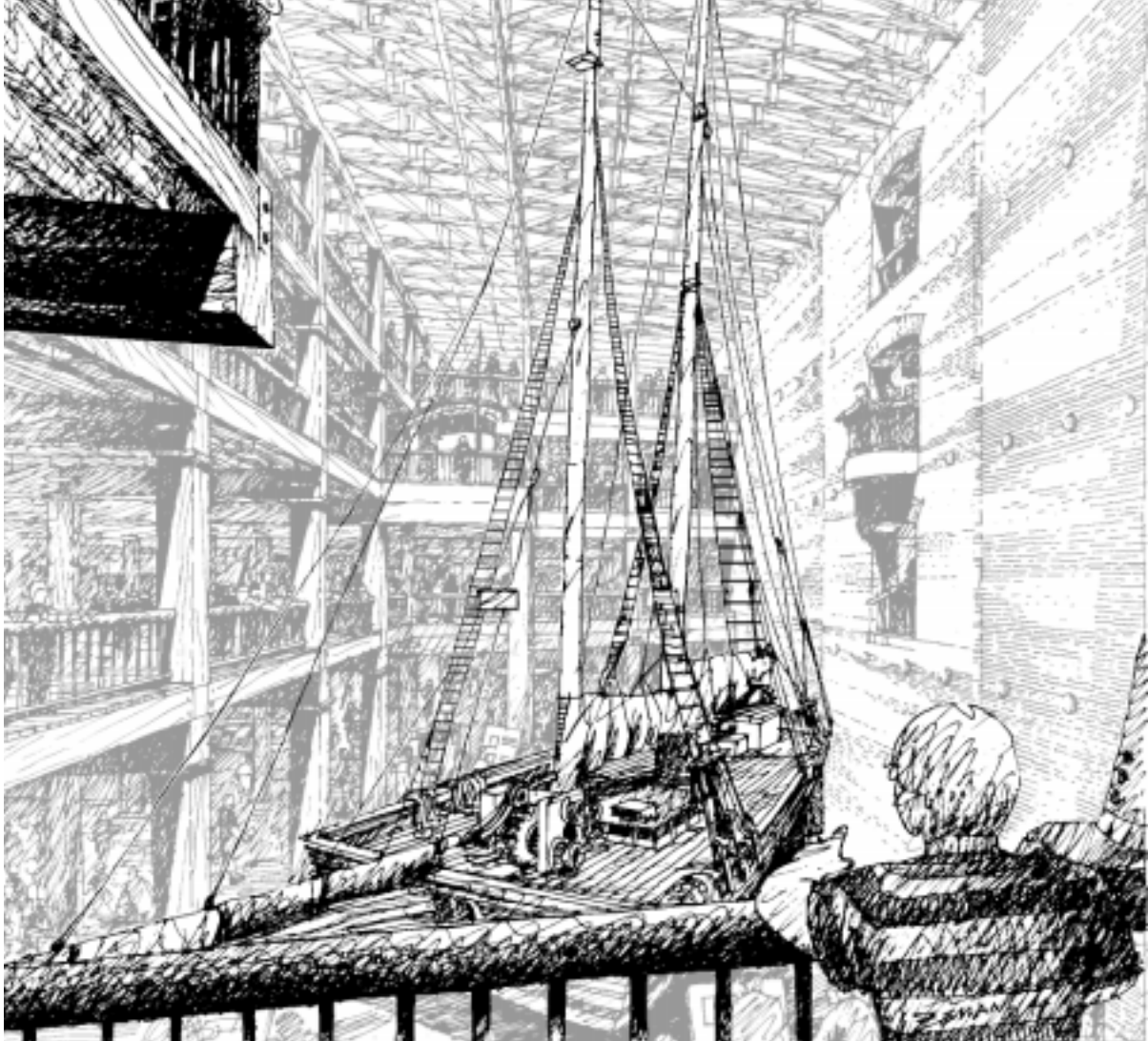
Seismic strengthening of the building would be designed to meet all applicable seismic and

life/safety codes to minimize loss of life and potential damage to the historic structure and its contents. The structural strengthening scheme would also be designed to be compatible with the character of the original building as well as to preserve its significant features.

