

NA9127
.P57R5
1989
c. 2

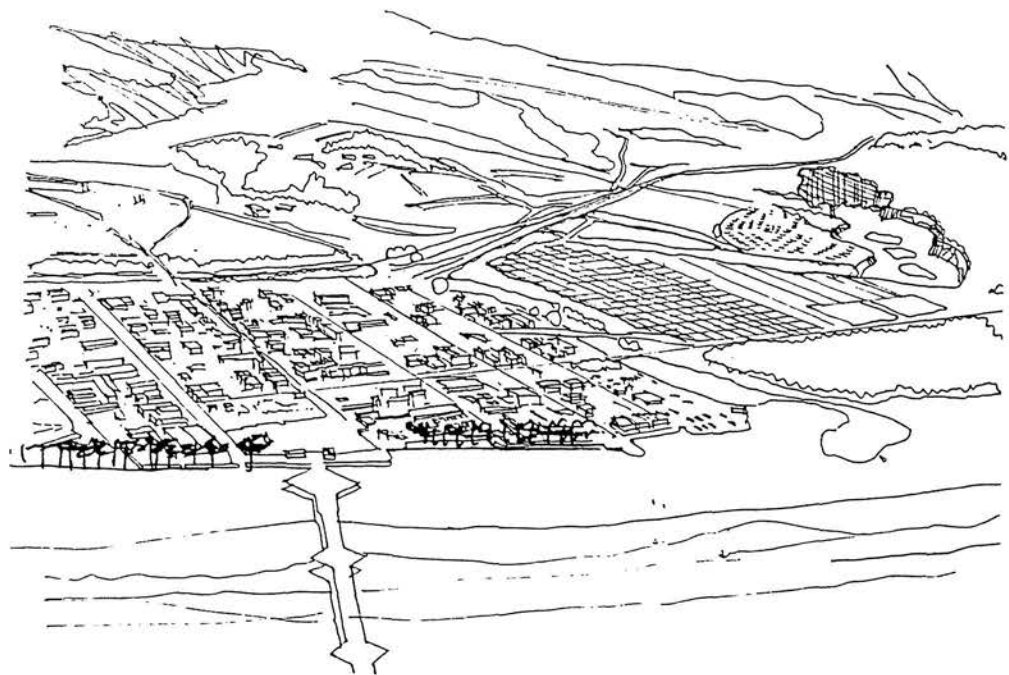
P I S M O B • E • A • C • H R / U D A T

TABLE OF CONTENTS

I WHAT IS R/UDAT	1
• THE R/UDAT CONCEPT	
• MAKING R/UDAT HAPPEN	
II INTRODUCTION	3
• CONTEXT	
• BACKGROUND	
• PISMO BEACH TODAY	
• THE R/UDAT CHARGE	
III COMMUNITY PLANNING ISSUES	7
• OVERVIEW	
• COMMUNITY COMPREHENSIVE PLAN	
• INFRA STRUCTURE	
• CRITICAL STEPS	
IV TRANSPORTATION ISSUES	12
• STREET SYSTEM	
• PARKING	
• PEDESTRIAN ACCESS	
• BICYCLE ACCESS	
• PUBLIC TRANSPORTATION	
• AIR/RAIL TRANSPORTATION	
V TOURISM	23
• NEAR TERM STRATEGIES	
• LONG TERM OBJECTIVES	
VI CENTRAL BUSINESS DISTRICT	31
• INTRODUCTION	
• ANALYSIS	
• URBAN DESIGN PRINCIPLES	
• GENERAL DEVELOPMENT GUIDELINES	
• PROGRAM ELEMENTS	
• PHASING AND IMPLEMENTATION	

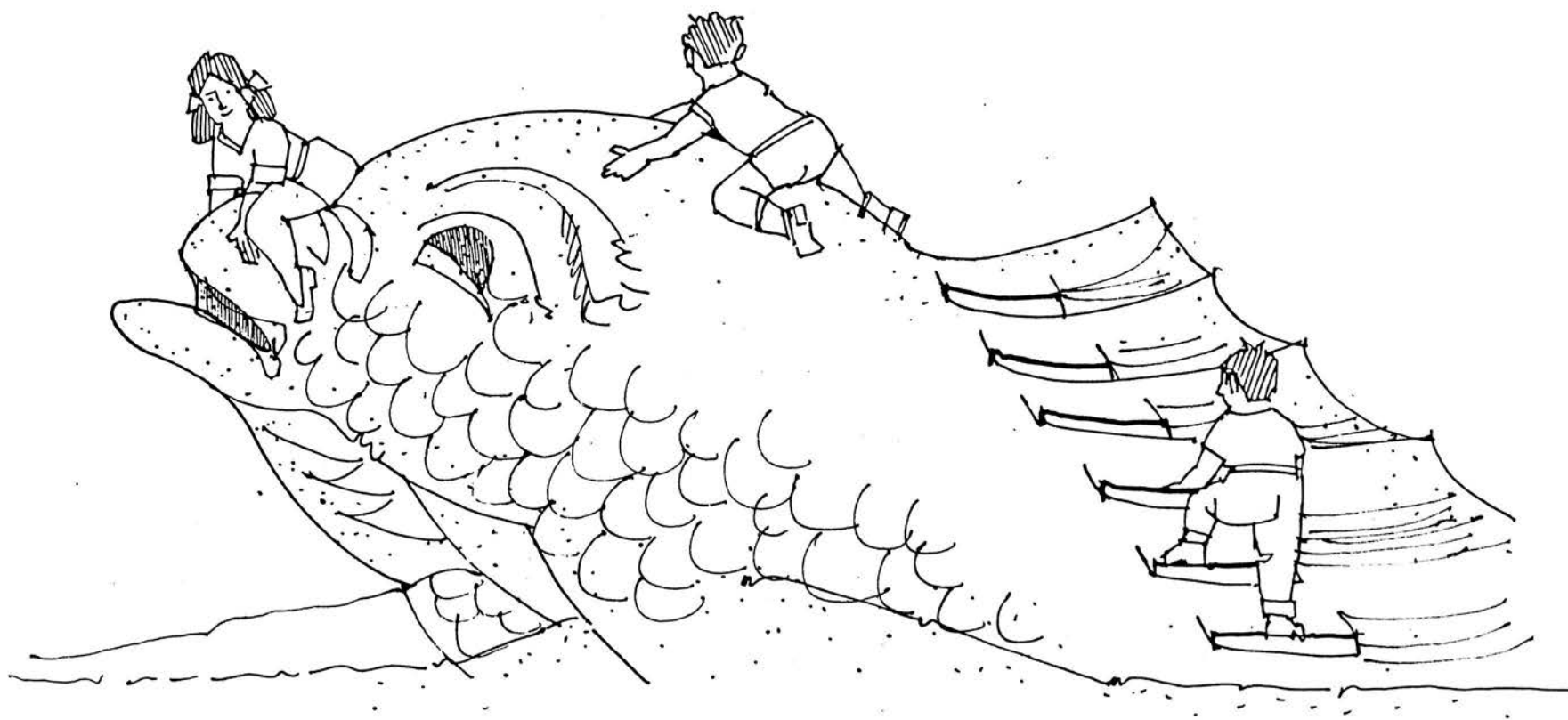
VII IMPLEMENTATION	60
• REGULATORY TOOLS	
• REVENUE TOOLS	
• ACTION	

VIII APPENDIX	70
----------------------	-----------



I. What is R/UDAT?

p. rev 12-19-89 1147 27. P57A4 1989 c. 2 90-B1153D



The R/DUDAT Concept

The Regional and Urban Design Committee of the American Institute of Architects (AIA) has been sending Urban Design Assistance Teams to various American cities since 1967.

The teams respond to the problems as described by the local AIA Chapters and their community sponsors.

Each Regional/Urban Design Assistance Team (R/UDAT) is specially selected to include professionals experienced in the particular problems of the area under study. Team members are not compensated for their services and agree not to accept commissions for work resulting from their recommendations.

The team acquaints itself with the community and its people, engages in analysis from a fresh and unbiased perspective, and offers its recommendations for planning and action strategies.

The process is very intense and includes team meetings with community groups, site visits and tours, public hearings and late night work sessions. This report is the end product of the four day effort.

Over one hundred cities with a combined population of more than 12 million citizens have been served and professional services valued in excess of \$2 million have been donated. Pismo Beach is R/UDAT number 102.

Making R/UDAT Happen

The R/UDAT program receives many inquiries each year from communities throughout the country requesting assistance. Communities that are selected for R/UDAT visits

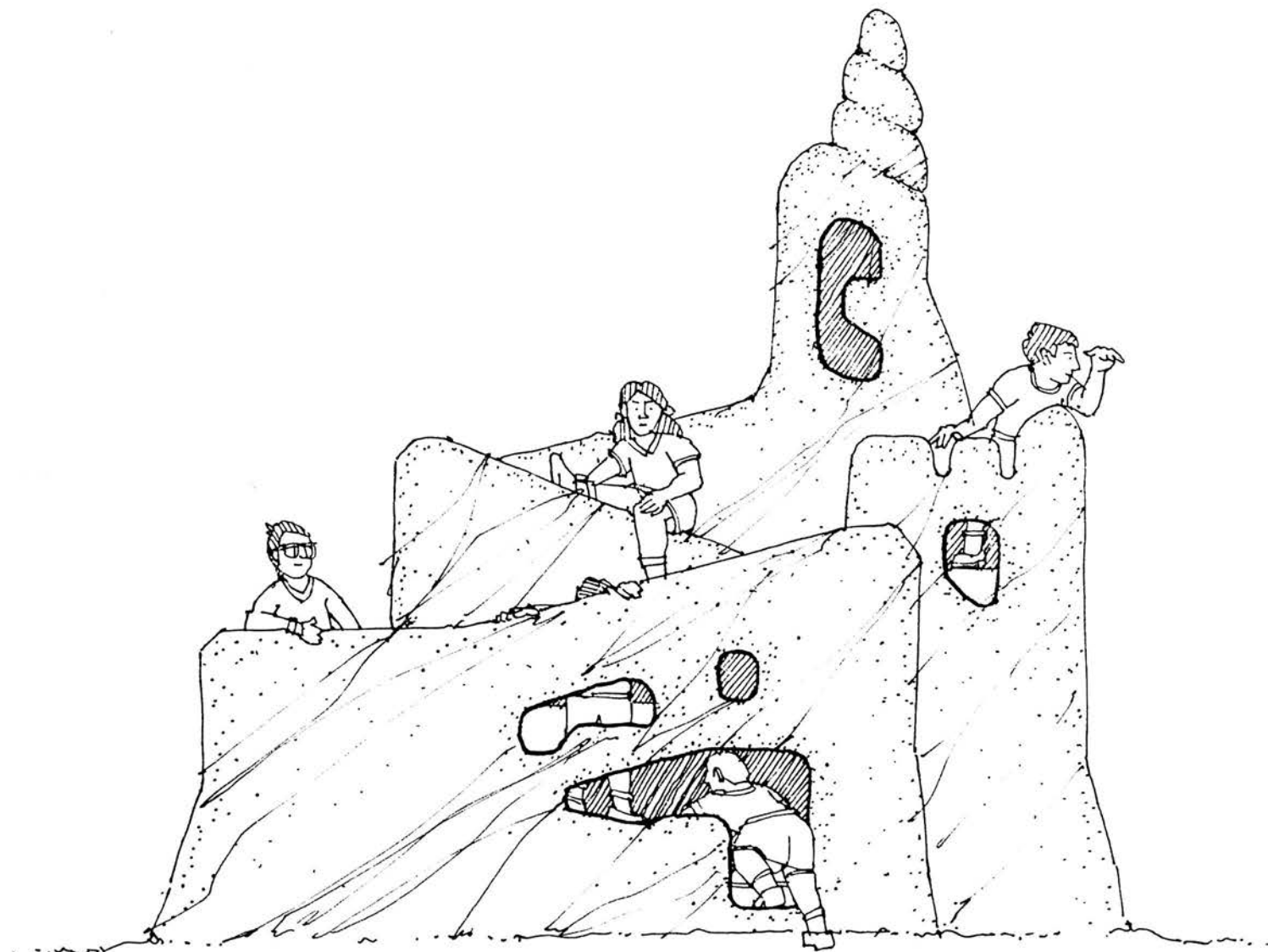
must demonstrate to the National Task Group community-wide support. This support must come from both the public and private sectors and represent broad support throughout all of the segments of the community. This support must be documented to the R/UDAT Task Group through letters, cash contributions, and in-kind services and contributions.

The citizens of Pismo Beach, acting through their local R/UDAT Steering Committee, have clearly demonstrated their commitment to R/UDAT.

*"We must redesign
our thinking"
- Norm Getty*

*"Walk the fine line to
provide for local resi-
dents and tourists, but
let's keep it a class act,
we all love it here"
- William V. Davis*

II. Introduction



Context

Pismo Beach is a one hundred year old coastal community of approximately 7,000 residents in the heart of the Central Coast of California almost equidistant between San Francisco and Los Angeles. It is one of the few if not the only place in which scenic Highway 101 meets the Pacific Ocean. It is a very typical linear coastal city which stretches some 7 miles along the Pacific Ocean with a number of residential enclaves along the coast and upon the hillsides.

Pismo Beach is located in San Luis Obispo County that has a population of over 204,000 people and is the fifth fastest growing county in California. Its past is as varied and notorious as its topography. Although much has changed both socially and physically in the community, remnants of past attitudes, prejudices, and perceptions still remain.

Historical Background

Originally home of the Chumash Indian, Pismo Beach was visited in 1542 by Cabrillo, 1579 by Drake, in 1697 by Viscayno. In 1769, Portola established settlements and missions as a combined military and religious effort for Spain's political interests.

In 1830, the first land grant was held by Isaac Sparks as "Rancho El Pismo" and was sold in 1930 to John Price. Pismo City was documented in 1887 as the divided town of Rancho El Pismo only four years after the first wharf was completed.

For over a century, Pismo Beach has been an active, colorful beach town, attracting visitors from mainly San Joaquin and San Fernando Valleys. The cool, foggy weather of this coastal community provided a welcome relief from the 100 degree inland temperatures.

Visitors accommodations started with a "tent city", a hotel, and camping on the beach. Entertainment facilities were plentiful, including card rooms, a Turkish bathhouse, dance hall, and Mattie's Restaurant/entertainment center on Stagecoach Road. Facilities for youngsters included an amusement park, complete with pony rides and Ferris wheel.

Year round residents included Filipinos and Portuguese families as well as other Californians looking for a desirable community in which to retire. Gradually, more and more businesses were established to serve the summer tourists. Today, thousands of tourists crowd the beaches during the summer months, just as they have done in the past.

Pismo Beach Today

Now boasting a permanent population of over 8,000, Pismo Beach has grown into a year round resort town and has incorporated the small town of Shell Beach. The card rooms are no longer in operation. The "fun zone" is gone, Mattie's is now a world renowned restaurant and major shifts in retail activities have taken place with the development of new retail centers in outlying areas to support the shopping needs of the rapidly growing community. The beach activities flourish during the summer months, centered around the Pismo Pier, a haven for local fishermen and surfers alike.

Today, Pismo Beach, as well as other communities that comprise the Five Cities area, is considered primarily a "bedroom community" with its economic base supported by tourism, agriculture, government employment at state and county levels, and retirement incomes. Tourism continues to be the major source of income for the community.

In recent years, there has been a significant in-migration to Pismo Beach from former residents of other California communities, particularly the Los Angeles area. About two thirds of these new residents are described as "active retirees", in their late 40's to mid-50's. This recent in-migration has shifted the demographics of Pismo Beach dramatically, with seventy percent of the population now over 55 and a median age of 43.

These new residents often purchase expensive homes, many paying cash as a result of selling their former highly appreciated homes in other areas. As a result, single family residential real estate values are escalating rapidly at a rate approaching one percent a week. Thus, affordable housing is nearly extinct. Multi-family housing and commercial real estate values have remained much more stable.

Concerned citizens of Pismo Beach consider their community a "diamond in the rough". The downtown commercial core is not particularly attractive, and is in need of revitalization. The city has enormous potential for sensitive development that can enhance the quality of life for its residents as well as better serve the needs of its visitors.

The R/UDAT Charge

The R/UDAT application, prepared by citizens of Pismo Beach representing both the public and private sectors, contained the following statement as a charge to the team:

"Our overall objective is to gain a new and vital vision of the City in general and the downtown in particular. We want to ultimately develop a CBD Master Plan to secure the best future for Pismo Beach. Our aim is to maximize access to and enjoyment of our natural resources and surroundings, and human endeavors, for the benefit of residents and visitors.

Specific issues that the team was asked to address include:

Land Use

- Develop an ideal mix of visitor and residential services and activities.
- Develop ideal land use mix, particularly in the downtown, regarding residential, commercial, and professional.
- Prioritize solutions and plans.
- Get the groundwork (foundation) for developing a Master Plan.
- Manage growth effectively (both in terms of residents and visitors).
- Lay the groundwork for effective long-term planning and action.
- Develop strategies for dealing with non-confirming and sub-standard uses and buildings.
- Seismic implementation.

Aesthetics

- Develop a theme.
- Develop beautification, greenscaping, and sign control plans.

Economics

- Develop or encourage partnerships between residential commercial and governmental entities to implement solutions.
- Provide visitor convenience.

Traffic Circulation

- Capitalize on the Highway 101 and Highway 1 traffic.

Recreation

- Evaluate plans for the 40 acre park site.
- Identify strengths and weaknesses not yet recognized.

6 Many of these issues and concerns have been reinforced by local residents and community groups at scheduled meetings during the team visit. In addition, many other vital concerns have been identified by local citizens. Some of these additional concerns have been addressed in our report. Unfortunately, by concentrating their efforts on their initial charge; these other teams were unable to pursue a number of their significant issues.

During the R/UDAT visit a number of recommendations are developed in response to information and data given to the team in various forms. Occasionally, team recommendations are based on conclusions reached by inaccurately evaluating the available data. We trust that the reader will understand such errors when they occur and will not discredit the report in total.

*"Leave the pier
alone"*

-Karen Kolba

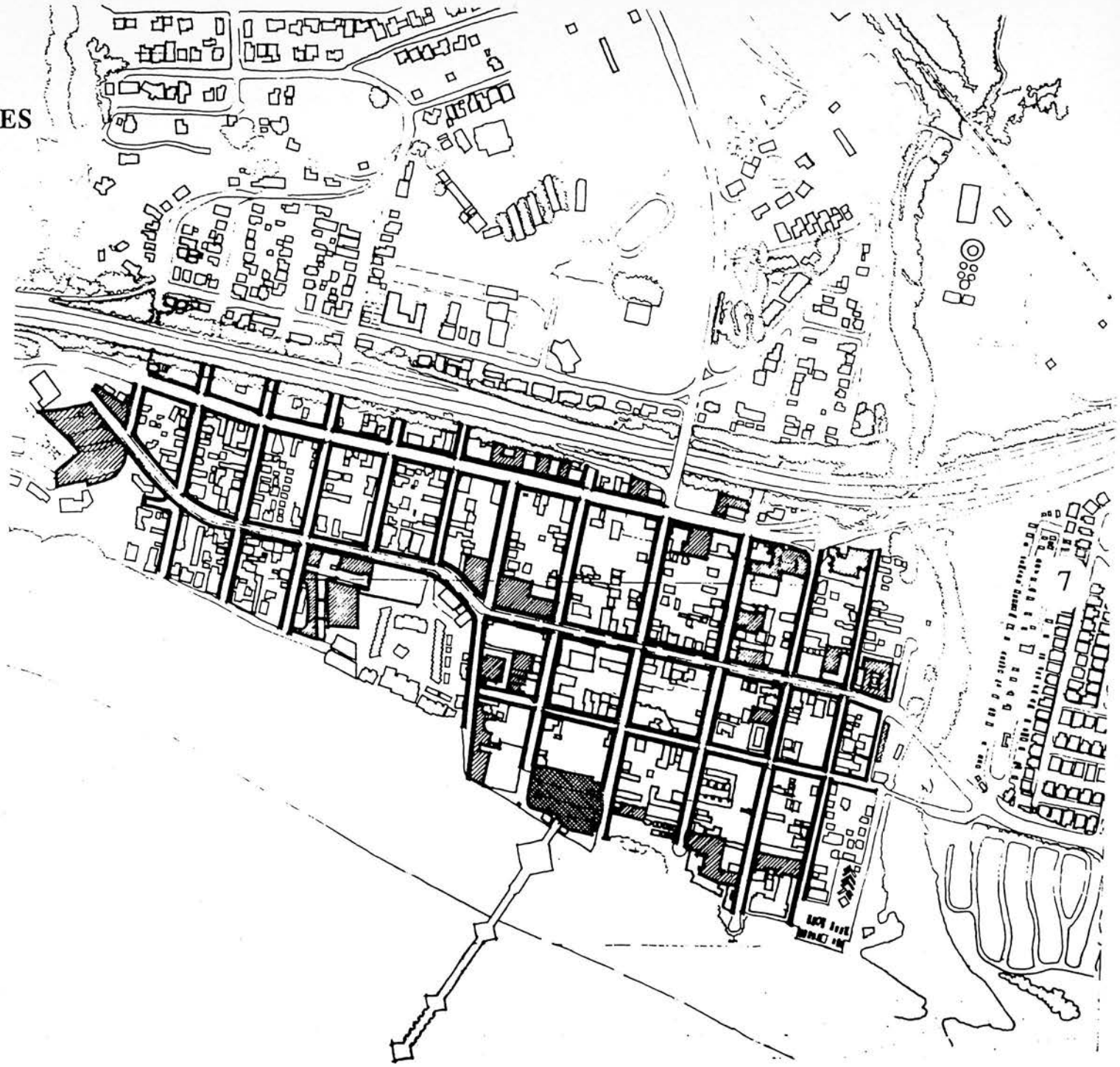
*"Trees and more trees"
-Terry Henlin*

*"...need "stuff" for kids..."
-Don Marsh*

*"It's the people of
Pismo, themselves,
that create the
difference"*

-Nebb Eldwayen

COMMUNITY ISSUES



COMMUNITY ISSUES

The community of Pismo Beach is evolving from its traditional reactive mode to a new pro-active one. The community is defining what it wants to be, rather than just letting its future "happen." In order to provide the community and its leadership with a clear road map into the future, some critical elements need to be evaluated. The following issues are simply those which the R/UDAT team have "observed" during our brief visit and should be considered an obvious but incomplete list.



8

Community General Plan

The community's general plan is the "Constitution" of the community. It is a document which provides a standard to judge the community's actions. It should therefore be a very well thought out and stable document. Changes should occur slowly and carefully. The "Laws" to implement the plan, eg. zoning, subdivision, municipal code, etc. should be the elements which are more subject to change.

