

prepared, and the state approved, Municipal Harbor Plans for Boston's Downtown, North End, and Charlestown waterfronts.

At the same time, the state, Massport, and the BRA agreed on a "belt and suspenders" approach to prevent the loss of viable maritime sites. A decade earlier, the state had defined a series of Designated Port Areas ("DPAs") in several harbors. In Boston, the DPAs included sites owned by Massport, the BRA, and private parties. Originally, these designations aimed to guide public planning and investment decisions. The new Chapter 91 Regulations went much farther, restricting DPAs to maritime industry and commerce and directly supportive ancillary uses. At the same time, the BRA created a parallel zoning category, the Maritime Economy Reserve ("MER"), and applied it to Boston's Designated Port Areas. In the mid-1990s, Massport and the BRA collaborated on the *Port of Boston Economic Development Plan*, an unprecedented blueprint for appropriate use of the DPA / MER properties.

A new era at the port of San Francisco

The institutional situation in San Francisco, despite appearances, is no less bureaucratic, even if the waterfront lies under the auspices of one agency in the Port Commission. However, since the waterfront plan's adoption in 1997, the waterfront re-use projects of the port are rapidly moving forward in an atmosphere of unprecedented support and excitement. In April 2000, when the first pitch was thrown at the San Francisco Giant's new waterfront ballpark, San Franciscans and visitors alike experienced firsthand the pleasure of recreating on the new San Francisco waterfront.

In December 2000, the port moved into new offices in the restored Pier One warehouse building which is being rehabilitated by a private developer and placed on the National Register of Historic Places. The move of the port will allow rehabilitation of the neighboring Ferry Building, the city's second most important civic building after City Hall, to begin. The Ferry Building's first floor will return to public use, providing a vibrant market hall and commercial recreation venue for ferry riders who pass through daily and for downtown office workers and visitors to the waterfront. Behind the Ferry Building, construction is well underway on the Downtown Ferry Terminal Project which will provide new berthing and passenger facilities for the ever-increasing ferry riders on San Francisco Bay. Developers have been selected for a new hotel project across from the shore near the foot of Telegraph Hill, for a \$300 million cruise terminal and mixed-use project in the heart of the burgeoning South Beach neighborhood, and for two restaurants in the new Rincon Park at the foot of the Bay Bridge.

The port is in the process of offering three additional development opportunities: a new visitor-oriented attraction in the heart of Fisherman's Wharf, a new Chelsea Pier-type recreational development halfway between Fisherman's Wharf and the Ferry Building, and a historic preservation and mixed-use development project in the southern waterfront adjacent to the port's dry-dock operations.

Clearly, the economy has played a large role in stimulating developer interest in pursuing these waterfront projects. Yet, they would not be