**Haslett Warehouse — Maritime Museum Interpretive Concepts.** The following sections describe the functions and concepts for the interpretive elements of an enhanced maritime museum within the Haslett Warehouse and provide a framework for sequencing the visitor experience.

**Transition Zones** — Upon entering the museum building visitors would encounter a maritime environment of an earlier time. These entry area displays, perhaps in the form of period furnishings, would have interpretive value, but their primary purpose would be to create a mood and generate a curiosity to explore further.





Haslett Warehouse — *Display Atrium Concept*

**Information/Orientation** — The transition displays would lead to an area where visitors could obtain information about touring the museum and other units of the park (i.e., the ships, library/ archives). Lobby space would allow groups to assemble for special tours and other activities. Restrooms would be nearby, and access (including elevators for disabled accessibility) would be provided to the other floors.

**Exhibits** — Each of the primary interpretive themes could be introduced in a core exhibit area, which would give visitors an overall picture of the park's maritime theme and history. The core exhibits would focus on each major

theme but also show basic interrelationships between them. Visitors could then choose the elements of maritime history that most interested them and go to the areas that explored that theme in more detail.

Most of the exhibit space in the Haslett Warehouse would be devoted to presenting specific elements of the interpretive themes. Each theme would be represented by permanent displays, with some or all being supported by traveling or changeable exhibits that could be closed off between shows.



The exhibit areas would be dynamic, incorporating multimedia and hands-on activities.

While the emphasis would be on displaying original objects, the use of reproductions, for example, would allow for hands-on activities. It also would allow for the interpretation of topics for which few objects exist or which are not suited for exhibit display medium.

Some objects in the park's collection would represent a combination of themes; therefore, certain groups of objects would remain together as a collection, which would be displayed in designated exhibit areas.

**Theater** — An important component of the maritime museum would be a theater showing films that center on significant aspects of San Francisco and Pacific Coast maritime history. The films could present historic events in chronological sequence or introduce conceptual topics such as the worldwide significance of maritime activities with ties to San Francisco.

The theater could show other films and videos in the park's collection and special audiovisual presentations developed by the staff. Off-hour lectures, seminars, dramatic presentations, and other programs could also be offered in the space.

The theater initially would provide seating for at least 100 people. With the potential for future expansion of the museum, the location and design would allow for additional seating at a later time.

An urban entertainment center would be considered, based on the San Antonio Historic District's "Encountarium" (registered trademark of EDI, Inc.) theater for the Alamo. The theater is a unique storytelling vehicle in which visitors are immersed in a multimedia experience that emphasizes education as well as entertainment. This concept could focus on a late 19th century San Francisco maritime story that connects directly to the park's primary themes. The urban entertainment center could be provided by an outside entertainment vendor who would lease this space within the building.

**Multipurpose Room** — A multipurpose space in the Haslett could be used for educational programs. It could be a space where demonstrations and other personal services programs would be conducted. An indoor space for interpretive activities would offer a solution to scheduled programs during inclement weather. This room also would have audiovisual capabilities and be designed to accommodate a bus-load-size group.

**Museum Support Area** — This space would provide for the completion and fabrication of new museum exhibits and for overall exhibit maintenance. Primary exhibit design and construction would be maintained in the basement space of the Aquatic Park Bathhouse, but final fabrication and finish would be accomplished in this area.

#### **Aquatic Park/Victorian Park Development Concept Plan**

The Aquatic Park Bathhouse (current maritime museum), a national historic landmark, would continue to be used as the park's primary exhibit facility until space is obtained in the Haslett Warehouse for relocation of the museum. In the interim, the bathhouse would continue to be rehabilitated and maintained as necessary (e.g., window replacement, new roofing, accessibility improvements, etc.), and limited environmental controls and equipment would be installed to ensure that the park's museum collections would be adequately housed and protected.