The community needs to undertake a general planning program in the spirit of a constitutional convention. The city should complement its limited staff with a consultant who has had in-depth experience in preparing California general plans. Each element could be the responsibility of council task forces appointed for the specific purpose of developing the framework for their subject areas.

Several critical elements which need special attention are:

Parks, Recreation and Open Space

A long-range plan of parks and open space systems needs to be developed. The connection of the hills and the sea need to be emphasized. Specific recommendations related to these connections are described in the design section of this report. Particular attention should be given to the canyon areas. An implementation program needs to be developed which includes both regulatory and non-regulatory mechanics for implementation. Some of the regulatory means should include specific standards in the subdivision and zoning ordinances. Non-regulatory mechanisms could include the establishment of a non-profit foundation to accept gifts and raise money, the establishment of a South County (Five Cities) regional park district, and special budget set aside by the city and county such as a portion of sales tax or Diablo Canyon tax funds.

The city also needs to establish a parks and recreation department to handle parks programming and maintenance. The provision of recreational programs for the community could begin immediately through the use of the Veteran's Hall space as a recreation center. Particular attention should be given to providing programs for the senior and youth populations.

Planning Services

Planning and community development services need to be strengthened. Staffing should be adequate to handle both the current and long range planning programs. Peak loads should be accommodated through consulting services. If the council and the community honestly want their general plan

to be justly implemented, they will need to provide the manpower and tools to achieve their goals.

Several programs which should be undertaken as a part of the general master planning program are:

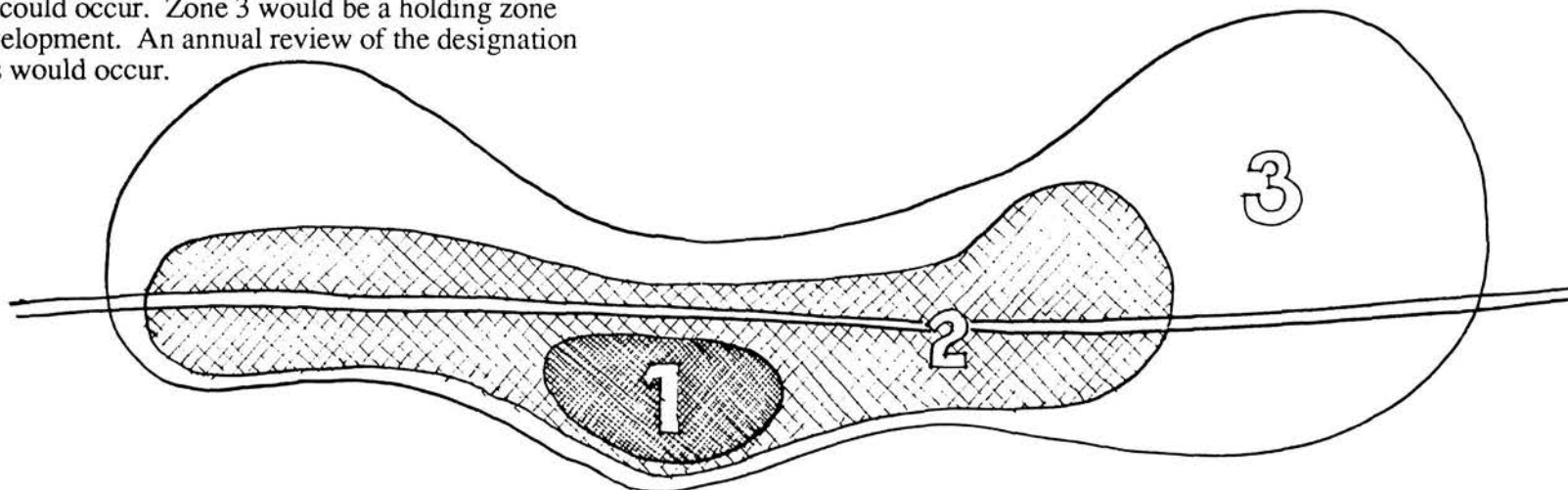
- Creation of a Master Environmental Impact Report for the entire planning area. Only project specific impacts would need to be addressed in the future. The cost of the Master Environmental Impact Report can be recovered through development fees at a significant cost savings to individual developments
- Establish a Growth Management System which helps to balance the rate, type and location of growth.

The community might consider a three tiered land development system. In Zone 1 where all urban services are readily available development and redevelopment could occur with normal development control. In Zone 2 where extension of urban services would be required, limited development could occur. Zone 3 would be a holding zone for future development. An annual review of the designation of these areas would occur.

*"Pismo - beautiful, quality,
small"*

Effie McDermott

- Housing programs which address in particular the employee housing needs of the community need to be prepared and implemented. Both new development and redevelopment need to share in programs to meet the communities "fair share" housing goals. Within redevelopment project areas, the 20% requirement should be actively used to achieve these goals.



Civic Center

Today City facilities are housed in a series of structures along Bello Street. The primary structure is an old unreinforced brick structure. The structure is of concern to many City officials, especially emergency services who could be severely impaired in responding to an earthquake emergency. The City should develop a civic center master plan for the area and undertake the necessary land trades and assembly to implement such a plan. The civic center should be a high priority on the Council's capital improvement program.

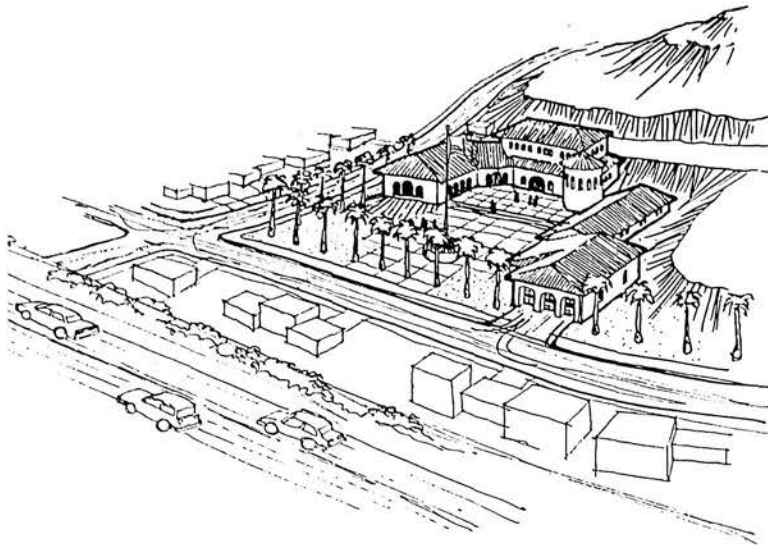
Infrastructure

Long term water needs of the community should address both supply quantity as well as quality. The concept of a Five Cities water desalinization (from brackish wells) should be actively pursued. Acquisition of additional long term supplies from ground water sources or the California water project should also be evaluated. The completion of older line replacement to stop leakage should be completed and utility rates should be adjusted to be competitive with surrounding communities.

Wastewater facilities should be expanded to accommodate future demand. A wastewater reclamation program should be incorporated into future expansion plans. The treated water could be pumped up the Pismo Creek basin and stored for release for irrigation of the creek parkway, golf course and highway landscaping.

Consideration should be given to providing a full time employee to support the volunteer fire efforts on a twenty-four hour basis.

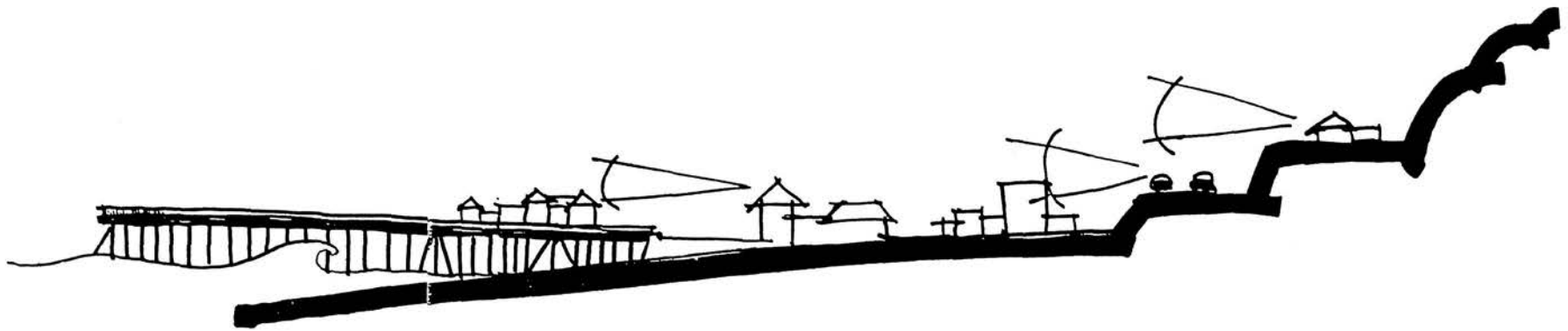
The most confusing and poorly articulated entry to the core area exists immediately after the 101 exits on both the north and south. No clear definition of direction or character exists to help guide the visitor to the commercial core. The confusion continues as one approaches the core area. Dead end streets and one way traffic continue to cause confusion. Mixed land uses and vacant parcels also contribute to the visitors disorientation. Conflicting images of the type of the resort along with overhead wires, signs and varying streetscapes do not give the visitor a sense of place. It is this definition of community image that must occur if Pismo Beach is to revitalize its core area. This is the most difficult yet crucial set of problems the community will have to implement.



Discontinuous activities at the street level and vacant parcels detract from the pedestrian experience within the core. The lack of uniform sidewalk materials and widths within the pedestrian zone tend to express a lack of cohesion.

These concerns are all created by man made features which can be corrected. The views from the waterfront of Shell Beach and its foothills, the cliffs and the sand dunes, framed by the beach and the ocean still provide the most powerful uniting element. As man is allowed to encroach on these elements that power to unite is diminished.

*"We need to turn on our
revenue sources for our
residents"
-Garth Bullock*



TRANSPORTATION ISSUES

Efficient and safe transportation and parking systems are key and integral elements of a city, business district, or neighborhood. Unlike urban design and architectural features which have more visible and positive attributes, transportation systems go unnoticed when they work properly but are very visible when they operate poorly -- so much so that a poor transportation system can, alone, negate even the best urban design plan.

Accordingly, the goal of this section is to develop recommendations that reinforce the urban design and facilitate the movement of people with the least disturbance and maximum safety.

Street System

13

The automobile is and will continue to be the primary mode of travel for Pismo Beach and thus is the dominant element within the transportation system.

Existing Conditions and Problems

The street network in Pismo Beach is dominated by a linear framework which is dictated by the ocean shoreline to the west and the rapidly rising hills to the east. This linear development pattern results in the lack of a strong focal point for people passing by and through the city.

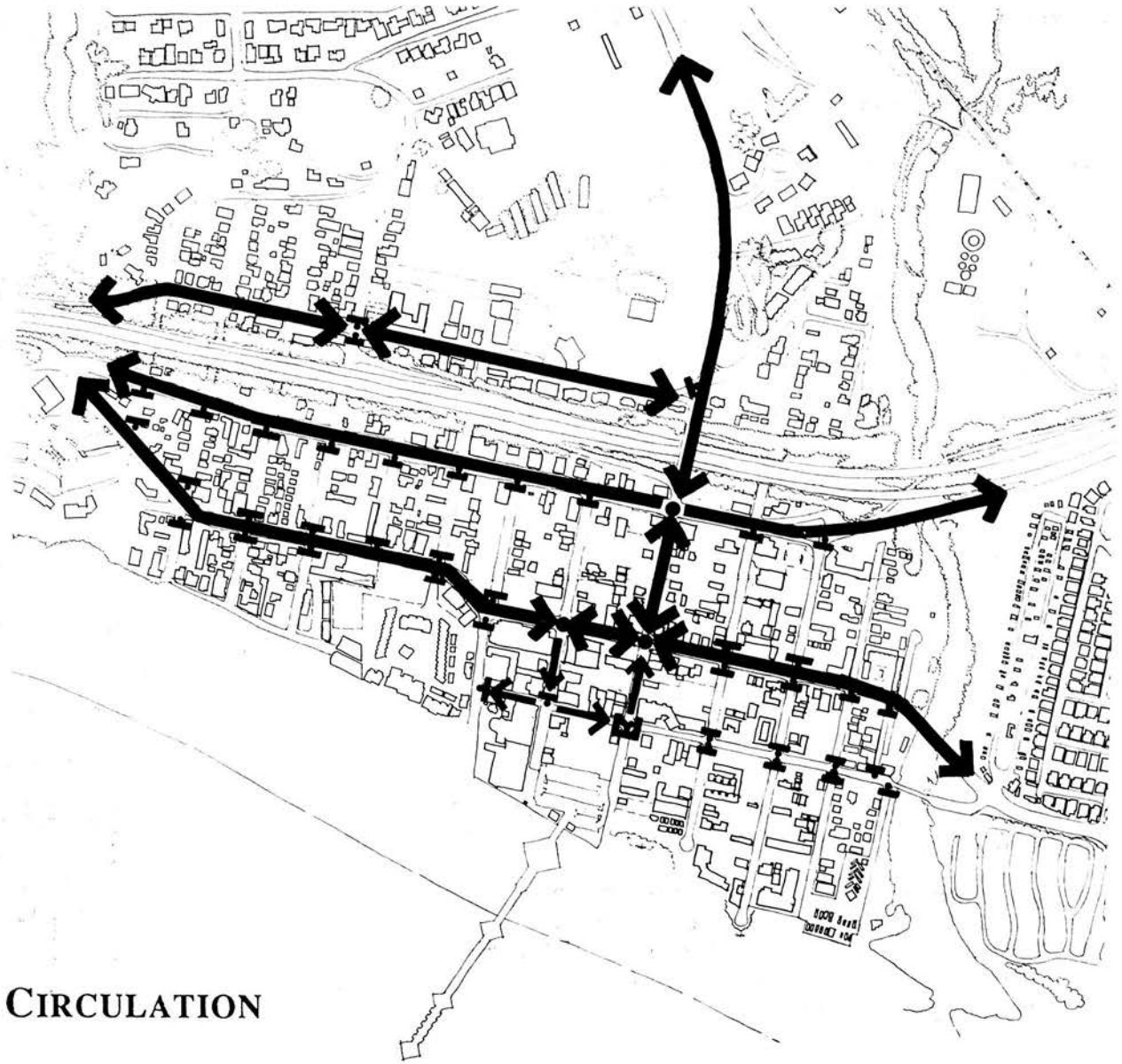
U.S. 101, a limited-access freeway, forms the spine of the system and also creates a barrier between the business district, beach and tourist areas and residential neighborhoods to the west and the emerging residential developments to the east.

Dolliver Street (California Highway 1) creates another north-south spine which serves as the major access to the beach and the connection with shore front lodging. In the downtown area, this street divides the service business area from the shore front tourist area and the Pier. Within the downtown, a grid network of streets exists with the east-west streets dead ending at the beach. This east west street system is interrupted at the freeway with grade separated crossings at Hinds and Wadsworth Streets.

Most streets west of Price Street have been designed to serve local residential and collector arterial need of what was a dominantly residential population. Improvements to the street and traffic control system appear to have responded to isolated problems and as a consequence have not always given adequate attention to considerations systemwide. Over the years some of these streets are in disrepair and are characterized by broken pavement with an irregular pattern of asphalt patches.

These conditions have resulted in the the following problems:

- Poorly defined entry to and lack of clear directions once within the city.
- Indirect and weak connections between activity centers within the city.
- Discontinuity of a local road system on the east side of the freeway.
- Deferred street maintenance presents a poor self image for the city and the citizenry.







EXISTING VEHICULAR CIRCULATION

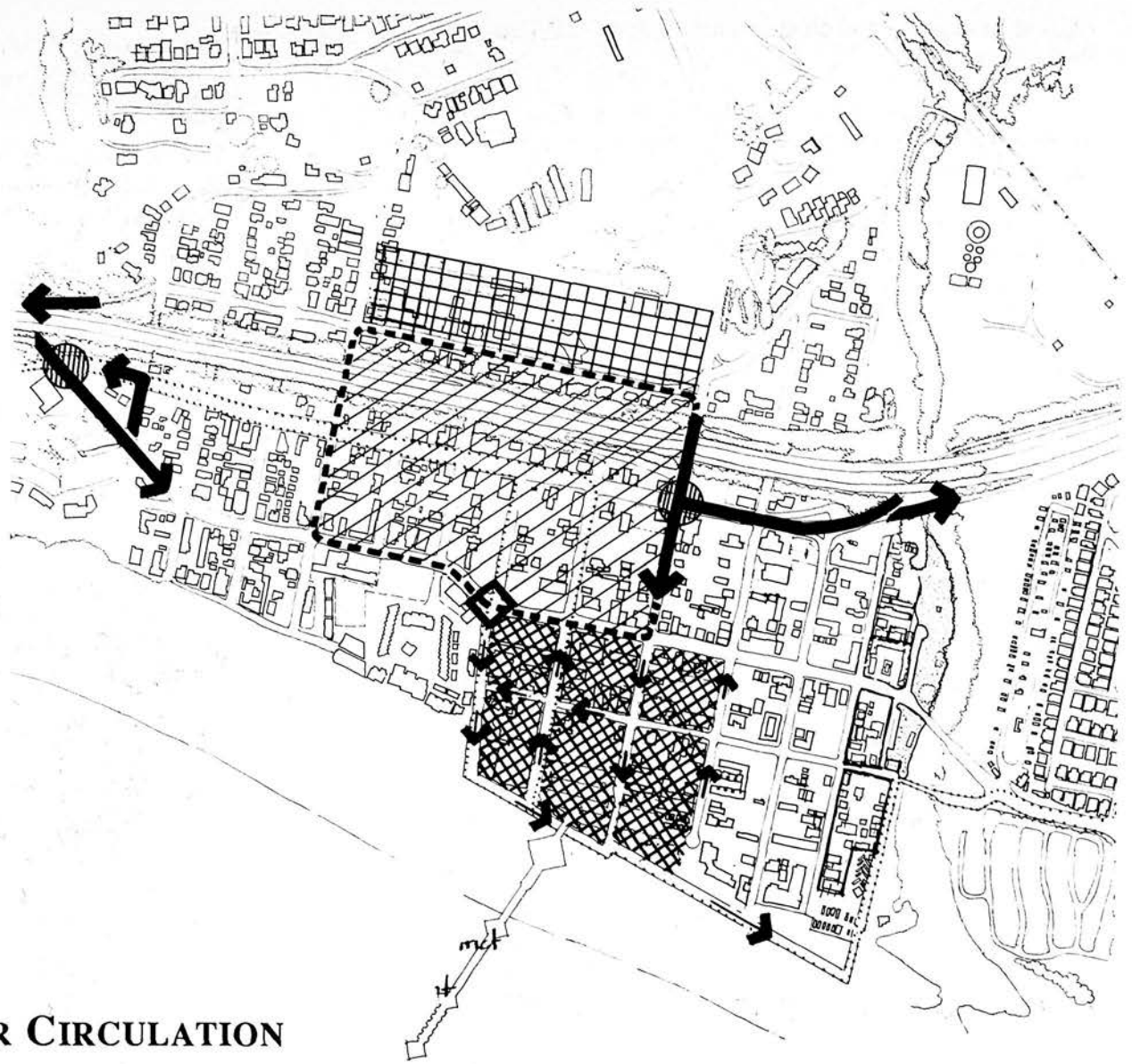
Recommendations

- Create a stronger and clearer sense of entry into Pismo Beach through:
 - Major revision of freeway signing to Pismo Beach to reinforce the proposed entrance corridors and activity centers in coordination with Caltrans.
 - Redesigned entry signing and entry to the central business district and beach at key intersections.
 - Establish a guide sign logo and route plans to direct people to and from the beach/pier and to public parking,
- Prioritize the functional street network to provide direct and logical connections between primary activity centers (the City Civic Center, the community business district, the beach/pier, the Community Cultural and Convention Center, residential neighborhoods and tourist lodging). This is depicted on the long-range plan.
- In the interim reverse the one-way street couplet of Hinds and Pomeroy Streets west of Dolliver Street to reinforce Hinds Street as an entrance to the beach area and to minimize congestion and safety hazard along Dolliver Street. The angle parking will need to be revised to correspond to the reversal of the directional flow.
- Develop a contiguous frontage road system on both sides of U.S.101.
- Reconstruct city streets in the downtown core giving highest priority to primary entry and connector streets, repairing existing underground utilities (particularly water lines), undergrounding overhead utilities and widening sidewalks at the same time.

- Revise overnight on-street and public parking lot requirements to permit the existing sweeping program to be effective.
- Repaint pavement markings at least once a year with priority being given to the primary entry and connector streets. Remove, do not paint over, obsolete pavement markings.
- Develop an emergency management response route plan that crosses the freeway at several at grade locations to minimize reliance on existing structural grade separated crossings.
- Revise traffic control to reinforce and maintain the safety of the revised road network in both the short and long term giving consideration to systemwide traffic flow.
- City staff should re-examine the present use of outside services to ensure that operations are being managed and carried out cost-effectively. This could include bringing in outside advisors to add a different perspective to the review process.



-  GATEWAY/ENTRY
-  ENTRY/EXIT ROUTES
-  TRAFFIC FLOW
-  KEY INTERSECTION
-  CONNECTOR ROAD
-  BICYCLE PATH
-  BUSINESS DISTRICT
-  GOVERNMENT
-  COMMUNITY BUSINESS



PROPOSED VEHICULAR CIRCULATION



PUBLIC



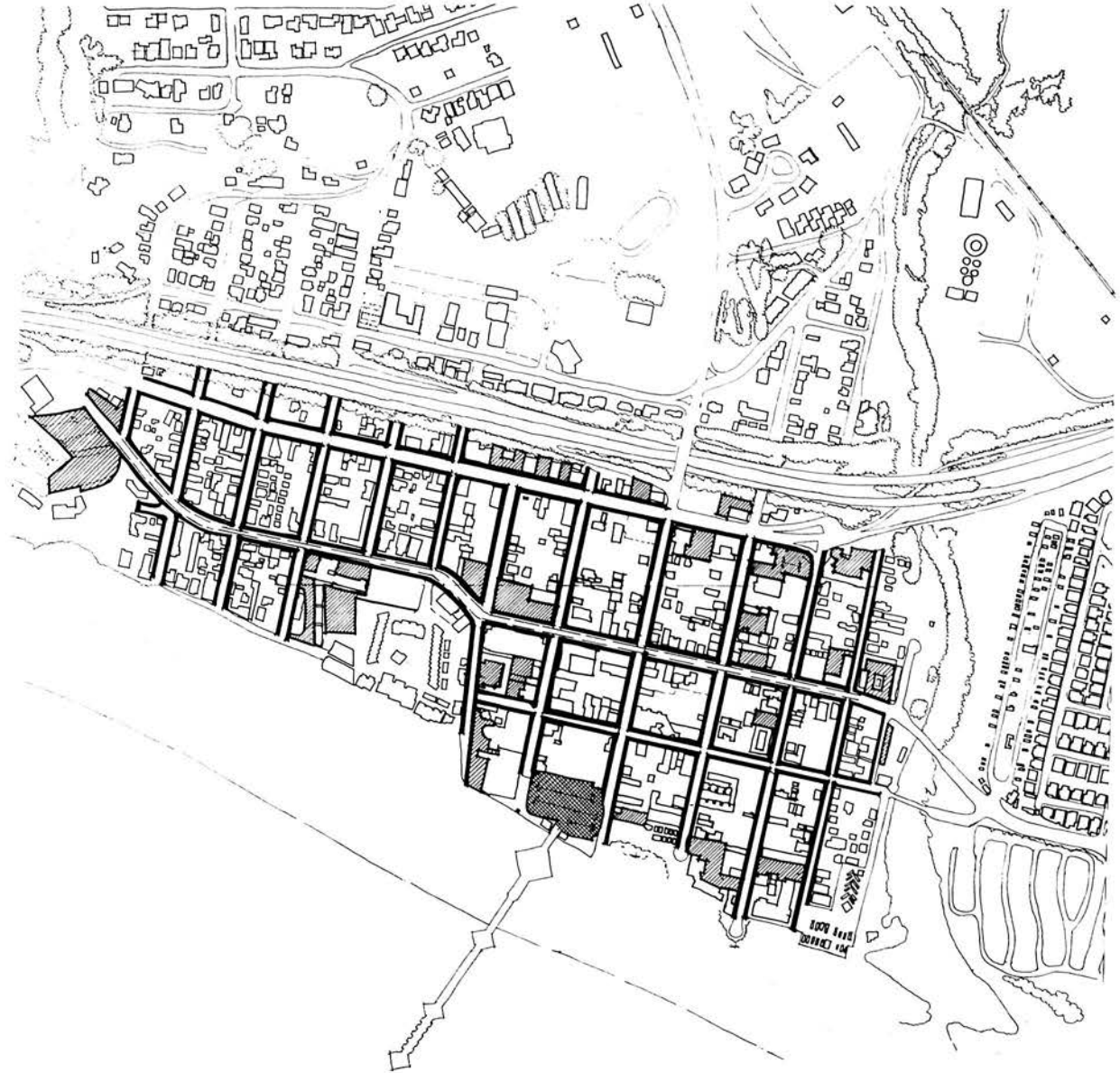
COMMERCIAL RELATED



STREET



BIKE LANE



PARKING INVENTORY

Parking

Parking is not balancing parking demand and supply but managing a very valuable resource to support the economic development goals of the CBD.

Existing Conditions and Problems

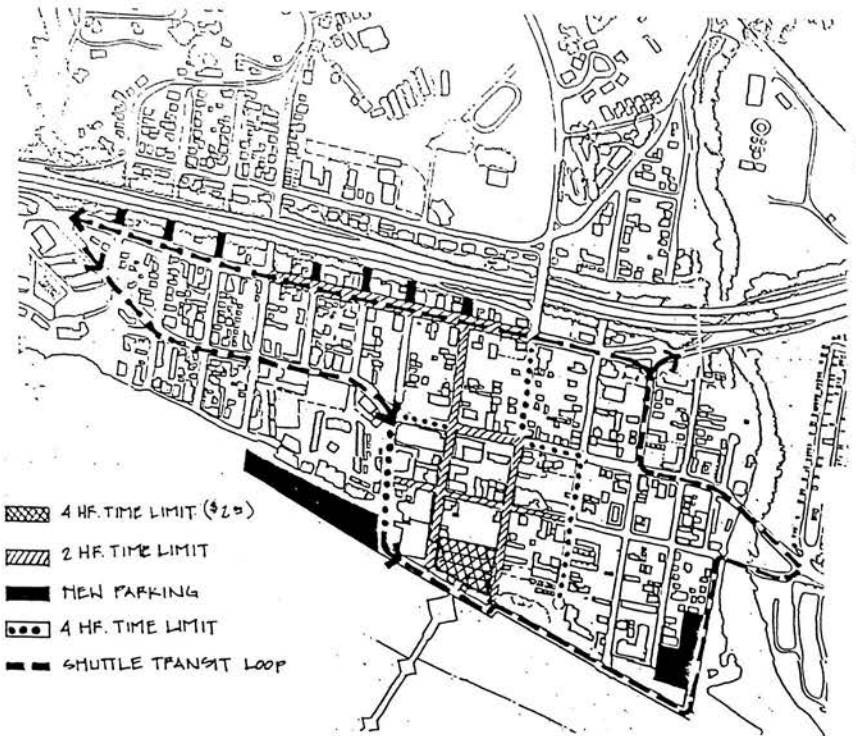
There are about 2,700 parking spaces in the downtown area. Of these, 1,080 are on-street parking spaces; 1,620 are off-street spaces. The majority of off-street spaces (1,370) are privately controlled while the remainder are publicly owned (250). All parking is free and there are no posted time-limit restrictions.

Observed use characteristics and patterns appear to indicate the following:

- On weekdays, weeknights, and on most winter weekend days, there is adequate parking to serve employees, customers, and visitors.
- In the community business sector of the downtown core, owners and employees often park in front of their own or their neighbors business. It has been estimated that this represents up to 30 % of the total on-street parking supply,
- On weekend days parking demand exceeds the parking supply in the vicinity of the pier/beach, parking, yet parking is generally available east of Dolliver Street, particularly in off-street public lots.
- A substantial portion of the parking in the pier/beach parking lot is used by long term parkers (surfers, all-day picnickers, etc.) which precludes use by short-term users and contributes to congestion created by

those searching for a parking space in a parking lot that is filled.

From these observations, it appears that the problem primarily relates to the efficient management of the parking supply more than the need to create large reservoirs of new parking. There appears to be only a moderate parking supply deficiency and it is concentrated in the vicinity of the beach.



Recommendations

Based on these findings it appears that the existing parking supply is sufficient to meet the majority of parking demands but needs to be more effectively managed to maximize its use and serve the consumer and in turn the business operator more profitably. If each on-street space used by an employee could serve a minimum of two shoppers/visitors per day, the business community could generate an additional 3 to 5 million dollars per year,

The following summarize actions that should be considered in developing a comprehensive parking strategy for the downtown area:

- Create clear architecturally compatible signing at public parking lots posted to be visible to the public.
- Introduce a graduated set of time limits with shorter time limits located in the central core and longer time limits radiating out from the central core. Use signs, not meters, to regulate this time limit.
- Introduce a nominal fee for parking at the pier/beach parking lot to maximize use to visitors and short term shoppers and to preclude unrestricted term use by day-long users. Create a voluntary merchant validation system so merchants are not adversely impacted by the parking fee. A suggestion of \$2.00 for four hours. Post signs directing visitors choosing to park over 4 hours to other public parking lots.
- Make a comprehensive re-examination of the parking ordinance to include the following concepts:
 - Minimum parking requirements based on building area, restaurant seats, hospital beds, etc., and to avoid requirements based on estimates like numbers of employees

to provide greater predictability for city staff and project architects and developers.

- Define joint and shared use parking reductions using ULI shared parking profiles or some other commonly accepted standard.
- Develop off-street parking on properties on the perimeter of the Central Business District on property that is already controlled by the city such as that at the end of Addie and Park Streets and along the street-ends east of Price Street. Most, if not all, of this parking should be long term (over 4 hour time limit).
- Hire and train at least one parking control officer to enforce the time limits and educate the community to the changes in time limit.
- During peak periods prior to development of the parking that is proposed as part of the design plan, the City should work with owners of vacant properties to provide incentives to use their vacant property for temporary parking. Such incentives could include leasing property from the owner, discounting the property taxes, paying a proportional share of the revenue if a fee is charged, etc.

Pedestrian Access

Existing Conditions and Problems

The downtown area sidewalk system is characterized by a variety of pedestrian experiences. Sidewalk widths range considerably due to the six foot wide minimum requirement. The narrow width in combination with utility poles, street trees, a variety of street furniture, and many areas where

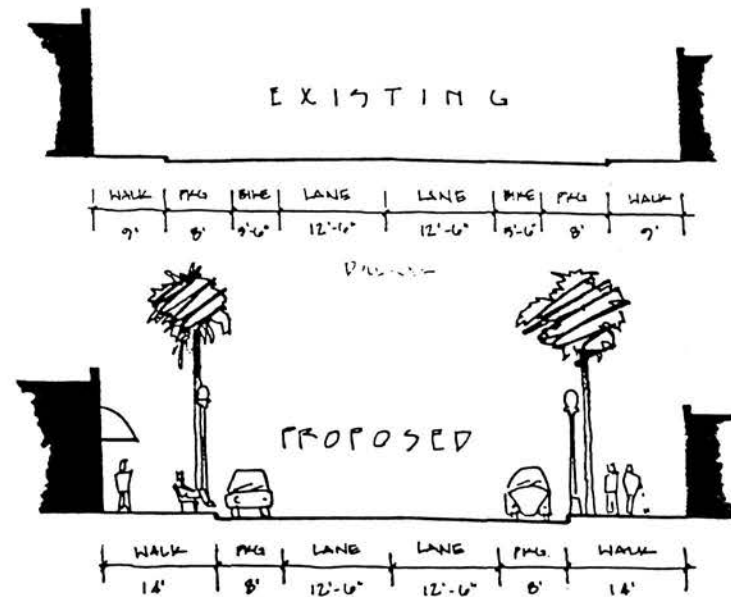
building faces abut the back of the sidewalk make it difficult for even two pedestrians to walk down the sidewalk.

Another obvious but detracting feature are the weeds that are overgrown in the cracks and at the back of sidewalks which initiate an image that the people in Pismo Beach do not care about their city.

Recommendations

- The City should initiate a combination public information campaign promoting sidewalk clean up and a physical sidewalk repair program. Following initial clean up, weed killing and structural sidewalk repair, the City should notify affected property owners that maintenance on the sidewalk in front of their property is the property owners responsibility. The ordinance should be enforced with a hierarchy of friendly reminder notices, invoices for labor for non-compliance and finally liens against the property.
- The City code should be modified to require installation of 10' wide sidewalks in commercial areas at the time of new or redevelopment, or agreement not to protest participation in a special assessment district for making systemwide improvements.
- Develop a street furniture catalog with a common theme including benches, lighting standards, planter boxes, hanging flower baskets; etc. that would be available for purchase by individual business and property owners (to maintain the integrity of a common design theme and to take advantage of discounted quantity pricing).
- Upgrade lighting with the highest priority being major intersections followed by primary entry and connecting streets at the same time as other street/corridor improvements are to be made.

- Create additional freeway under crossings at the time that SR 101 is widened. This will be particularly important in the vicinity of Shell Beach.
- In conjunction with the construction with the frontage road on the east side of SR 101 (on the north side of the railroad tracks) interconnect the trailer park with a pedestrian connection if a direct crossing of the railroad tracks is not viable.



Public Transportation

Public transportation has the benefit of serving selected users and reducing automobile and parking congestion/impacts.

Existing Conditions and Problems

Because many guests and residents live along the spine linear that characterizes Pismo Beach and because the distance between these guests and residents and the beach is too long for most people to walk, everyone must drive to enjoy the downtown commercial area or the beach. This pattern aggravates the parking and traffic congestion on peak weekends. Although S.C.A.T. provides good service for a small community transit system, the hour headway does not provide the level of convenience desired by the discretionary visitor.

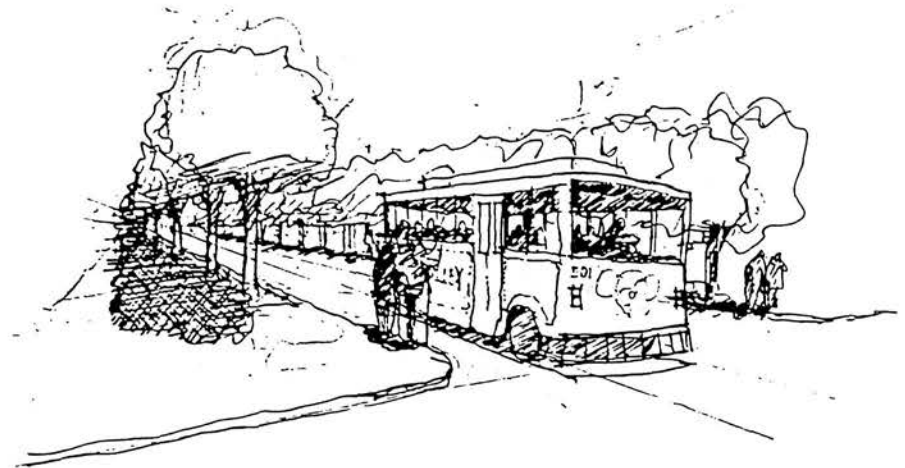
Recommendation

To meet the unique requirements of the visitor, consideration should be given to providing a shuttle or jitney service connecting major lodging and R.V. facilities with the beach and other activity centers and destinations. There appear to be several attributes that this system should include to be successful:

- The vehicle should distinguish itself by being fun, exciting, interesting--something more than a standard bus.
- System should be privately operated to be responsive and responsible to its customers.

- If at all possible, the system should operate totally free of charge.

The route should be determined by the operator and may even be dictated by the financial sponsors. Prior to development of the waterfront esplanade, the route should at least travel to the pier and back but service could be extended further if support for the service warrants. The route could also use the Dolliver Street Bridge and share use with pedestrians and cyclists.



*"Shell Beach Road is
maxed out"*

-Alan Lemin

Bicycle Access

Existing Conditions and Problems

The existing bike route in the community is aligned along Shell Beach Road and extends south along Dolliver Street through the heart of the central business district. Because Dolliver Street is the highest volume arterial in the city (14,300 vehicles per day) and because Dolliver Street is the collector distributor arterial feeding Pomeroy and Hinds Streets to the beach, it appears to be incompatible with the passive environment desirable for bicycle travel. Outside of the CBD, particularly along Shell Beach Road, this bikeway competes for space with parking and through traffic.

Recommendation

Accordingly, the recommendations are oriented to making bicycle travel safer and more enjoyable.

- Relocate the existing bikeway from Dolliver Street to lower volume roads with less constrained dimensions to provide the cyclist and the motorist more flexibility. The route would be relocated to Price Street and then extended west into the core area where cyclists can enjoy the beach.

Until the new esplanade is constructed, an interim route achieving many of the same objectives can be developed.

The Pomeroy Street bridge across Pismo Creek should not be completely reconstructed but should be refurbished sufficiently to serve bicycle, pedestrian and local transit service only. Funds identified for this bridge should be redirected to another road improvement or maintenance project.

Air/Rail Access

As this area markets itself to serve a visitor base which encourages midweek activities and becomes less dependent on regional weekend activities, air and rail service will become more important elements of the transportation system.

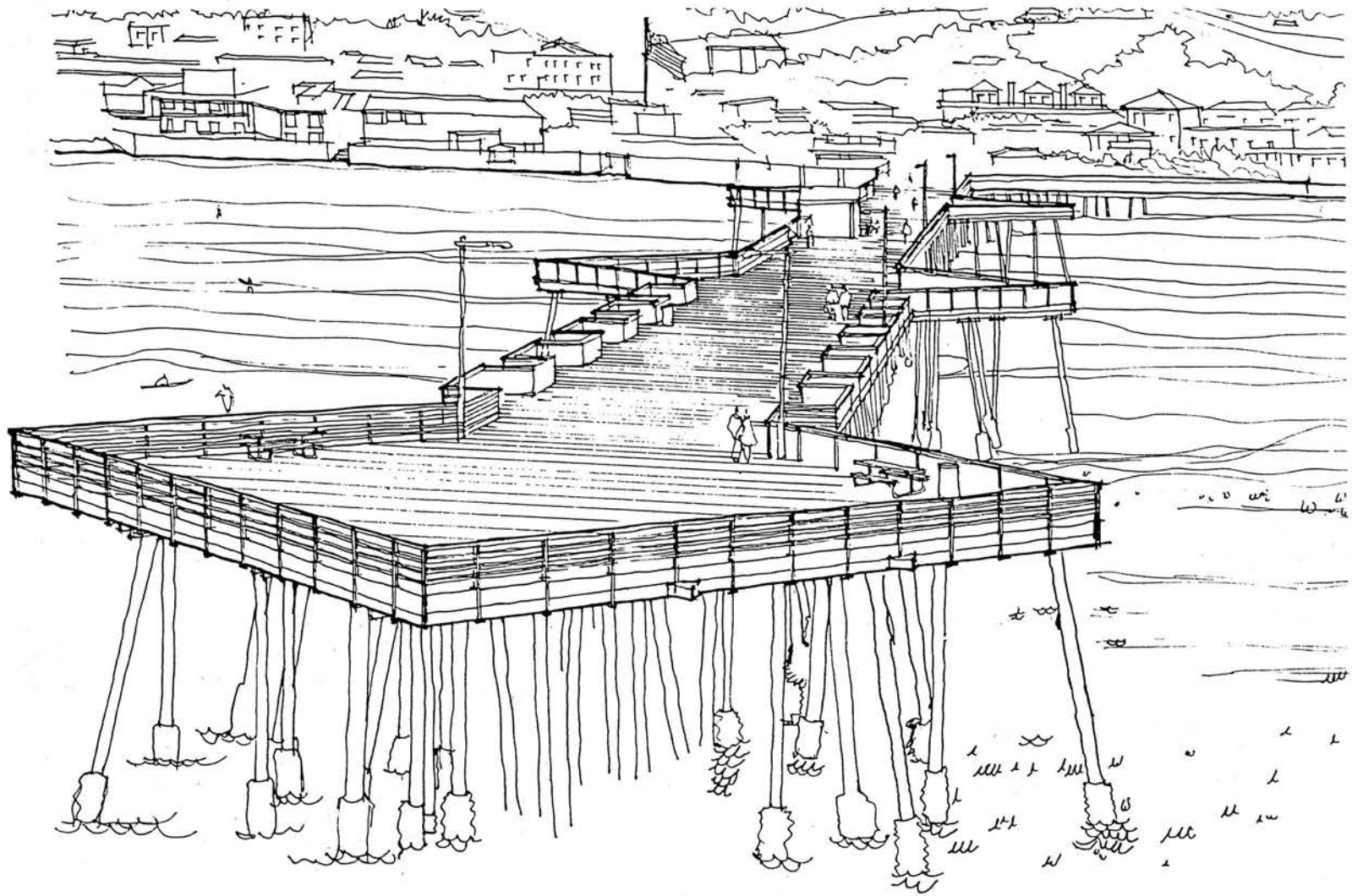
Existing Conditions and Problems

Presently, one AMTRAK train and more than thirty flights each day depart and arrive into San Luis Obispo. This is reasonable if not good service to this area. There are, however, some difficulties in making efficient connections with air carriers who connect with the commuter airlines. Once in San Luis Obispo, there is no reliable, inexpensive and frequent ground transportation between San Luis Obispo and Pismo Beach.

Recommendation

The hospitality services in Pismo Beach should marshal their efforts to support a travel agency to make air and travel reservations that provide clients with the most direct flight connections to make flying convenient for the user not for the parent of the commuter airline. Proving a ground linkage between San Luis Obispo and Pismo Beach is a very expensive operation, particularly, considering the low demand for such service and considering the high cost of providing such service. No firm recommendation is made at this time but the hospitality industry should keep open for opportunities for working together to provide an interconnecting system.

Tourism



Tourism

This section will focus on the town's major industry and ways to make Pismo Beach the premier beachfront resort on this area of the Coast.

Most of the solutions proposed in the report are long term. That is as it should be and if these solutions are implemented, Pismo Beach will be a unique and special place with year around appeal.

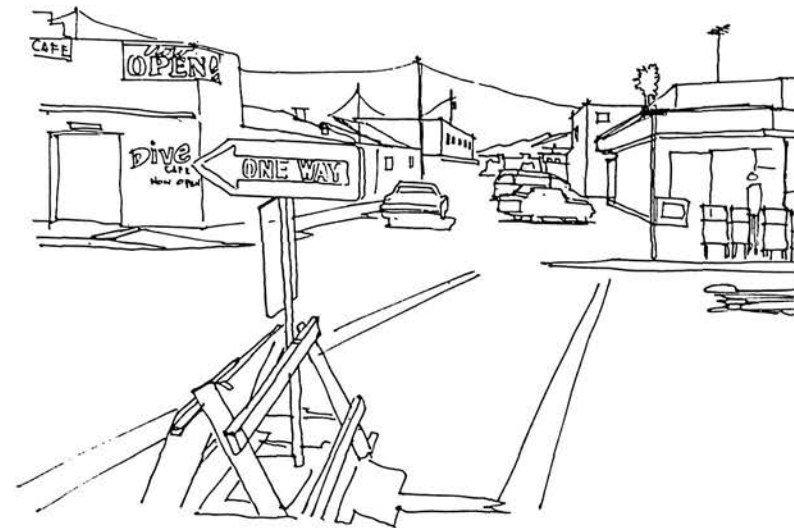
In the quest for major, long term, dramatic and innovative approaches the present should not be forgotten. You will have a window of opportunity to do some needed quick fix things as a result of this study effort and the self-analysis it has caused within the downtown district. Doing these immediate things will not only help now but will keep local businesses in the SPIRIT of improvement needed to make the big changes down the road.

24

Downtown Pismo Beach is a blend of "good show" and "bad show" in the midst of an outstandingly attractive and appealing oceanfront environment. You get the immediate feeling of neglect and lack of effort to maintain standards on the part of merchants, residents, and town government. Much can be done to turn all this around NOW.

Present groups involved in this action proposal are:

- Town Government (gov't)
- Chamber of Commerce (CofC)
- Business Improvement Group (BIG)
- Hotel/Motel Association (H&MA)



Needed to be Organized:

- Pismo Beach Visitor & Convention Bureau (VCB)
- Central Business District Beautification Task Force

The Chamber is taking a lead role with H&MA and BIG in organizing the VCB and should take on the challenge along with the town and the other groups of organizing the Beautification Task Force.

These six groups should constitute a task force to track progress and guarantee cooperation and coordination of efforts. The success of this entire quick fix effort depends on close cooperation and strong peer pressure to cause individual businesses to comply.

Physical Facilities:

Town:

Repair streets, sidewalks, parking areas and landscaping. If major repairs are not possible because of need for tear up to make water and sewer repairs then do some patching and let everyone know why more is not done and when it might be.

Provide much better janitorial service in public restrooms.



Enforce and, if need be, enhance the sign ordinance to get rid of unattractive posters, displays and signs that detract from the appeal of the downtown area.

Install adequate lighting in downtown area (even if temporary).

For 4th of July event weekend and busy holidays, use vacant lots to park cars. Provide wooden ramps, indemnify owners, sell them on need. No compensation should be needed.