The San Francisco Senior Center would be retained in its current locations in the east wing of the building and west basement areas. The speaker towers and restroom buildings associated with the historic district would be preserved. The possibility of using the West Roundhouse building for its historic function as a snack stand concession/restroom or for some other appropriate visitor-oriented commercial or concession use would be evaluated and implemented if feasible. The bleachers and underneath storage rooms and workspace adjacent to the building would be rehabilitated as necessary (see Aquatic Park DCP map).

When the maritime museum is relocated to the Haslett Warehouse, the Aquatic Park Bathhouse would be adaptively used in a manner that would recognize and preserve the building's art and architecture. The building would be made available to the public by allowing the main floor, veranda, west wing, and second floor to be used for receptions, meetings, conferences, and viewing by the general public. Such uses would be managed by the nonprofit National Maritime Museum Association, with rental space revenues used for preservation of the building and other park cultural resources and interpretive programs. The Aquatic Park Bathhouse and Aquatic Park are listed on the National Register of Historic Places and are designated as a national historic landmark. All work would be accomplished in accordance with the National Historic Preservation Act of 1966, as amended, associated regulations, National Park Service *Management Policies*, and *NPS-28: Cultural Resource Management Guideline*. The activities would also comply with *The Secretary of the Interior's Standards for Rehabilitation and Guidelines for Rehabilitating Historic Buildings*.

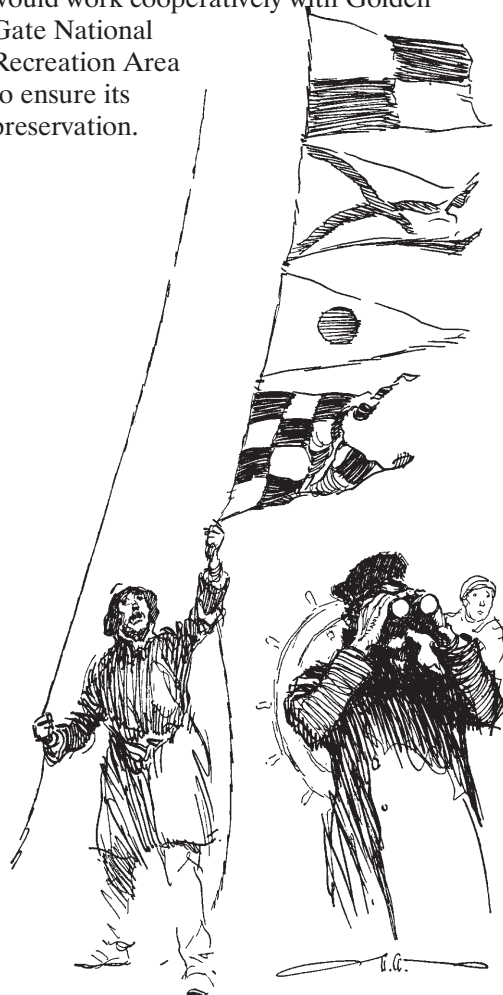
Recreational space and pedestrian access along the beach, waterfront promenade, bleachers, and open lawn areas would be maintained and enhanced through landscaping, benches, signs, banners, and other design features that would complement the streamline modern style of Aquatic Park or the 19th century design theme of Victorian Park. Recreational activities in the lagoon such as swimming, rowing, and temporary mooring of sailboats would continue. The two bocce ball courts by the bathhouse would be maintained, and a nautical-theme children's play area would be added adjacent to the courts.

Victorian Park is an important visual component of the park. The openness of the park, urban connection, and its Victorian atmosphere would be preserved. The maritime bookstore on Hyde Street would be relocated to the southwest corner of Hyde and Jefferson Streets in Victorian Park, as part of a small public plaza intended to integrate Victorian Park with Hyde Street Pier and the Haslett Warehouse. The connection between Hyde Street Pier, Aquatic Park Bathhouse, and Victorian Park would be strengthened by providing interpretive

media and landscape elements such as benches, lighting, and banners to increase pedestrian activity between these areas.

The Sea Scout base would be rehabilitated for continued use by the San Francisco Sea Scouts. In cooperation with the San Francisco Sea Scouts, the park would explore options to provide sail training at the Sea Scout base. An appropriate agreement would be established with the Sea Scouts for operation and use of the facility.