Downtown Beautification Task Force:

This is a loosely-knit, single purpose task force made up representatives of all downtown businesses and property owners. The sole purpose is to improve the aesthetics of downtown (signage, repairs, colors, removal of eyesores, etc.) through consensus and peer pressure. Pressure town to do their share.

Attitude Adjustment:

Chamber of Commerce:

Launch the "Proud Pismo Beach" campaign with flyers, buttons and posters to get individual employees and business people to take pride in the downtown area and their involvement in it.

Explain in the flyers the importance of visitors, the need to give them a great experience and make them want to return. This individual pride will cause immediate:

- Improvement in Service
- Better Morale
- Unification of Spirit
- A real sense of a Business COMMUNITY

*"I'm proud to be a Pismo
Clam"*
- Alicia Zahn

Marketing:

The Chamber of Commerce is proposing a 1989-90 commitment of \$227,000 for marketing through a newly formed Pismo Beach Visitor and Convention Bureau. This amounts to one point of the present seven point transient occupancy tax. There proposal is well thought out and the amount seems reasonable and supportable. Long range marketing strategies are discussed in the next section.

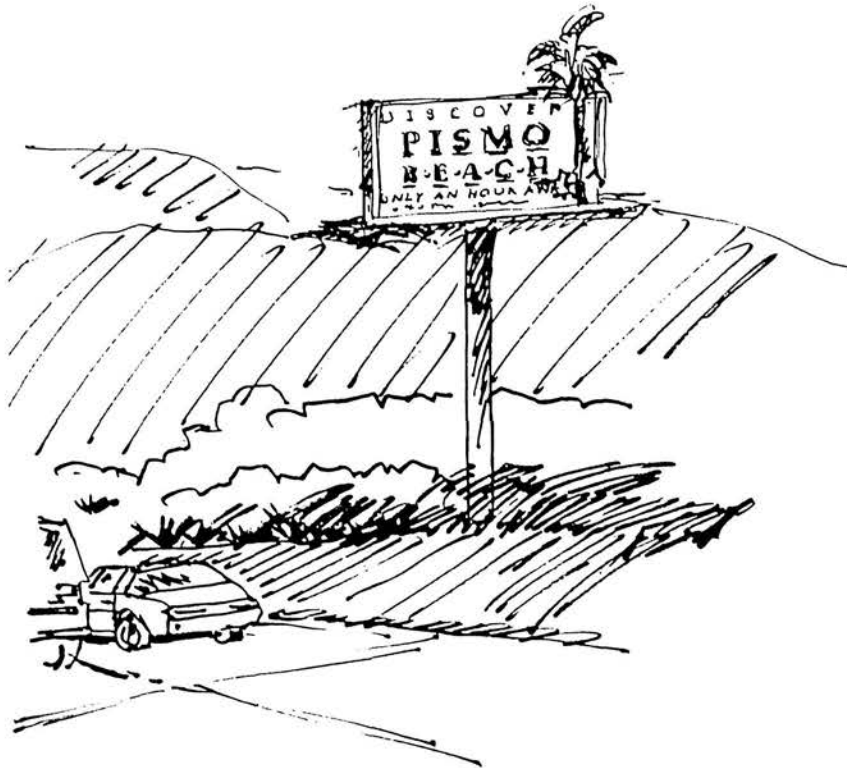
Long Range Plan:

There are 1850 motel rooms in Pismo Beach. There is little "hard" data on overall occupancy and origin of visitors. Interviews with a variety of operators reveal that average annual occupancies are in the 50% range. The pattern is good weekend occupancy summer and fall and very low mid-week utilization. Winters are slow. What visitor surveys we can find are summer only and show that Bakersfield is the highest single source of visitors with the rest of the San Joaquin Valley second, San Fernando Valley third, and the Sacramento Valley fourth, followed by Los Angeles and San Francisco. This, of course, is the result of the extreme temperatures in cities of origin pushing people into weekend trips to nearby seashore retreats.

Events are planned for weekends when attendance is assured, ie., Fourth of July celebration, June Car Show weekend and August sports events.

50% occupancy is not satisfactory by any industry standard. Since Tourism is the major industry, it is imperative that visitation be increased and spread out over the week, and the seasons to provide the town with adequate revenues to rehab and replace sub-standard facilities and to improve the economic health of individual businesses and provide a more stable employment base.

At the same time that individual businesses (lodgings, food and beverage, retailing and tourism services) are suffering from wide business swings the facilities in the downtown area have deteriorated to the point where they attract an unsavory element of visitors, particularly youth groups who make this area unattractive to both residents and desirable visitors.



Therefore;

The Challenges Are:

Improve facilities, services and activities to make downtown Pismo Beach the attractive destination it deserves to be.

Create and schedule events and activities that attract the "right" kind of visitors at the "right" time for a longer period, spending more money.

Develop conference facilities that will enable Pismo Beach to attract and service the important group market.

Market Pismo Beach as a delightful year-round oceanfront destination for recreation, for meetings and for a great experience.

Identify the funds to do all of the above.

Lets address these challenges one at a time.

Facilities:

The design and planning portion of this report outlines a plan for the revitalization and upgrading of the downtown area.

The activity/commercial core is attractive, convenient, and exciting. There is parking, transportation, circulation and areas designed to accommodate special events and provide a variety of active and quiet environments. This upgrading, redesign, improved lighting and resultant activity will make the area unattractive to the unsavory element and they will move on to other dark, rundown haunts.

With upgraded facilities in place, there must be a menu of entertainment, recreation, spectator and cultural events timed to enhance visitation; length of stay; and visitor expenditures

when weather, surf and sand and Highway 101 drop-ins will not put "heads on the beds" by themselves. These activities will also attract locals and day visitors from nearby. Parking and transportation are discussed elsewhere.

Events Might Include:

Shows: Arts, Crafts, Jewelry, antiques, wines fashion, boat, car, horse, and dog shows

Festivals: Classical concerts, jazz festivals, music competitions, name entertainers, summer pops, movie, square dance, fitness, food and wine festivals - Oktoberfest, Mardi Gras and the Clam Festival.

Tournaments: Triathlon, windsurfing, volleyball, sandcastle, kite flying.

*"Let's offer options to
beer bashes and drugs"
-Don Narkh*

*"We need to be able to
create 'things' that
make you want to
wander around Pismo"
-Nebb Eldwayen*

Conference Facility:

A successful tourism destination of this type cannot enjoy consistently good occupancy without attracting conference business. In most destination resorts well over half of all visitation will be in this category.

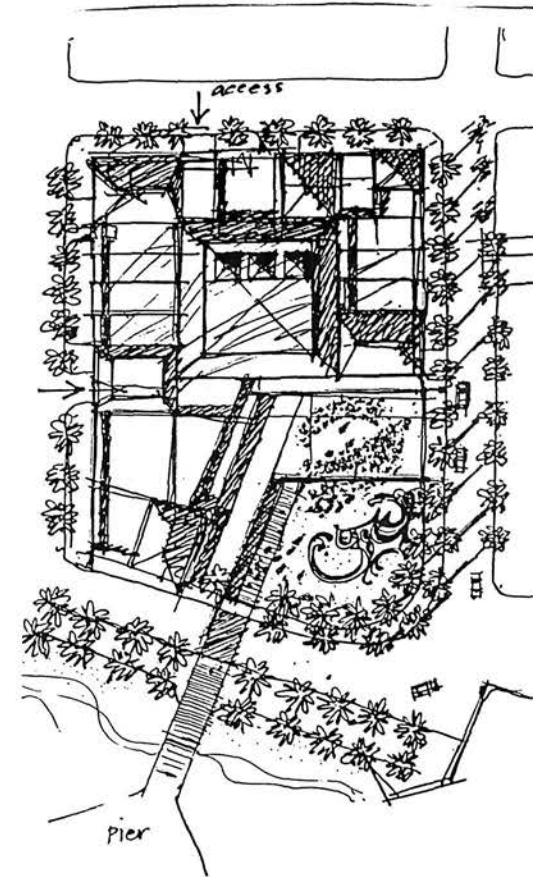
Pismo Beach has 1850 transient guest rooms of which 1140 are suitable for conference guests. More are planned. The plan includes approximately 45,000 square feet of space in the cultural, community and conference facility proposed in the pier area commercial core. This facility will serve you well for events and community activities but its primary purpose is to attract and serve group business. With approximately 20,000 square feet of kitchen, storage, circulation and pre-function area, there will be 25,000 square feet of meeting, banquet, activity and board rooms. Ample for a very flexible multi-use facility.

28 Properly designed, operated and scheduled this facility will become an important center, not only for attracting conference business and staging events but as a real activity center for the community.

Golf

One amenity that is key to successful attraction of meeting business is golf. Almost every group wants a tournament or at least a play option. The Pismo Creek Golf Course discussed elsewhere in this report is important. Availability of starting times well in advance (often a year) to groups is a must.

- 3 story max. height...
- commercial on all sides
- conference in center
- public gathering space
- public sculpture
- pier connection
- auto/pedestrian ocean front sculptural seawall.
- parking underground / level entire block
- black box theatre
- palm colonnade entire block



Additional Accommodations:

As conference facilities and improved amenities enhance occupancy there will be a need for more transient lodging facilities in the downtown area. This will take two forms:

1 - New facilities:

Some new facilities may well take the form of rental condominiums because longer stays will mean the desire for more in-room facilities (kitchens, washer/dryers, etc.) and multiple bedrooms. The town needs to be assured of the transient occupancy tax from these units whether occupied by paying guests or occasionally by the owner. The ability to assure this revenue stream is discussed in the financing section.

2 - Redevelopment of Existing Facilities:

It is the fact that motel properties of less than at least fifty rooms have become economically unviable in light of rising basic costs that require a minimum number of rooms to spread the load.

Pismo Beach has 40 motel/hotel properties of which 26 are less than fifty rooms. Most of the marginal and sub-standard rooms in Pismo Beach are in these properties. There is a need to encourage these owners to replace or extensively rehab these units to help upgrade the entire area. The problem is water availability.

Incentives including density exceptions and water and sewer availability ahead of new construction should be devised to cause these properties to be upgraded by present owners or make them valuable enough to be acquired by new owners willing to commit to upgrading.

Marketing Objectives:

- Position Pismo Beach as year-round destination of choice for short outings, vacations, event attendance and, when facilities allow, meetings, conferences and seminars.
- Stimulate new interest in Pismo Beach as the renewing oceanfront choice of Central California.
- Increase in-season mid-week stays and generate shoulder season and off-season activity with event planning and marketing.
- Compile and analyze visitor information to provide accurate year-round base data to assist in future marketing decisions.
- Organize a public relations and press release program that will provide progress reports on Pismo Beach downtown redevelopment and other newsworthy releases.
- Capture a higher percentage of Route 101 traffic for overnight and extended stays.

The 1989-90 plan is being presented to Council this week and will cover the period from July 1, 1989, to July 1, 1990. This proposal includes hiring a marketing professional--a good move.

In order to assure continuity of the marketing effort, the City Council should agree to a long-term commitment of funding the VCB marketing effort. This allows for the staff position and for solid long-term planning. A policy of providing one point of the seven point tourism tax seems equitable. National figures (U.S. Travel Data Center) tells us that a tax dollar expended for tourism promotion will return 2.5 dollars in tax revenues to source--so this isn't an expenditure but a good solid investment. This amounts to a 14 1/2% investment of the transient occupancy tax in tourism promotion. This is well within the range of what nearby destinations are investing. They range from Santa Barbara at 15% to Long Beach at 46%. It should be required that the

VCB provide a marketing plan each year by May 1 for the following year and a review of the previous year by August 1.

In addition to the marketing plan proposed by the Pismo Beach Visitor and Convention Bureau, we urge the VCB to work with Cal Poly or other appropriate universities to have them provide as a class project a visitor profile study during the different seasons of the year. This information will assist in laying out future marketing strategies.

One sample visitor profile study prepared by a university for an oceanfront resort has been provided to the City Council. The data will have no relevance but it provides a sample format.

More definition of the marketing program can only come after development decisions are made.

Funding:

A number of possible funding options have been presented in some detail elsewhere in this report. We felt discussion of adjustments in the transient occupancy tax should be in the tourism section.

Tourism tax increases are usually popular with local residents and elected officials because they are imposed on non-voting out-of-towners. For this reason the hospitality industry is always nervous about the real possibility of the increases getting out of hand. Further, people think the amount of tax is not important because they never ask about the tax when making personal travel decisions. The fact is that group business is very sensitive to accommodations tax as they are all other incidental costs (gratuities, corkage fees, etc.) because they are significant amounts with group travel.

Because the tax is generated by visitation, a substantial amount of the revenues should be expended to ensure the continuity revenue stream by improving facilities that attract visitation and marketing efforts that bring the destination to the attention of more potential visitors.

If the tax is used simply to reduce the burden on other revenue sources it will simply be wasted away. If instead a major portion of the funds are used to improve tourism-related facilities, there will be tangible evidence of the benefit of tourism to the community. Pismo Beach has an opportunity to make very effective use of T.O.T. revenues in funding the proposed downtown visitor and community facilities and probably getting lodging industry support if certain assurances are given.

Competitive areas to Pismo Beach have higher T.O.T. than here, ie Santa Barbara, Long Beach, Santa Monica, are at 10%--Santa Cruz - 9.5%--Half Moon Bay - 8%. If the 1% to the VCB is approved for marketing and 2% is added for a total of 9% with the 2% going towards the bonding of the cultural, community and conference facility, we feel there is a good possibility of gaining industry and community support. This would provide over \$500,000 in year one toward debt service and the amount will increase dramatically with the attraction of new facilities.

*"Without the tourists,
we wouldn't have the
amenities we have
now"*

-Nancy Hurst

Central Business District



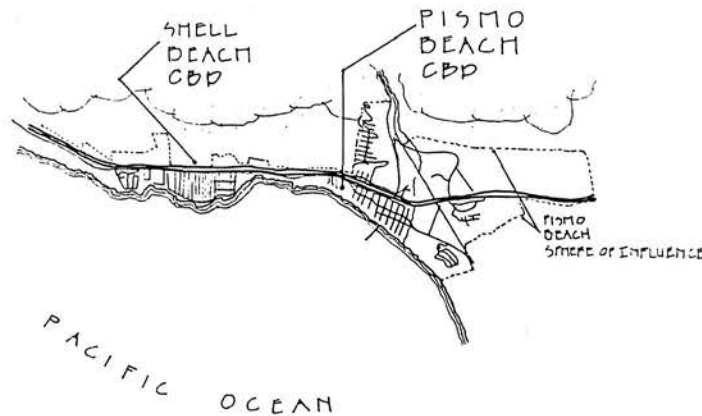
CBD : Introduction

The heart of California's Central Coast, Pismo Beach is almost mid-way between San Francisco and Los Angeles. Pismo Beach is the only beachside community on Highway 101 between Santa Barbara and San Francisco. Although the community stretches seven miles along the highway, it's downtown is still in the center of the community focused around its million dollar pier. Twenty three miles of wide sandy beach stretch in both directions from this business area. The central business district stretches from the Highway 101/Dolliver Street off ramp on the north to the Pismo Creek on the south, Highway 101 on the east and the Pacific Ocean on the west.

The core still contains highly diverse land uses. The primary visitor retail core is in the several blocks adjacent to the pier. Community commercial is still focused along Dolliver Street and old Highway 1. The visitor commercial is flanked on the north, south and east by resort residential development. Interspersed with and outside of the resort residential development area, are a mixture of multi-family and single family uses. The primary single family residential areas are found east of Highway 101 and at both the northern and southern extremities of the community.

Throughout the community including the central core on many undeveloped and underdeveloped parcels of land. This condition conveys a certain sense of economic distress to the visitor.

32



Vicinity Map

"The heart of the City is a parking lot... what a shame!"

-Paul Hatfield

Analysis

The linear form of the community provides the grand sense of entry to the central California coast as one is southbound on Highway 101. The sense of entry for northbound traffic, however is poor. The low elevation of the freeway and the negative views of strip center development and the cities sewer plant and the P. G. & E. yards do not project a quality resort image or a good sense of entry to the central buying district.

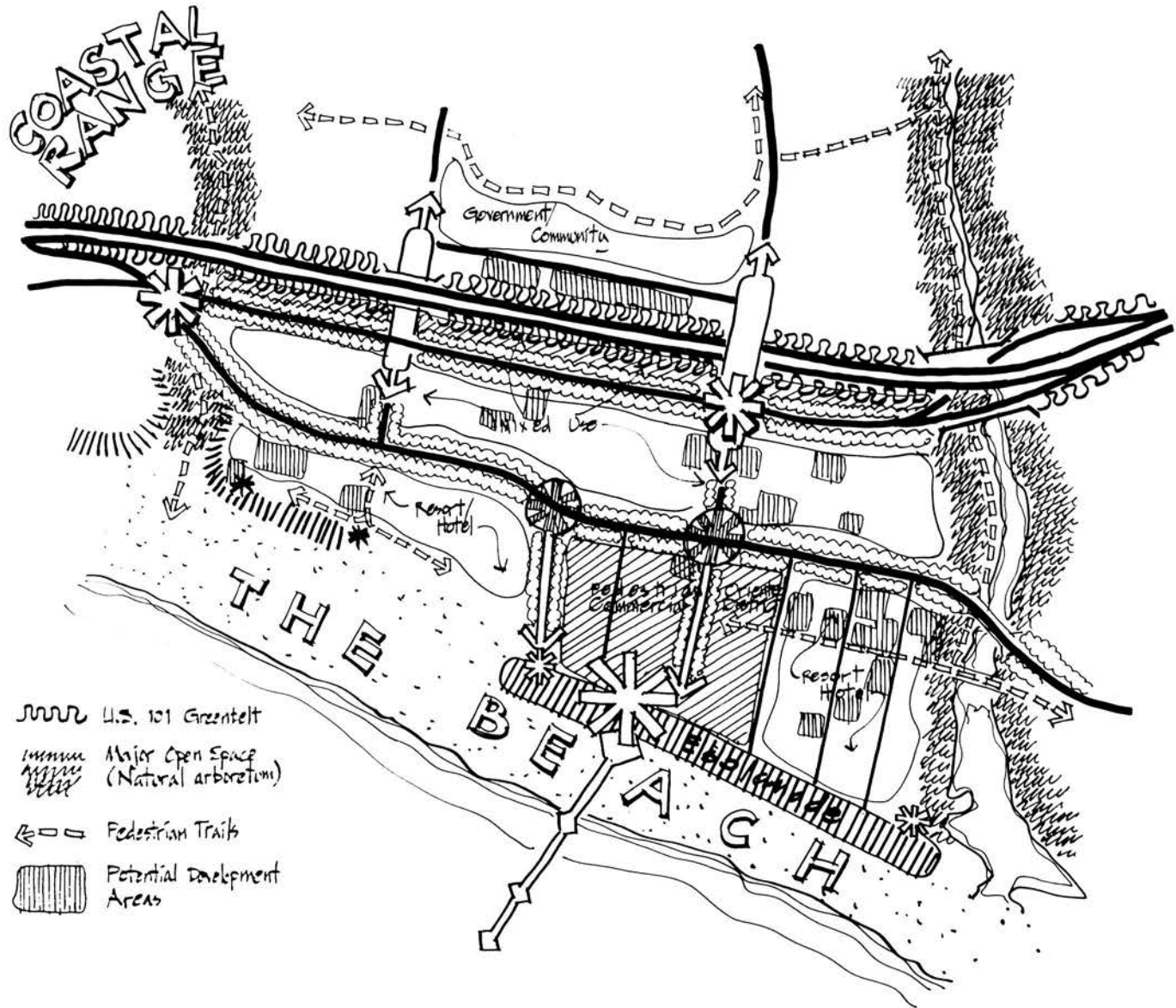
The most confusing and poorly articulated entry to the core area exists immediately after the Highway 101 exists on both the north and south. No clear definition of direction or character exists to help guide the visitor to the commercial core. The confusion continues as one approaches the core area. Dead end streets and one way traffic continue to cause confusion. Mixed land uses and vacant parcels also contribute to the visitors disorientation. Conflicting images of the type of the resort along with overhead wires, signs and varying streetscapes do not give the visitor a sense of place. It is this definition of community image that must occur if Pismo Beach is to revitalize its core area. This is the most difficult yet crucial set of problems the community will have to implement.

Discontinuous activities at the street level and vacant parcels detract from the pedestrian experience within the core area. The lack of uniform sidewalk materials and widths within the pedestrian zone tend to express a lack of cohesion.




These concerns are all created by man made features which can be corrected. The beachfront views of Shell Beach and it's foothills, the cliffs and the sand dunes framed by the beach and the ocean still provide the most powerful uniting element. As man is allowed to encroach on these elements, the power to unite is diminished.

"The restrooms at the pier are a disgrace"
- R.R. Roese

"I've seen L.A. turn into slime and San Diego running to catch up"
- Carrie Rogers



-  MAJOR FOCUS
-  Gateway Focal
-  Special Intersections
-  Esplanade Activity Node
-  Streetscape Improvements
-  Pedestrian Connection Improvement

-  U.S. 101 Greenbelt
-  Major Open Space (Natural arboratum)
-  Pedestrian Trails
-  Potential Development Areas

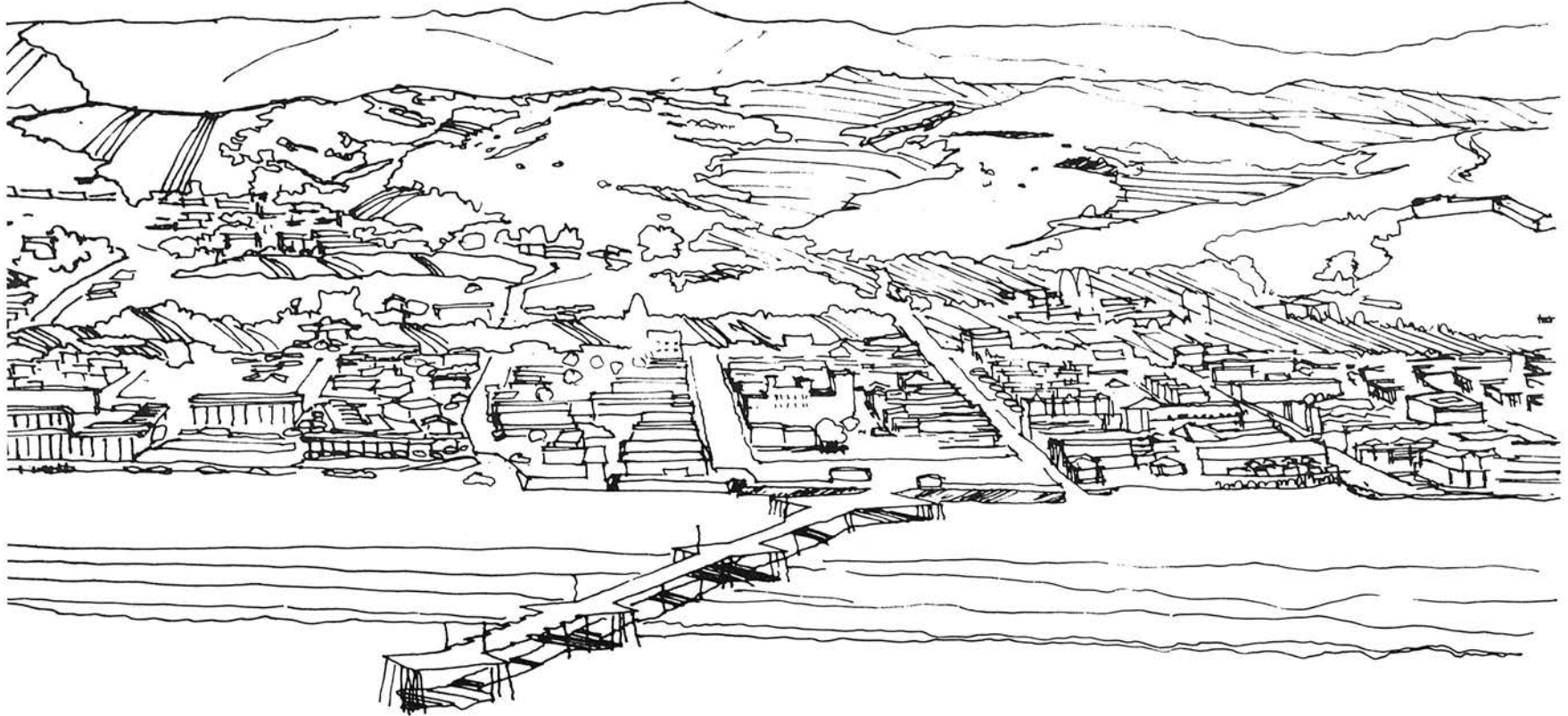
ANALYSIS

URBAN DESIGN PRINCIPLES

The most important principal for successful urban design in Pismo Beach is to respect and preserve the major landscape features that provide the unique setting for Pismo Beach:

- Mountains
- Beach, Cliffs, and Dunes
- Streams and Estuary
- Valleys and Canyons

The creation of a unity in the northern and southern approaches to Pismo Beach along the 101 corridor is critical to creating a sense of place. The screening of the sewer treatment plant and the PG&E yard from the southern approach will be necessary. From the north foreground planting that is transparent yet able to define an edge to US 101 should be designed and installed in cooperation with Caltrans.

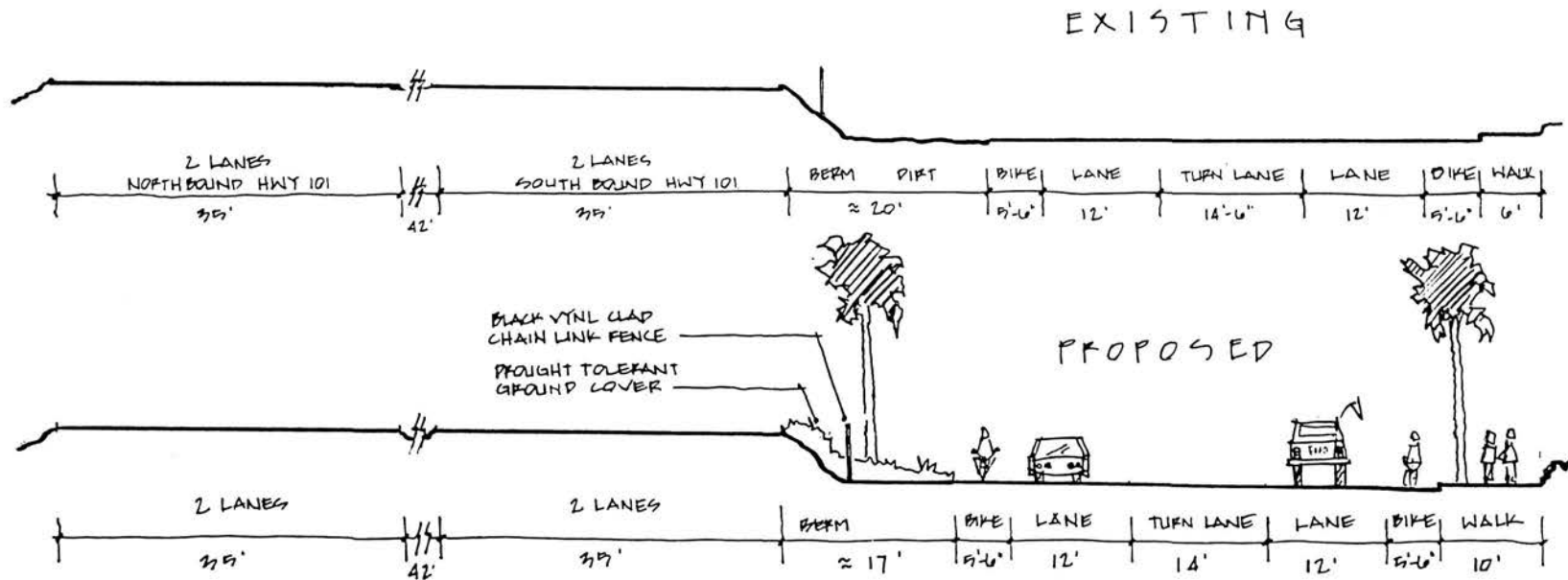




*new sidewalk and colonnade
of palms along price
street near the
whaler's inn.*

*treatment should continue
from Shell Beach to
the pier.*

**Price Street
Improvements**

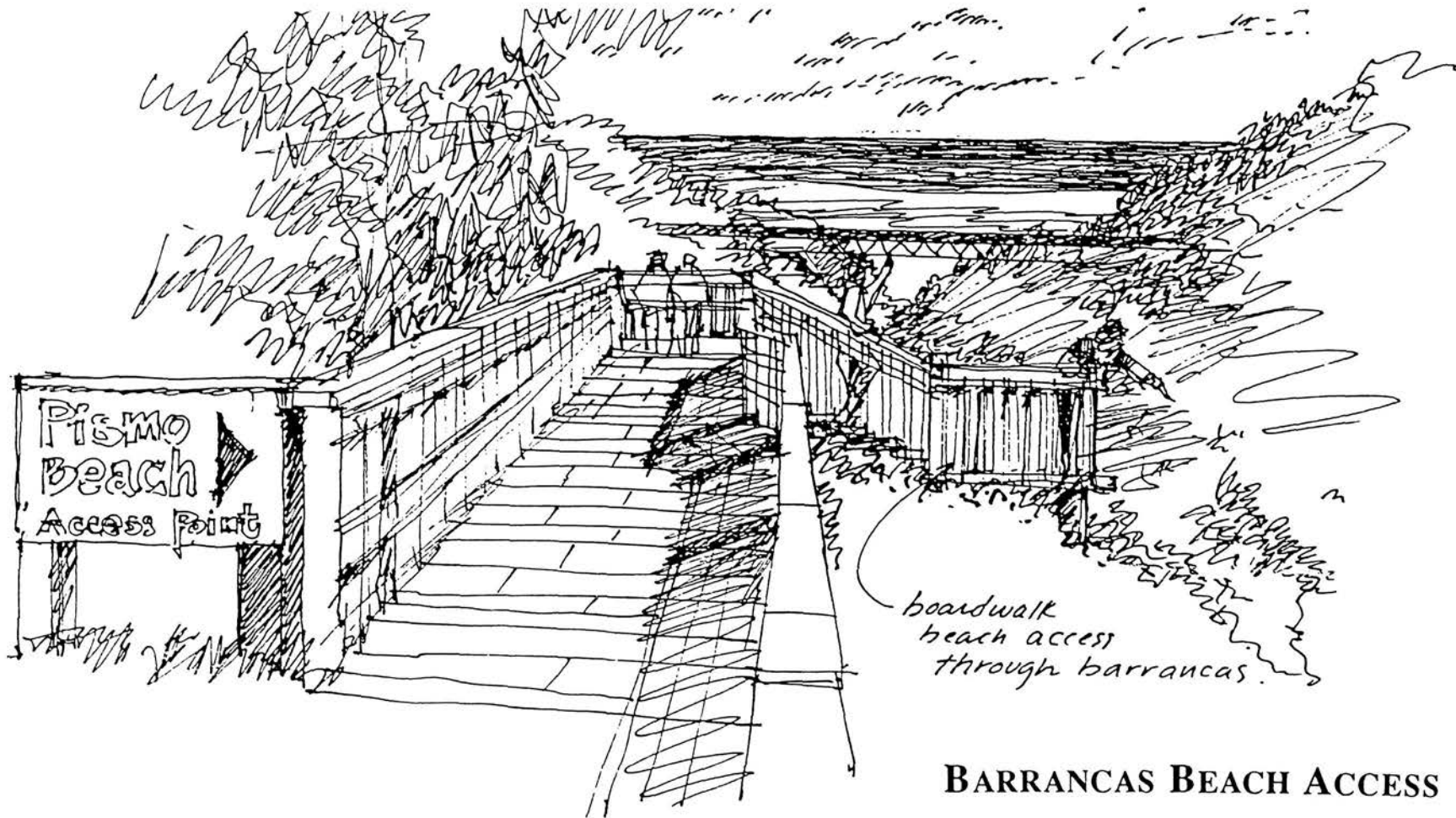


U.S. 101/PRICE STREET CROSS SECTION

Increased access and orientation to the beach need to be developed. On the south the development of Pismo Creek into a linear park stretching from the sea to the foothills provides clear definition. This park concept not only provides an edge to downtown, but also a major non-vehicular passage way to and through the areas major

landscapes. Edge plantings along US 101 should also enhance a sense of entry. The creation of a beachfront drive and esplanade will clearly define the seaward edge of the core. Connections to the beach in the barrancas on the north will help to connect the beach to the roadways, and define a northern edge.

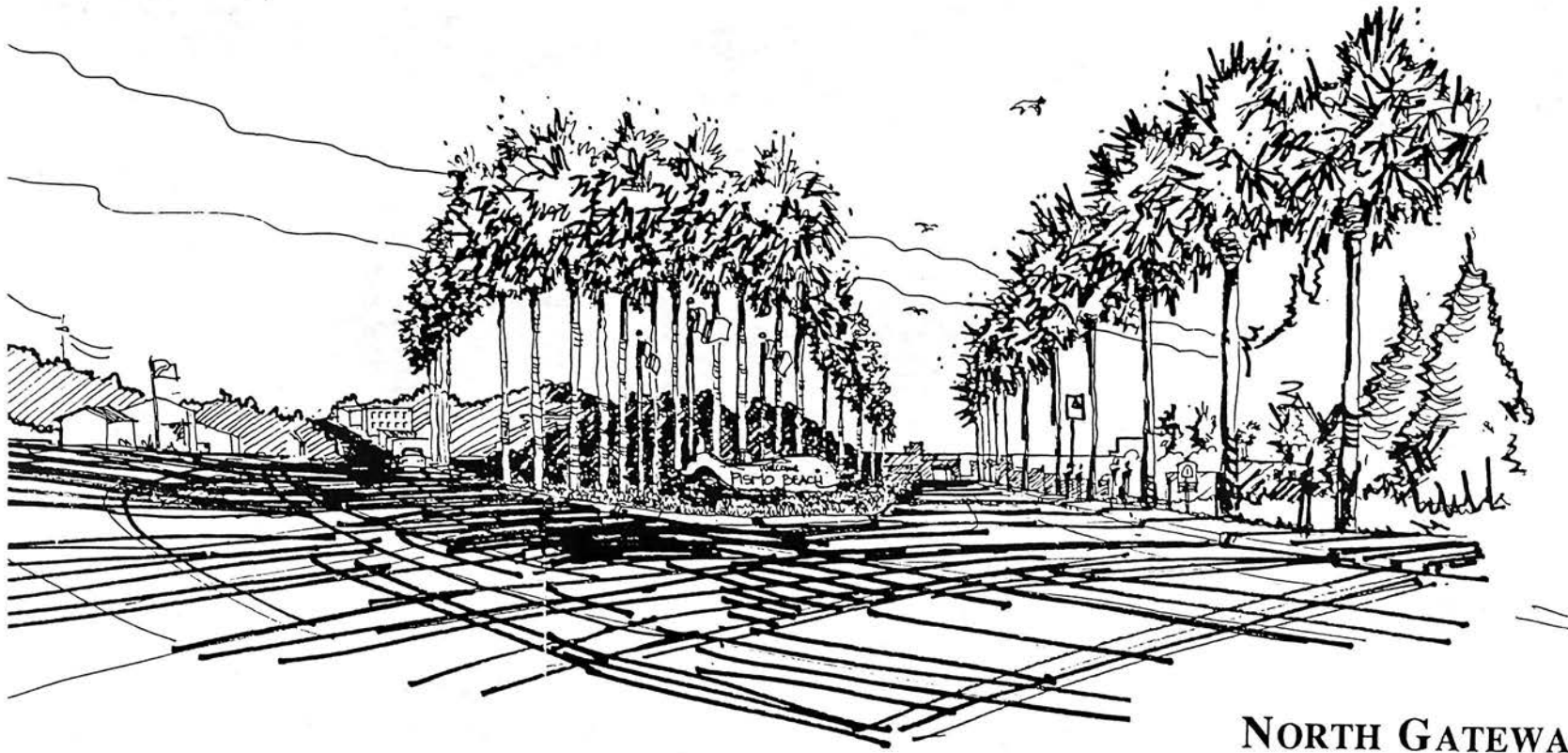
38



BARRANCAS BEACH ACCESS

The provision of clear access points or gateways to the beachfront should help the visitor focus on the beach and the sea. To achieve this one will need to:

- emphasize Dolliver and Hinds as the major access roads to the commercial core and beach
- improve beach access and core circulation by opening up a beachfront drive and walkway
- provide for the undergrounding of utilities and consistent directional signage to the beach and commercial core.



NORTH GATEWAY

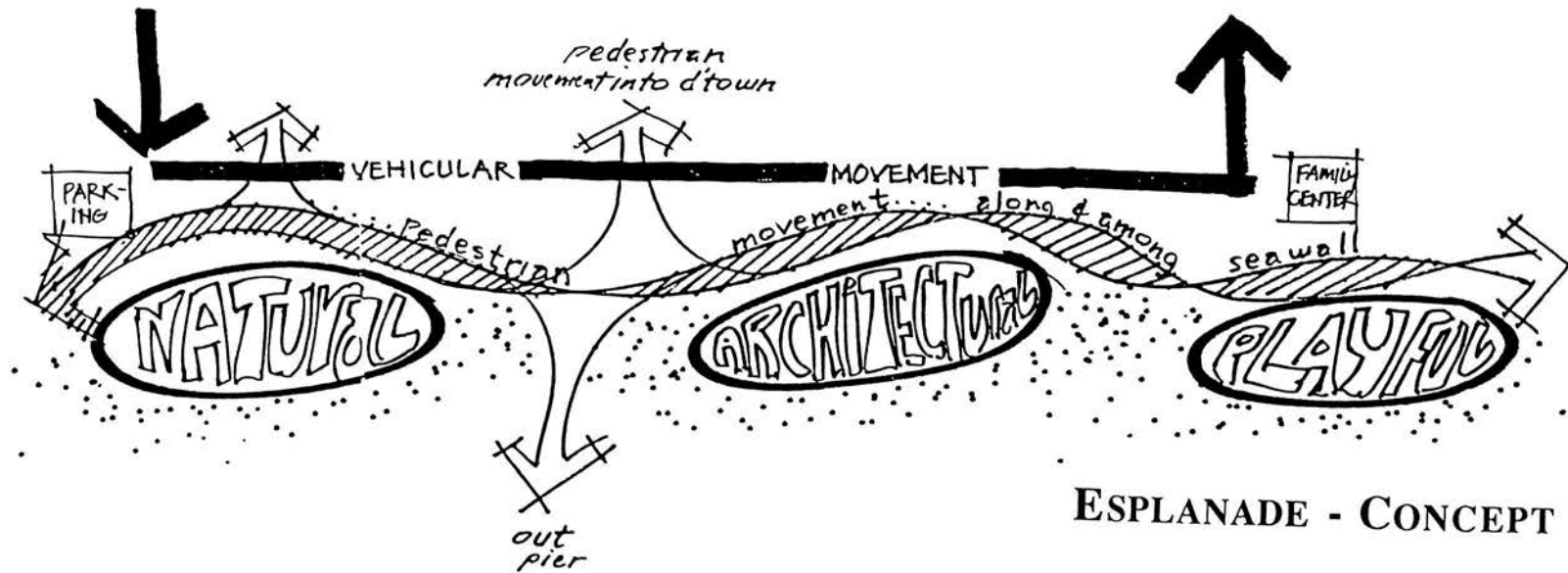
A focus of community activity and cultural activity should occur in the Central Business District. The development of a Cultural, Community and Conference Center at the base of the pier will provide the community with a focal point within the heart of the community core.

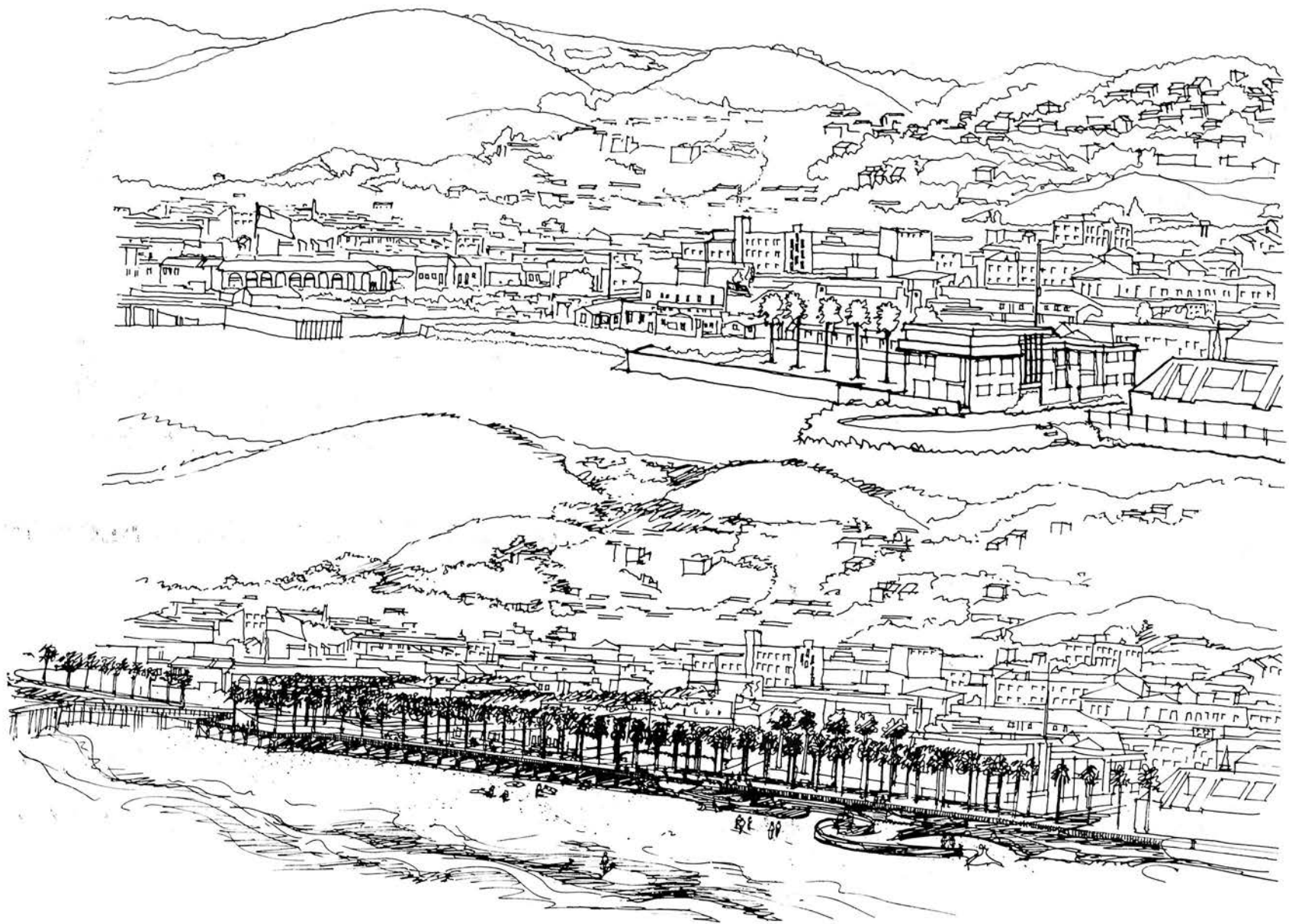
The development of a thematic seawall that celebrates and interprets the cultural and natural history of Pismo Beach will not only provide a local sense of pride but also be exciting for the visitor to the community. Along the length of the seawall, nodes of special activity should develop including:

- Family Activities Center
- Sand Sports Activities
- Pier Aquarium

"We need to be able to create 'things' that make you want to wander around Pismo"
- Nebb Eldwayer

40





OCEAN FRONT DEVELOPMENT BEFORE & AFTER

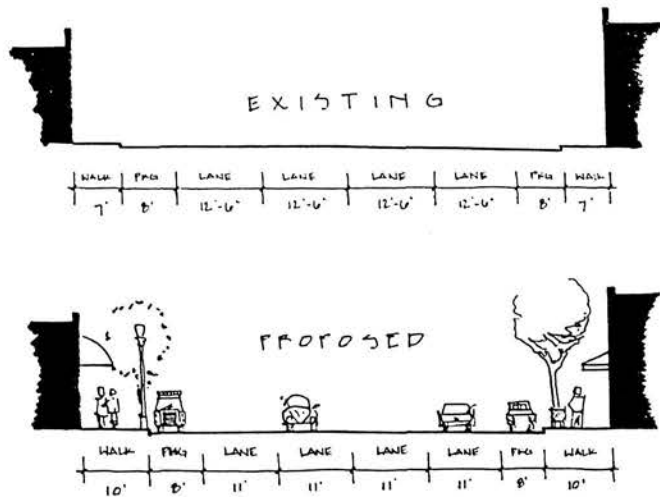
A sense of unity within the core can be achieved within the public zones by providing:

- A sense of consistency along major access routes
- Street lighting
- Special paving color, texture, and material
- Furniture

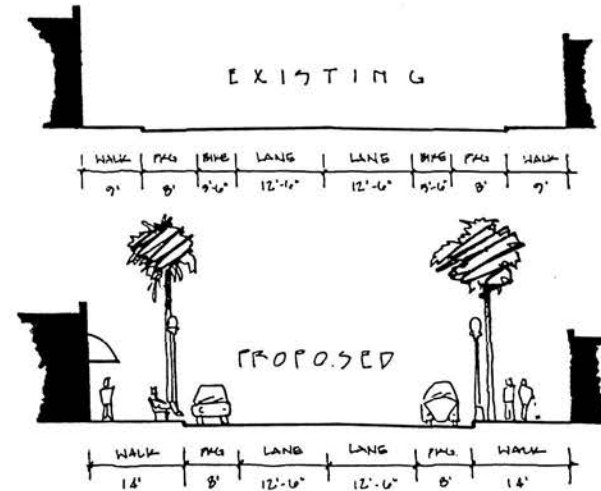
Special and uniform trees compatible with the Central Coast climate within the core and along the beachfront drive will provide a large scale commonality and help to define the limits of the area.