Although the municipal pier is under the jurisdiction of Golden Gate National Recreation Area, the pier is an important visual and physical element of the park. It provides critical breakwater protection to the historic ships; visually defines the northwest limits of the park; provides visitors with views of the ships and waterfront; and is an integral part of the Aquatic Park National Historic District. San Francisco Maritime National Historical Park would work cooperatively with Golden Gate National Recreation Area to ensure its preservation.



## **BOUNDARY ADJUSTMENTS/ PROPERTY ACQUISITION**

The park's enabling legislation allows for the secretary of the interior to adjust the park's boundaries to include the Haslett Warehouse, if its use would promote the purposes of the park. Consequently, the Park Service recommends that the secretary adjust the park boundary to include the Haslett Warehouse.

The Park Service would also negotiate a long-term lease with the Port of San Francisco for use of the Hyde Street Pier, or if possible, acquisition of the pier would be sought through donation directly from the Port or through acquisition and subsequent donation to the park by a third party such as the National Maritime Museum Association. Acquisition of the pier would also require state legislative action. The Park Service would continue to maintain the pier.

## **PHASING AND CONSTRUCTION COST ESTIMATES**

Implementation would require logical phasing for the many improvements and resource preservation actions called for in the *General Management Plan*. In some cases, relocation of existing functions or facilities must occur before improvements can begin. For these reasons, a sequences implementation plan would be required to identify the detailed phasing of actions and costs that could not be addressed in the GMP. The general timing of implementation is shown in table 2.

The one-time development costs would be \$62,042,000 (includes \$18,595,000 for Haslett Warehouse building shell rehabilitation to be funded by private sources). The yearly operating costs would be \$6,939,000. See Table 2 for a development breakdown of costs.

**TABLE 2: COST ESTIMATE**

| <b>Facility Area/Item</b>  | <b>Short-Term Phase</b> | <b>Long-Term Phase</b> | <b>Total (1) Project Costs</b> | <b>Funding Source</b> |
|--|-------------------------|------------------------|--------------------------------|-----------------------|
| <b>AQUATIC PARK</b>  |                         |                        |                                |                       |
| Bathroom rehabilitation (2)  | X                       |                        | \$3,938,000                    | Congress              |
| Bathroom driveways/bleachers reconstruction (2)                                  | X                       |                        | \$3,120,000                    | Congress              |
| Sea Scout base rehabilitation (2)  | X                       |                        | 358,000                        | Congress/Private      |
| Seawall rehabilitation (2)   | X                       |                        | 1,483,000                      | Congress              |
| West Roundhouse restroom/snackbar; East restroom rehabilitation (2)              |                         | X                      | 184,000                        | Congress/Private      |
| Nautical play area   | X                       | X                      | 125,000                        | Private               |
| Site/landscape preservation improvements   | X                       | X                      | 172,000                        | Congress              |
| <b>VICTORIAN PARK (Aquatic Park area)</b>  |                         |                        |                                |                       |
| Public plaza/cable car stairway improvements                                     |                         | X                      | \$597,000                      | Congress              |
| Maritime bookstore relocation  | X                       |                        | 38,000                         | Congress              |
| Site/landscape improvements  | X                       | X                      | 26,000                         | Congress              |
| <b>SUBTOTAL BY PHASE</b>   | <b>\$9,036,000</b>      | <b>\$1,005,000</b>     | <b>\$10,041,000</b>            |                       |
| <b>HYDE STREET PIER</b>  |                         |                        |                                |                       |
| Forepier, entry, Hyde & Jefferson Streets improvements                           | X                       |                        | \$2,920,000                    | Congress              |
| Main pier deck expansion & improvements  |                         | X                      | 593,000                        | Congress              |
| Small craft shop, restrooms, Tubbs bldg., & Fisheries building renovation/repair | X                       |                        | 687,000                        | Congress/Private      |
| Pier infrastructure upgrades/repair  | X                       |                        | 1,279,000                      | Congress              |
| <b>SUBTOTAL BY PHASE</b>   | <b>\$4,886,000</b>      | <b>\$593,000</b>       | <b>\$5,479,000</b>             |                       |
| <b>LANDMARK BUILDING E (Fort Mason)</b>  |                         |                        |                                |                       |
| Expansion & space rehabilitation improvements (all floors)                       |                         | X                      | \$3,506,000                    | Congress/Private      |
| HVAC / equipment upgrades  |                         | X                      | 390,000                        | Congress              |
| Relocate collection management, historic documents, & library materials          | X                       |                        | 64,000                         | Congress              |
| <b>SUBTOTAL BY PHASE</b>   | <b>\$64,000</b>         | <b>\$3,896,000</b>     | <b>\$3,960,000</b>             |                       |