The sign ordinance should be strengthened and enforced to project a higher quality image than is currently present.. That should include regulatory, commercial and thematic signage.

42

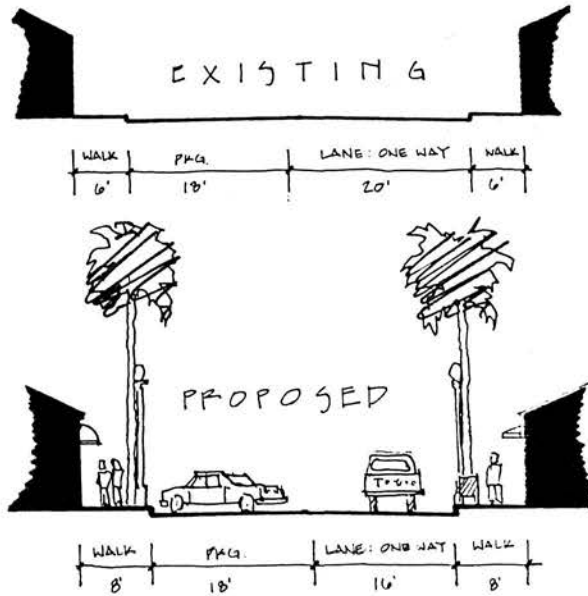


PRICE STREET CROSS SECTION



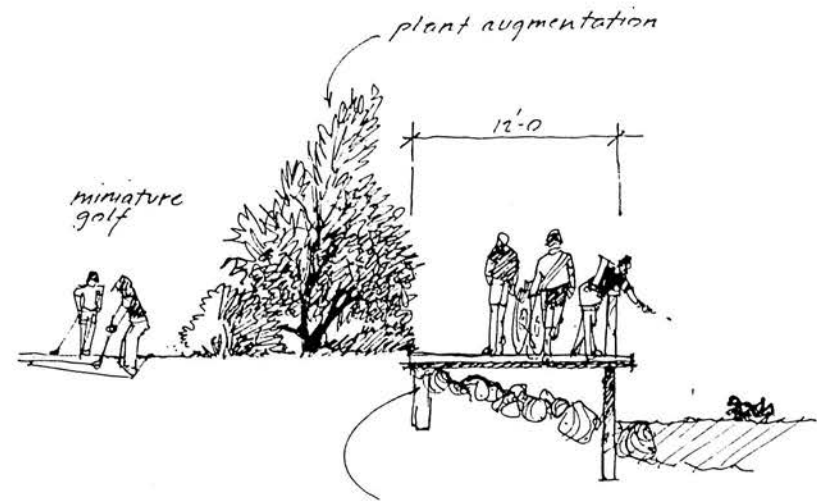
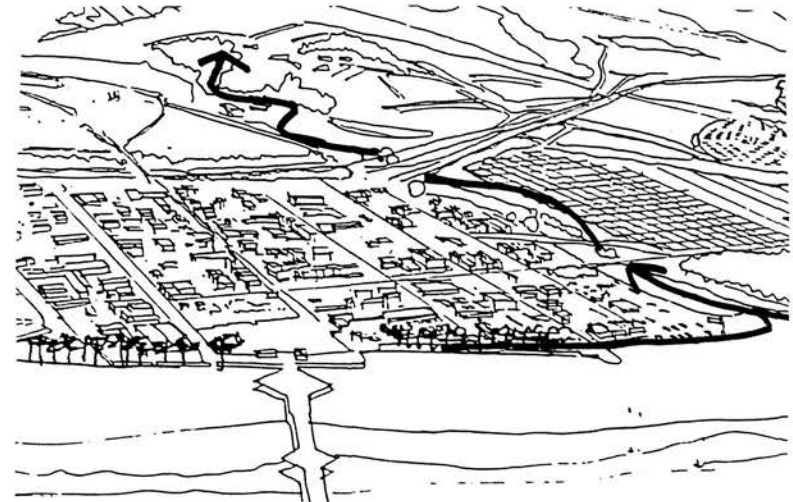
DOLLIVER STREET CROSS SECTION

*"Trees and more trees"
-Terry Henlin*



CYPRESS STREET

Open space connections between the sea and the hills should be emphasized. Amenities along the coast should also have obvious connections. These connections should include Pismo Creek and Price Canyon, the northern cliffs on the canyons, and the dunes to the south.

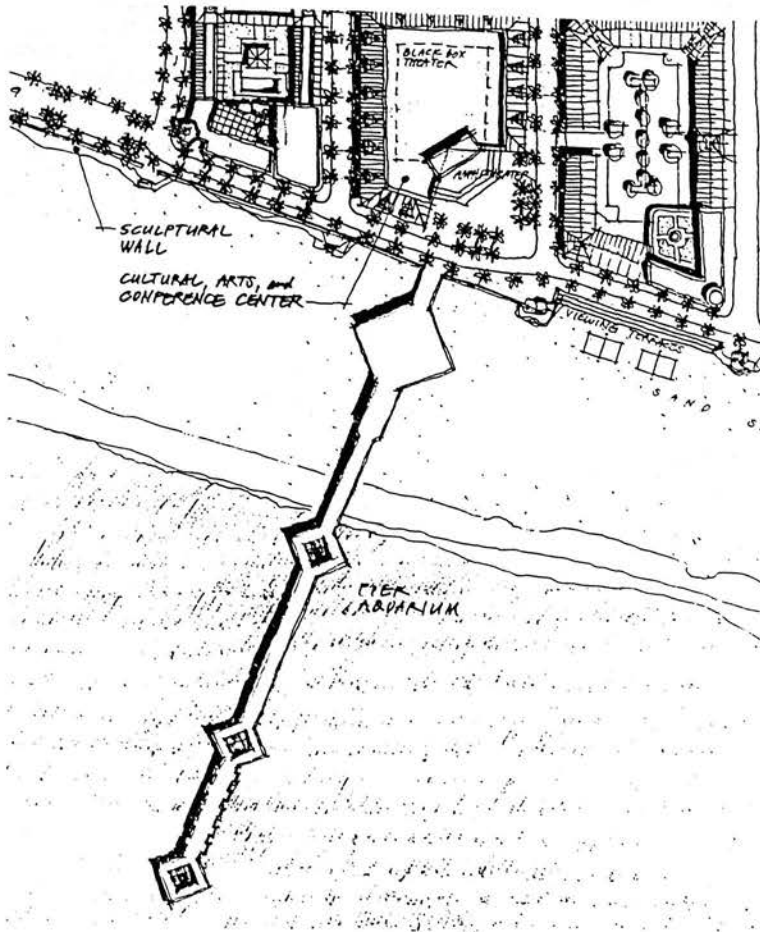


BOARDWALK AT PISMO CREEK

Program Elements

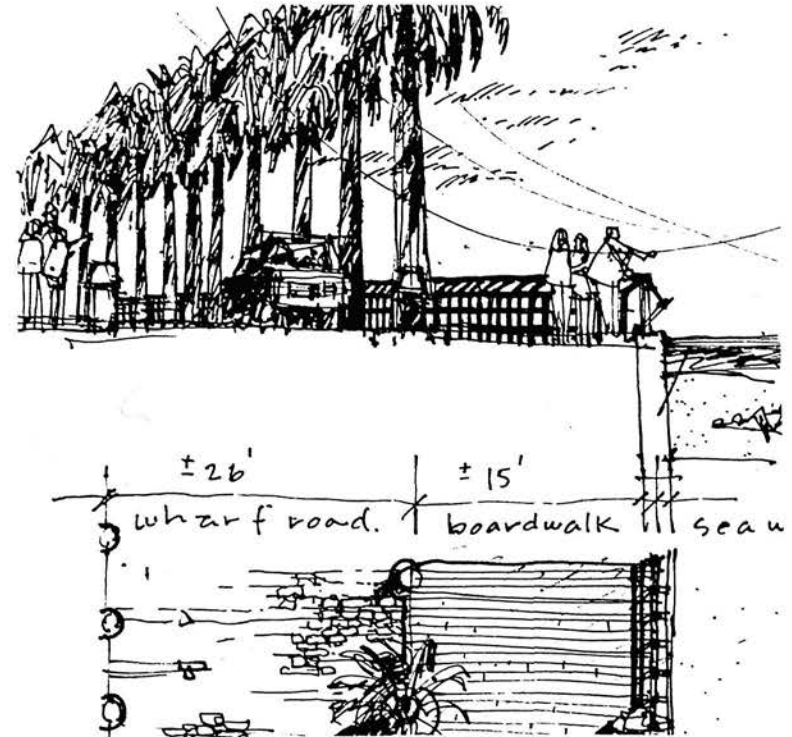
Pier Aquarium

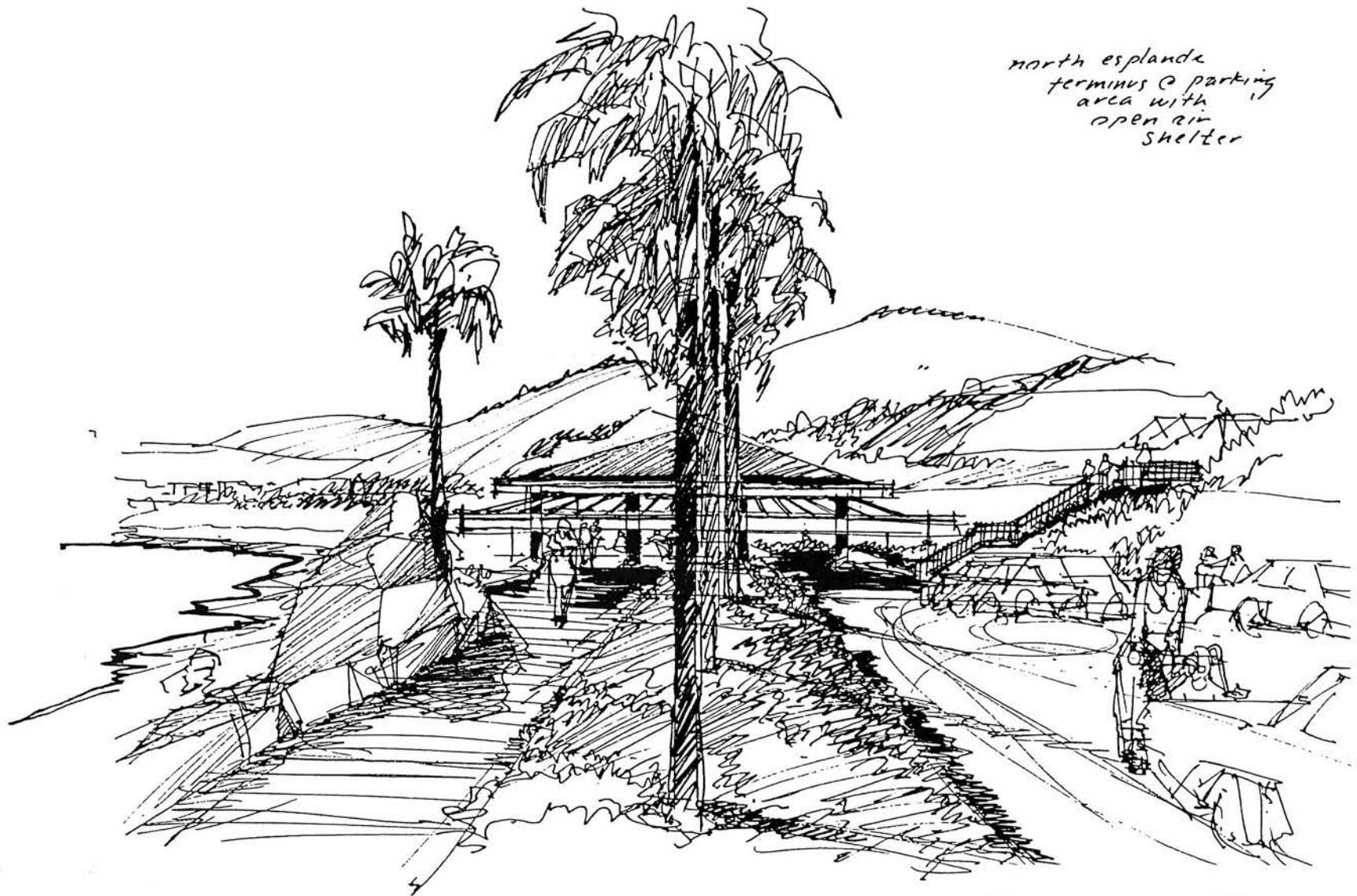
An aquarium display could be developed in conjunction with the Pier itself, focusing on the Pier ecosystems. A walk to the ocean floor provides the visitor to Pismo Beach an opportunity to experience more of the ocean resource of the city.



Sculptural Seawall and Esplanade

The sculptural seawall and esplanade defines the edge of the central business district with the beach. It provides positive frontage and general accessibility between the street and beach level elevations. Pismo Beach's singular identity and image will become the sculptural seawall which will be symbolic of the city's cultural and natural history. The seawall will incorporate spectator seating for the sand sports activities that will take place on the beach. The esplanade will provide a unique pedestrian experience and become the pedestrian connector linking the major beach front facilities and parking lots in the city.

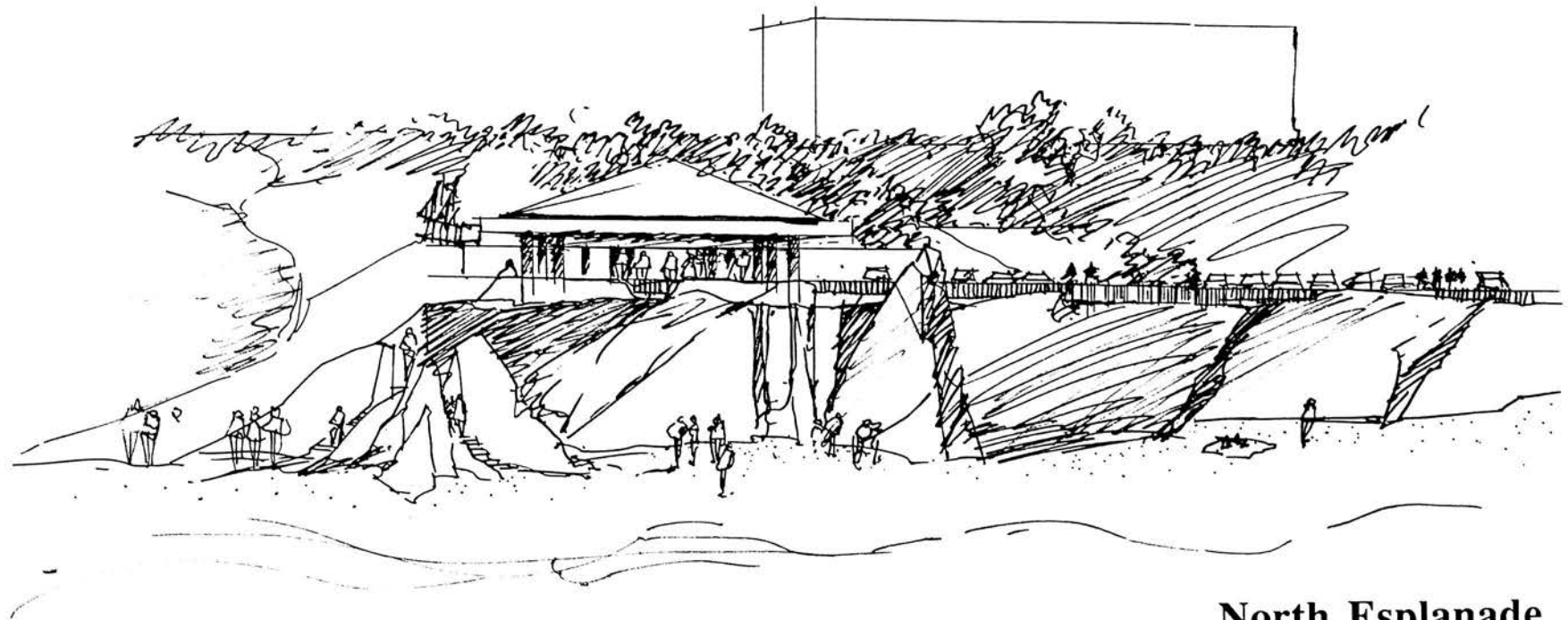




north esplanade
terminus @ parking
area with
open air
shelter

45

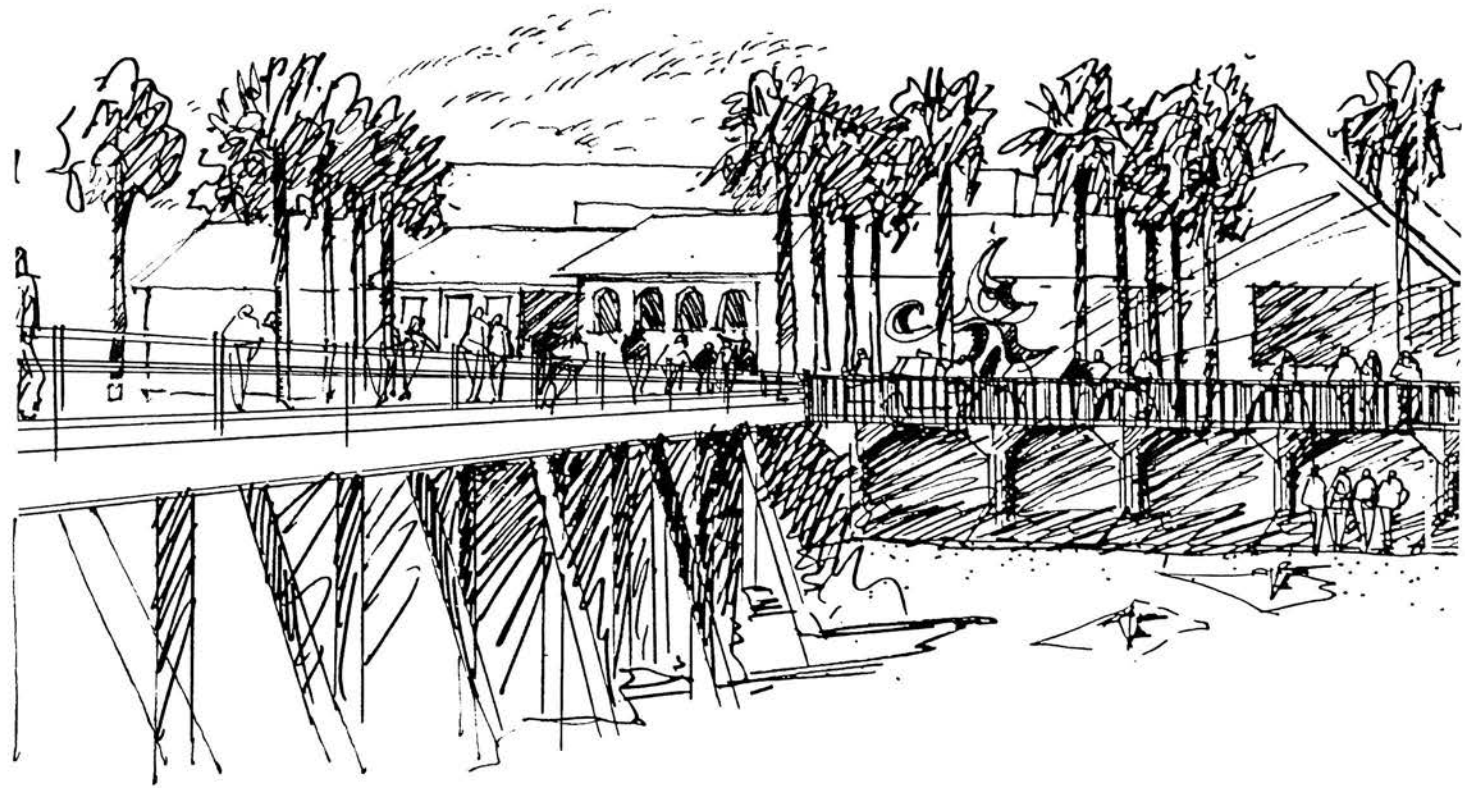
ESPLANADE - NORTH

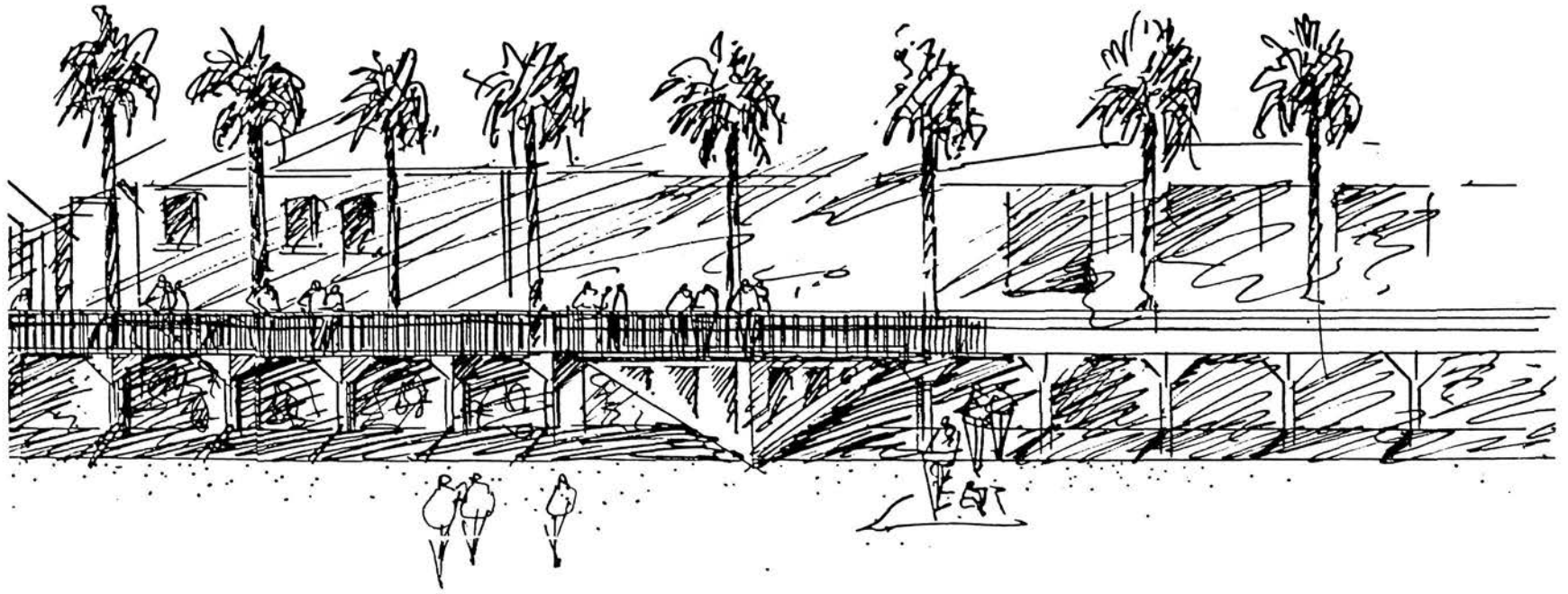


North Esplanade

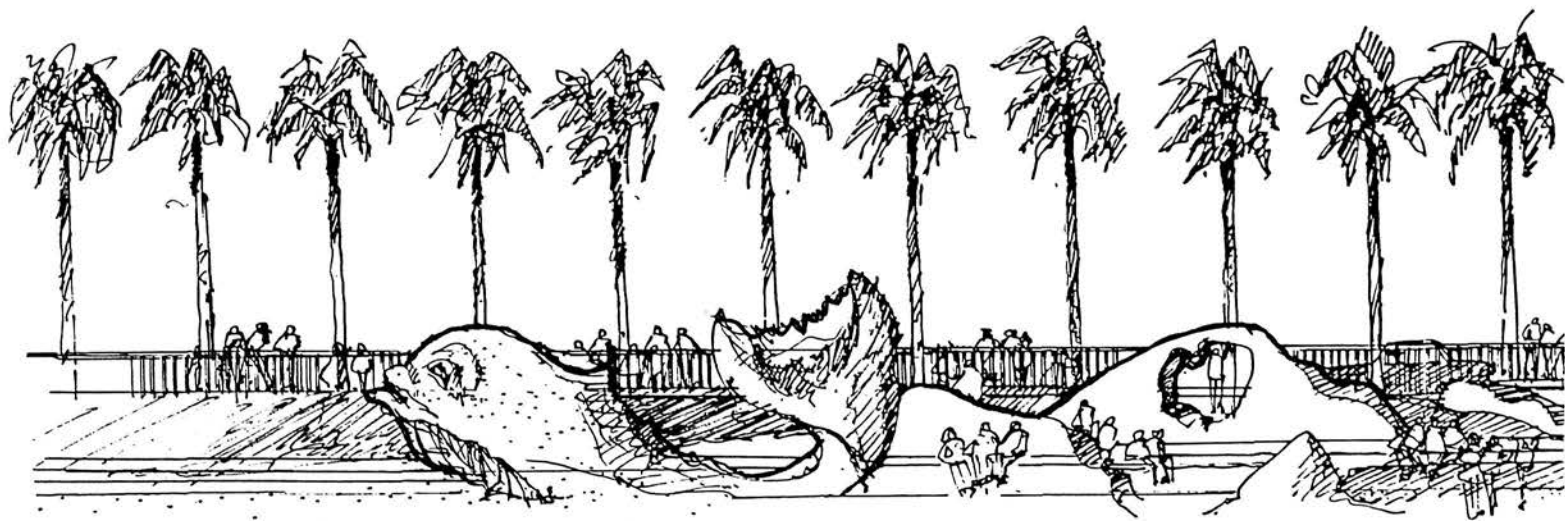
*"We need to highlight
our history"*

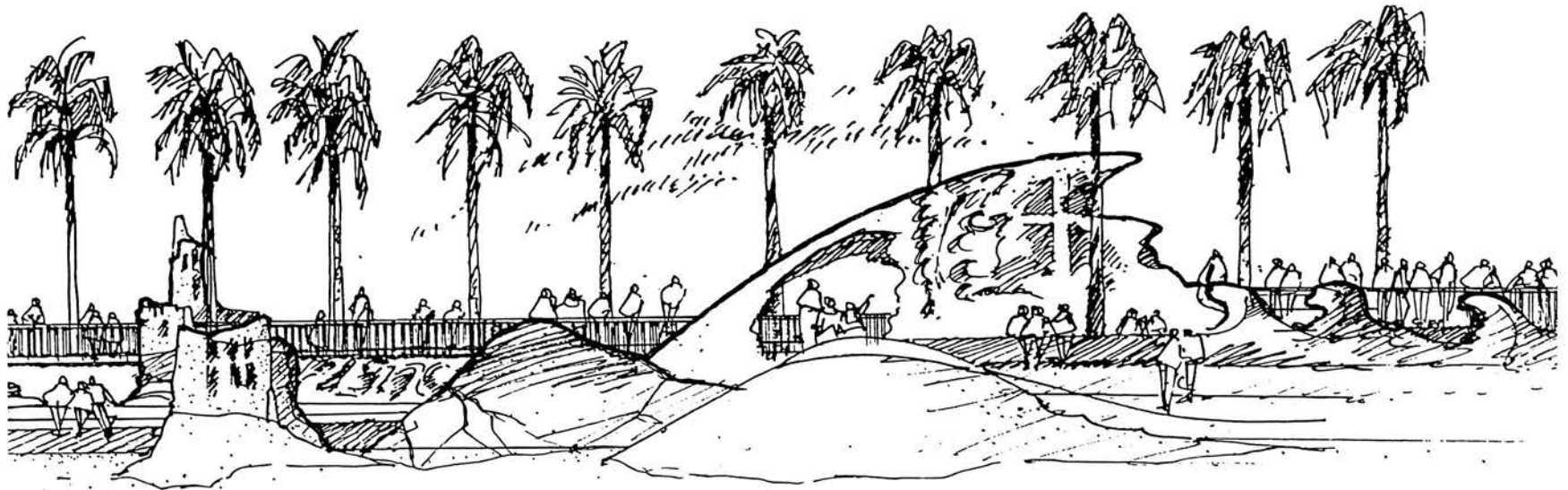
-Chris Garey





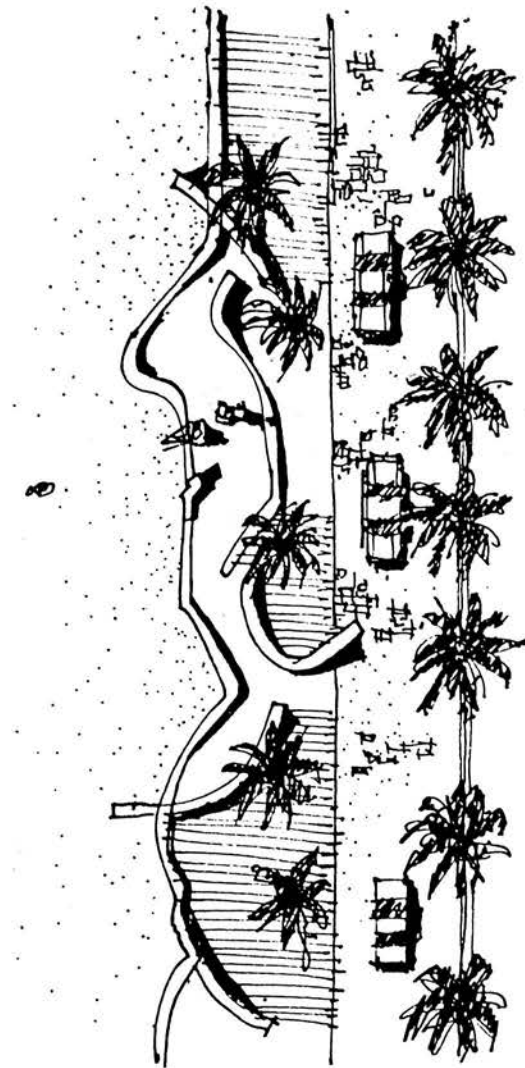
Central Esplanade





ESPLANADE SOUTH

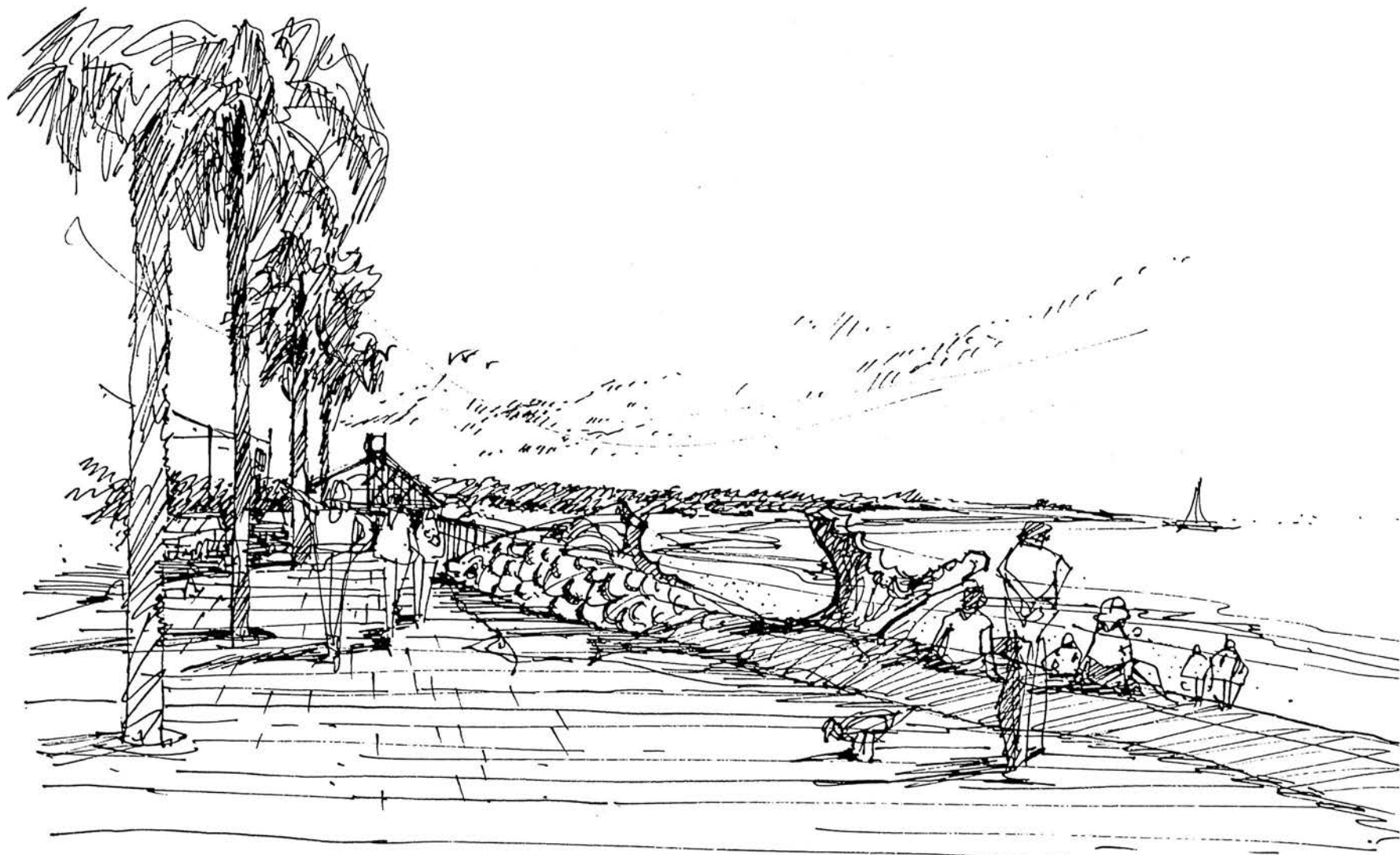
*"Pismo is a kids place ...
we need a board walk ...
a place to bike and skate"
Jessica Wilde*



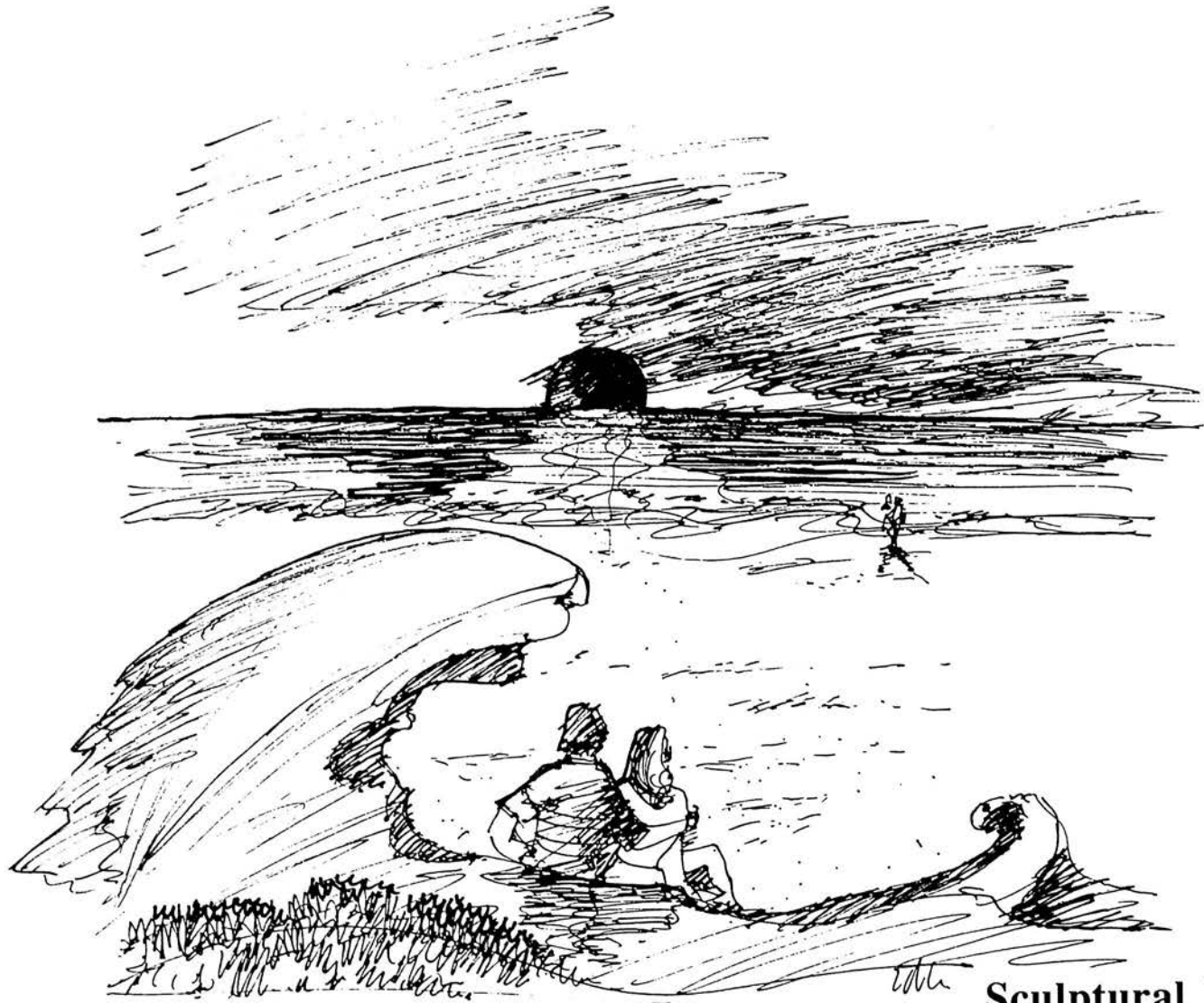
ESPLANADE SOUTH - PLAN



ESPLANADE - SOUTH



DOLPHIN ALONG ESPLANADE



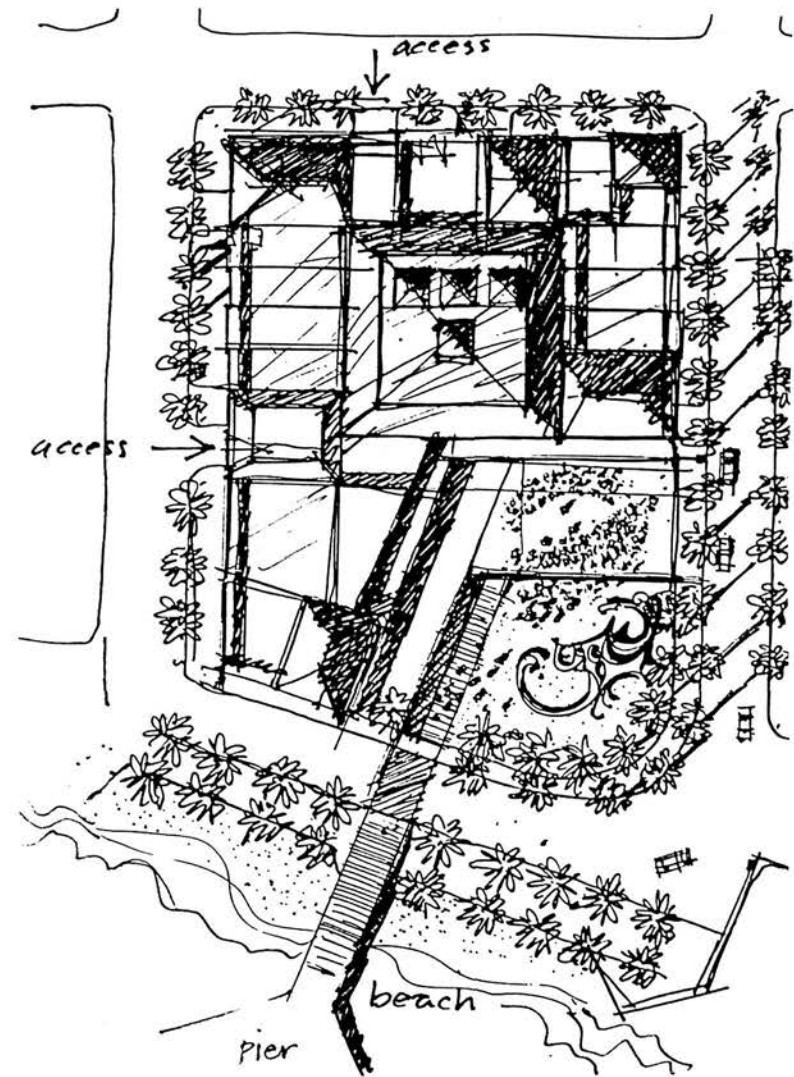
eth
Sculptural Wave Along Esplanade

Cultural, Community and Conference Center

This center will provide the gathering place and entertainment center for the city. The center will be a model of public-private partnership in development that becomes the centerpiece to the redevelopment effort, establishing a sense of community ownership in the heart of the city. The open space focus of the center will be a plaza that ties the city grid to the Pismo Beach Pier. The plaza will accommodate an amphitheater, a tourist information center and a major pedestrian access to the underground parking. The redevelopment program for the Center will service both the tourist and community needs with a multipurpose facility including:

- a 45,000 gross square foot conference and exhibition center on the second level;
- a 200 seat "black box" theater located in the midblock at street level with primary access along the street;
- retail and restaurant lease space around the theater with direct frontage along the bordering streets;
- underground parking.

"Walk the fine line to provide for local residents and tourists, but let's keep it a class act, we all love it here"
-William V. Davis



CULTURAL/CONFERENCE CENTER

Family Activity Center

The family activity center will be a major activity node that will anchor the southern edge of the esplanade for use by residents and tourists alike. The center will be operated by the Pismo Beach Youth to provide ownership for future generations. The operational revenues will be used to fund other youth activities, including a future youth center located elsewhere in the city. Specific program features could include:

- activity hall for music and dance
- daycare center
- miniature golf
- equipment rentals, including bicycles, skateboards, roller skates, etc...
- sand sports area, including volleyball, hole-in-one fairway, triathlon staging areas
- trail head to Pismo Creek Linear park and sand dunes area
- nature interpretive center

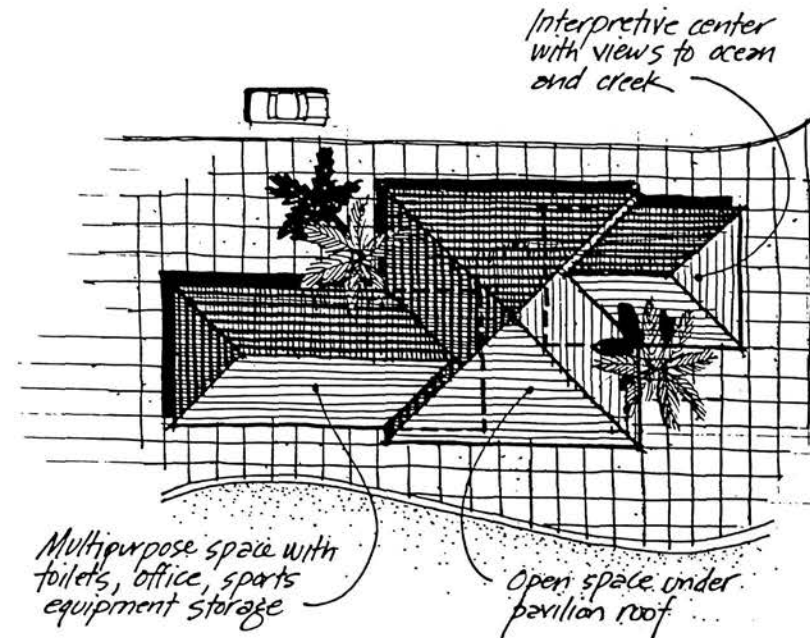
56

Sand Sports Area

The Sand Sports area will be used for viewing and participating in a variety of professional and amateur sand sports events including:

- competition volleyball courts
- hole-in-one fairway
- viewing area for triathlon events and other special beach events

*"Pismo is a kids place...
we need a board walk...
a place to bike and skate"
Jessica Wilde*



FAMILY ACTIVITY CENTER

Beach Parking

Large municipal parking lots will be provided for beach users. Rather than concentrated in one location, the lots will be dispersed along the beach front and connected with the esplanade pedestrian link.

Pismo Creek Linear Park

The park will be designed as a linear open space that links the beach with Price Canyon, Price Anniversary House Museum and the Municipal Country Club Golf Course. This linear park serves to access the resident and the visitor to the open space resources to the east of the city and the historical heritage of the community. The Municipal Country Club Golf Course will provide a vital recreational amenity not only for area residents, but is critical to the attraction and servicing of group business as well as upscale social visitation. The trail would branch north to access the 300 acre public open space reserve on the McDonald ranch.

The linear park can be designed as an arboretum exhibiting a wide variety of plant species or intentionally designed as a nature/wildlife conservation area. The park will include an extensive system of hiking and biking trails to extend the circulation links, open space, historical and recreational experiences beyond the central business district.