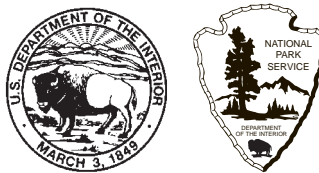
**TABLE 2: COST ESTIMATE (continued)**

| <b>Facility Area/Item</b>  | <b>Short-Term Phase</b> | <b>Long-Term Phase</b> | <b>Total (1) Project Costs</b> | <b>Funding Source</b> |
|--|-------------------------|------------------------|--------------------------------|-----------------------|
| <b>HASLETT WAREHOUSE</b>   |                         |                        |                                |                       |
| Building shell rehabilitation (2)  | X                       |                        | \$18,595,000                   | Private               |
| NPS fixtures, furnishings, & equipemtn   | X                       | X                      | \$234,000                      | Congress              |
| Maritime museum exhibit construction & environmental control systems                             | X                       | X                      | 7,581,000                      | Congress/Private      |
| Artifacts relocation 7 preparation   | X                       |                        | 125,000                        | Congress/Private      |
| Relocate artifact storate, small watercraft, and marine equipment from warehouse                 | X                       |                        | 35,000                         | Congress              |
| <b>SUBTOTAL BY PHASE</b>   | <b>\$22,662,000</b>     | <b>\$3,908,000</b>     | <b>\$26,570,000</b>            |                       |
| <b>HISTORIC VESSELS</b>  |                         |                        |                                |                       |
| Rehabilitate, restore, repair, & stabilize vessels per alternatives and preservation plans (2)   | X                       |                        | \$15,200,000                   | Congress/Private      |
| <b>STORAGE FACILITY IMPROVEMENTS</b>   |                         |                        |                                |                       |
| Improve and prepare offsite storage facilities for collections, materials, and equipment storage |                         | X                      | \$365,000                      | Congress              |
| Provide appropriate environmental controls for offsite storage facilities                        |                         | X                      | 215,000                        | Congress              |
| <b>SUBTOTAL BY PHASE</b>   |                         | <b>\$580,000</b>       | <b>\$580,000</b>               |                       |
| <b>PARKWIDE DEMOLITION / SITE PREPARATION</b>  |                         |                        |                                |                       |
| Pavement removal, site grading, utility connections, and upgrades                                | X                       | X                      | \$212,000                      | Congress              |
| <b>TOTAL COST BY PHASE</b>   | <b>\$51,954,000</b>     | <b>\$10,088,000</b>    | <b>\$62,042,000</b>            |                       |

1. The above estimates are based on fiscal year 1996 construction dollars. For future construction years, the estimates should be increased by 4% per year for inflationary factors.
2. Costs represent rehabilitation, restoration, and repair of cultural resources as part of overall resource preservation actions.
3. Haslett Warehouse building shell rehabilitation costs to be funded through private partnership. In addition, elements of the two major phases shown above could also be divided into smaller subphases upon completion of more detailed scheduling and cost estimating.



George A. Grant



As the nation's principal conservation agency, the Department of the Interior has responsibility for most of our nationally owned public lands and natural resources. This includes fostering sound use of our land and water resources; protecting our fish, wildlife, and biological diversity; preserving the environmental and cultural values of our national parks and historical places; and providing for the enjoyment of life through outdoor recreation. The department assesses our energy and mineral resources and works to ensure that their development is in the best interests of all our people by encouraging stewardship and citizen participation in their care. The department also has a major responsibility for American Indian reservation communities and for people who live in island territories under U.S. administration.

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