General Development Guidelines

Commercial Core

The commercial core in the immediate vicinity of the Pier and the cultural, community and conference center should be developed to optimize storefront retail along all street frontages. A mixture of uses shall be encouraged in this area. Landscaping shall include a continuous tree wall along the sides of the roads for all commercial blocks. Public activities shall be focused along the sidewalks and internal malls shall be prohibited, encouraging the visitors to circulate throughout the commercial core. A combination of parallel and angle on-street parking shall be provided on all of the streets in the commercial core with the exception of the beachfront esplanade. The City should adopt architectural guidelines to manage the building character of the commercial core.

Price Street Commercial

The sidewalks in the Price Street commercial area shall be widened uniformly to a minimum of 10 feet. A street lighting and street trees design scheme shall be developed and installed to unify this edge of the central business district. In contrast to the commercial core in the Pier vicinity, new construction should be constructed up to the 'build-to-line' along the street frontages with parking provided in back and along the sides of new structures. New height limitations should be developed providing for taller buildings along the Price Street corridor with gradual stepping down of building elevations as you approach the beach, allowing maximum advantage of the ocean views.

Phasing

Phasing the revitalization of the core area is one of the most important considerations. Realistic projects need to be defined and their completion should generate excitement in the community.

The following are phases of major development. Many "nuts & bolts" projects can be carried out at almost anytime during or concurrent with these defined phases.

The general rule is that projects should begin in the core and work outward to the entry point. (You have to have something to enter before you create an entry.)

The first phase should build the Esplanades and roadway section between Hinds and Pomeroy Streets and improve the streetscape of Hinds from the beach to the freeway. Concurrent with this phase of public improvements, the public/private partnership to build the Cultural, Community and Conference Center should be implemented.

58

The second phase of public improvements should include the extension of the seawall from Pomeroy Street to Addie Street and the development of the Family Activity Center and adjoining parking.

The third phase should improve the entrances along Dolliver and Price Streets.

The fourth phase would build the seawall and new parking area to the north of Main Street.

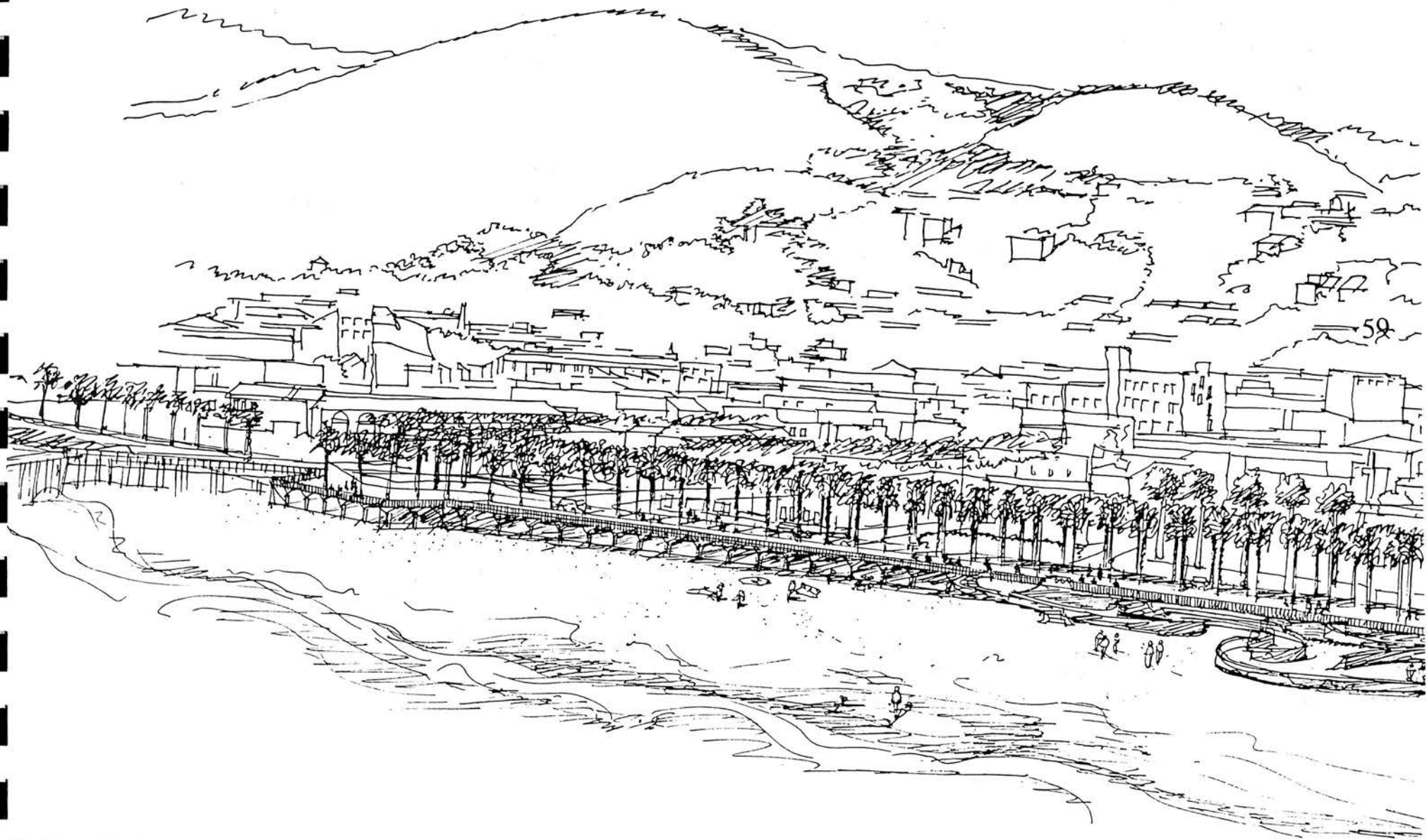
The connection between Main Street and Hinds should be accomplished in conjunction with redevelopment of the adjoining properties.

Concurrent with any of the described phases, the development of the Pismo Creek linear park and open space system should develop. The golf course and repair of the Price Anniversary House would be dependent on funding.

Although some phases of development might seem overwhelming one should never lose sight of the future of Pismo Beach.



Implementation



Implementation

This section of the report will describe in general terms the range of regulatory and fiscal issues that need to be addressed by the City in conjunction with implementation of the R/UDAT recommendations. As a high priority to start implementation, City staff, with the support of additional consultant expertise if necessary, should carefully review the regulations and revenue sources identified and prepare a specific schedule of revision/implementation.

Regulatory Tools

General Plan Issues

As discussed in the Community Planning Issues section above, the City needs to immediately commence the General Plan update for the city as a whole. A significant part of that General Plan update, and an integral part of implementing the recommendations of R/UDAT is to define a Central Business District specific plan area addressing development and design goals and providing the framework for controlling the development and redevelopment process in that area. This also provides the framework for capital improvement programming, for infrastructure financing districts, for developer improvements requirements and other specific implementation mechanisms. As a starting place, the downtown specific plan area should be a high priority of city staff.

Zoning Issues

In conjunction with the downtown core specific plan and the overall General Plan update, City staff should complete a

thorough review and suggest revisions to the city zoning code to accomplish the goals articulated in the R/UDAT recommendations. In particular, the city should consider revisions to the zoning map and use district provisions to further the objectives articulated in this report. Market forces should be allowed in large part to determine specific commercial uses in much of the Central Business District with the exception of the Cultural Arts and Conference Center where uses are specifically addressed in these recommendations.

Other sections of the zoning code that need additional review and possible revision include the following:

- Zoning Code provisions relating to parking requirements should be reevaluated based on the recommendations contained in the transportation section of this report.
- The Coastal Access Overlay zone should be revised to incorporate the specific design elements of this report and to provide other regulatory tools to further the design elements.
- Adoption of Design Standards, at least applying to those portions of the city addressed in the design recommendations of this report should be incorporated in the zoning code, or a specific design review ordinance. This was also recommended as an implementing tool in the waterfront revitalization study completed by the city.
- The sign code should also be revised to serve the design goals articulated in the Central Business District section to provide better circulation assistance as discussed in the Transportation section. Amortization provisions should be considered to bring nonconforming signs into compliance pursuant to an acceptable schedule.

- The Tourism section of this report identifies a perceived market need for condominium hotels, or, in other words, a structure that is intended for use by transient occupants, but provides kitchen facilities, additional bedroom(s) and other facilities to encourage family stays and longer term stays. Cities often are concerned about these uses becoming de facto apartment buildings, with the city losing potential transient occupancy tax revenues if stays exceed 30 days. These issues can be addressed in amendments to the zoning code that specifically defined this type of use, specify the zones in which it will be allowed, and limit any "length of stay" to less than 30 days, but at the same time allowing consecutive lengths of stay to facilitate longer term stays particularly in the off-season. Specifically providing for consecutive less than 30 day stays would continue to distinguish this use from traditional apartment uses, while still accommodating the collection of the transient occupancy tax. The City of Anaheim has adopted a similar provision in its zoning code which can be reviewed by city staff for further specifics.

- Revisions to the view protection provisions of the existing code should also be considered. As identified in the Community Planning section above, view corridor issues along the 101 corridor should be addressed to protect the hills and ocean as visual resources. In addition, however, the city should give serious consideration to view corridors and view issues in the Central Business District itself. Since the beach and ocean is the city's most important resource, care should be given to evaluate setback requirements, height requirements and view easements or corridors to encourage maximum use and benefit of ocean views in the downtown core area.

More thorough review of the zoning code by city staff will probably identify additional provisions for revision. This list is intended more to highlight some basic provisions to consider rather than to be exhaustive. In general, the general

plan, including the Central Business District specific plan, should identify the design goals for the area, and the zoning code revisions should provide the mechanism to accomplish the same.

Other Pismo Beach Municipal Code Issues

In addition to the general plan and zoning code review discussed above, the city staff, with additional consultants if necessary, should similarly review other applicable municipal code sections and suggest enforcement strategies and changes as appropriate to further the recommendations of this report. Such a "R/UDAT" Code Review", along with the General Plan update and zoning code update, should be completed as one of the highest immediate implementation priorities of the city staff.

For example, the city's subdivision code contains some of the most significant development regulations available to the city. Most of the infrastructure contribution requirements are imposed through the subdivision code. Pismo Beach Municipal Code ("PBMC") section 16.48 requires developers of new subdivisions to construct public improvements necessary to serve the subdivision according to city standards. City staff should evaluate existing city standards, especially street, boardwalk, sidewalk, landscape and other standards that relate to the design recommendations contained in this report. Changes should be made or new standards developed to incorporate these recommendations into the city standards so new development will conform to the design elements suggested.

PBMC section 12.08 relates to the undergrounding of utilities. This section authorizes the city to provide for undergrounding specific utilities, including already developed properties, pursuant to an assessment district. As discussed in the Transportation section, the provisions of this section of the municipal code should be used to

accomplish the phased utility undergrounding. Of course, new development or redevelopment that occurs concurrently with the phased undergrounding can be required to underground utilities under the subdivision standards and authority of PBMC 16.48.

PBMC section 9.72 establishes a ten p.m. curfew for minors. It appears that this code section is inconsistent with articulated goals of providing public space and opportunity for activities for the youth. This curfew ordinance should be eliminated or revised to facilitate youth activities, particularly on weekend evenings.

PBMC section 8.08 establishes a program for weed control in the city. In general it gives the city authority to require property owners to remove weeds from the streets and public rights of way in front of their properties. This provides an equitable and effective method of weed control in the city, an image feature identified in the Transportation section. However, based on our brief visual survey of the city, use of this code section and enforcement has not been a priority. City staff should, perhaps through the use of community volunteers or students, conduct a weed cleanup inventory and commence the notice provisions of this section of the code to immediately improve the overall image of the community.

Again, these recommendations are not intended to be an exhaustive list of city code provisions, but rather to be the basis for some immediate and important action by the city. A "R/UDAT Municipal Code Review", more thorough review of city codes and, equally as important, strategies for *enforcement* of city codes, should be completed by city staff, or additional consultants if necessary, and appropriate recommendations made to the city council to most effectively develop a scheme of regulatory tools to implement the recommendations of this report.

Seawall Regulatory Issues

The seawall, boardwalk and esplanade elements of the recommended design raise regulatory issues regarding the possibility of their implementation. One of the first steps in implementing that design is to complete a careful analysis of the regulatory issues that are raised by the plans to construct such significant features along the beach and at the mouth of Pismo Creek. After this thorough regulatory analysis is completed, a "Strategic Permitting Plan" needs to be developed and discussion and negotiations with applicable state and federal agencies commenced.

In particular, information available to the R/UDAT team indicates that the waterfront revitalization plan adopted by the city was approved by the State Coastal Commission. However, some of the beachfront elements included in this R/UDAT report, including the extension of the seawall north of Main Street to Wadsworth, were not included in the approved waterfront revitalization study and therefore, likely will require additional Coastal Commission approval. It is further our understanding that the Coastal Commission has deferred its permitting authority above the mean high tide line to the city, and therefore, obtaining Commission approval for this extension of the seawall, since it is above the mean high tide line, should be fairly straightforward. State Parks and Recreation and State Lands approval may also be required for this northern extension of the seawall, and the Strategic Permitting Plan should include these agencies as well.

Similarly, the family activity center and features of Pismo Linear Creek Park could trigger impact on the mouth of the creek. That area is an environmentally sensitive area, and several agencies with wetlands jurisdiction should be included in the Strategic Permitting Plan to identify wetlands regulatory issues. The Corps of Engineers, for example, has recently had its wetlands jurisdiction expanded broadly

by regulation, and obtaining necessary permits for any fill in any wetland can be a time-consuming and difficult process. A wetlands consultant with experience in Corps permitting should evaluate this area of the city waterfront to provide the necessary input into this feature of the Strategic Permitting Plan. Other California agencies also may have regulatory authority and should be included in the Strategic Permitting Plan.

City staff must also carefully evaluate condemnation needs in conjunction with any final design of the boardwalk and esplanade. The design proposed attempts to avoid the need for condemnation to the maximum extent possible. However, the Seawall Motel may pose an alignment problem that can only be resolved by condemnation. These condemnation needs can be identified in any final engineering study on the beachfront features.

In sum, the regulatory implementation should include the following:

- Completion of the General Plan update including a Central Business District general plan incorporating the design recommendations of this report;
- Zoning Code review and revision including, but not limited to, the sections discussed above;
- A "R/UDAT Code Review" identifying enforcement, revision and new code section needs to implement the R/UDAT recommendations; and
- Development of a "Strategic Permitting Plan" identifying the regulatory issues and agencies that need to be addressed to obtain necessary approval for the seawall and Pismo Creek Linear Park and setting forth a time frame for completion.

Revenue Tools

Adequate regulatory tools to implement the design recommendations for the Central Business District is only half the battle. New development participation in the design elements can be accomplished this way to some extent. However, significant portions of the design recommendations require public funds. This portion of the implementation section will briefly identify the revenue ideas to be considered. City staff should more carefully evaluate each of these revenue options and retain expert fiscal consulting services to develop a "R/UDAT Revenue Action Plan" for implementation of these recommendations over the short and long term. The area of municipal revenues is highly specialized, constantly changing, and full of creative and innovative solutions if proper expertise and energy is expended to discover the options. The city should be willing to bring in the best assistance to map out this critical portion of the implementation. Typically, this means going outside existing city staff for the broadest range of expertise and innovative solutions.

The city should evaluate a combination of any or all of the following revenue tools to implement the recommendations of this report:

- Redevelopment Authority/Development Districts/Tax Increment Financing
- Public/Private Partnerships
- Special and General Taxes or Tax Increases
- Enhancement of Other Revenue Sources and Redirecting Existing Funds
- Special Benefit Assessments
- Fees from Development
- Grants/Matching Programs and Private Gifts
- Private City Foundation to Receive Gifts

Redevelopment Authority/Development Districts/Tax Increment Financing.

One of the most commonly used and flexible revenue tools to accomplish many of the goals articulated in this report is the authority of cities to establish redevelopment project areas. This allows the city to take advantage of tax increment financing provisions in the state statute to channel the property tax increases that come to the city as a result of redevelopment of a project area into specific public improvements for that area. Establishing a redevelopment project area that encompasses those areas of the central business district that are the subject of the design recommendations in this report could provide the city dedicated property tax revenues for use in funding improvements such as the boardwalk/esplanade, the cultural, community and conference center, the Pismo Creek Linear Park, the recommended streetscape and others.

64 Statutory redevelopment authority includes the power of eminent domain for redevelopment purposes, if deemed necessary by the redevelopment agency. Past experience in this city with eminent domain and redevelopment has not been positive. However, with careful and very limited use, this eminent domain authority can be very effective in completing important projects in the city. In particular, if condemnation is required for the ultimate boardwalk/esplanade alignment, the city should be willing to use it.

However, it is important for the city to keep in mind that it is not *required* to use eminent domain powers in a redevelopment project. The tax increment financing provisions are still available to the city and should be exploited to their fullest in the central business district redevelopment. Senate Bill 308, January, 1989, further authorizes Infrastructure Development Districts which can use tax increment financing techniques to finance public

improvements including, but not limited to, parks, recreational facilities and open space. This bill spells out the procedures for establishing the districts and could be used to finance waterfront improvements. Current status of this legislation should be explored by the city.

The key with Redevelopment Authority and/or Development Districts is the ability to take advantage of the tax increment for financing desired improvements. Tax increment funds pledged for new bonds, loan programs for private development, and other mechanisms are available under this type of program. Again, the municipal revenue consultant can suggest a whole range of options to the city.

Public/Private Partnerships

The City has a wide variety of public/private partnership methods of "financing" projects available for implementing the recommendations of this report. The consultant hired by the city to put together the Revenue Action Plan should have particular expertise in this area. Joint ventures, sale/leasebacks, leases, and Certificates of Completion are just a few of the contractual options, in various combinations, available to the city.

The R/UDAT team heard several proposals from the private development community that included some form of these public private partnership arrangements for city participation. Careful scrutiny and negotiation of any such arrangement is necessary before entering any partnership arrangement. The municipal revenue consultant for the city and the city attorney should participate heavily in these negotiations.

These private partnership arrangements would be particularly well-suited to the cultural community and conference center proposed by the pier. The city owns a portion of the needed land and a private party owns the other. The city desires a public meeting space and cultural center at that location, the

private parties desire more traditional commercial uses. As described in more detail in the central business district section of this report, such a combination of uses should be accommodated at that location. An agreement that addresses both parties contributing their land, a sharing of construction costs and a sharing of revenues from the project could provide the basis for city financing its share of the costs for the facility. Provisions for additional benefits to the developer, perhaps in the form of additional densities elsewhere, could, by the contract, reduce even further the city's financial obligations in such a project. Because the provisions of such public/private partnership programs can vary significantly and are very dependent on the specific site and proposal, additional detail on the terms is not possible at this time.

General and Special Taxes and Tax Increases

Of course, increasing general and special taxes is a revenue source available to the city to fund the recommendations of this report. However, new taxes may be subject to voter approval. In and of itself, this should not discourage the city entirely from considering taxes as a source of revenue for implementation, since, the success of these recommendations is dependent on the city as a whole getting behind them. If the city is so split on the recommendations that a voter authorization of the tax revenues is not possible, the city may need to step back and reconsider its course.

The current legal status of what taxes or tax increases require voter approval and which ones don't is rapidly changing and the city should have its attorney advise it on tax procedures. For example, it is unclear whether increasing tax rates for existing taxes, as opposed to adopting new taxes will be subject to voter approval. Similarly, voter approval requirements for general taxes as opposed to special taxes should be researched for recent case developments.

Along with the possibility of taxes as a revenue source, comes the burden of being sure the city is collecting all of the tax revenues it is entitled to under existing programs. Audit programs for current revenue sources should be instituted to maximize existing revenue sources. In addition, the city should develop a watchdog program on "creative" property transfers to determine which, if any trigger reassessment under proposition 13. For example, Corporate mergers often involve a real property transfer to a new entity and may trigger new assessment. Particularly in real estate market such as this where land values are escalating rapidly, quick reassessment of all eligible property transfers could generate important revenues.

Property taxes alone often do not provide immediate sources of additional revenue to the city, since the tax rate is limited by state law. In addition, assessed value is limited by state law, and the city cannot take advantage of the increase in property values until a "transfer" occurs. In an area that is rapidly developing or redeveloping, the city certainly can expect significant additional property tax revenues from these new developments and the associated transfers, but the time lag and lack of direct city control make this source helpful, but not the full solution.

The transient occupancy tax is currently a significant revenue source for the city. This tax and suggested changes to the rate and the use of the revenues is discussed in detail in the Tourism section of this report. Again, voter approval requirements for changes to this tax or for earmarking this tax should be researched further.

The R/UDAT team had significant discussion about the possibility of raising additional revenue with a Real Estate Transfer Tax (Documentary Stamp Tax). This can be a significant source of revenue in some states and charter cities. It is also often perceived as a very equitable tax in situations similar to Pismo Beach, since it allows the city to share in the appreciated value of real estate in the

community, an appreciation that is often more due to efforts of the city to make the city a desirable place to live than specific efforts of the individual property owner. However, by statute, the City of Pismo Beach, as a general law city is currently collecting the maximum allowed.

By statute, the City of Pismo Beach is authorized to impose a Utility User Tax for general revenue purposes. This tax would not be limited to new development, and as a result, may face greater resistance from existing residents. According to city staff, this could be a significant source of revenue. This tax should be explored further by the municipal revenue consultant and city staff. Of course, as discussed above, voter approval requirements should be researched.

66 Business license taxes are currently collected by the city. In a city where much of the business is conducted for the tourism industry, increases in this tax to provide improvements to expand that industry may be acceptable to the taxpayers. City staff is currently reorganizing the classification of business licenses and this process and possible rate increases could be considered. It is doubtful, however, that this revenue source would provide the amount of funds necessary to implement the recommendations. Some portion of the recommendations, perhaps in conjunction with a business benefit district assessment discussed below, could fund some of the streetscape improvements in the central business district.

Enhancing Other Revenue Sources and Redirecting Existing Funds

The city should also complete as part of its R/UDAT Revenue Action Plan an assessment of other existing revenue sources that may not be directly applicable to the recommendations in this report, but once collected, could serve to free existing city funds for these recommendations.

The most logical of these sources involves an implementation of the results of the VERTEX study of user fees completed for the city recently. In essence, the city is authorized to collect "user fees" for various city services. The VERTEX study analyzes what service areas are currently not collecting enough user fees to cover costs for providing those services. The city can then evaluate from a policy perspective whether to increase those user fees in those deficient areas.

A word of caution, however. The VERTEX study shows a significant deficiency in the tourist serving categories of public services. The city should not automatically move to impose significant new user fees on those aspects of the tourist industry in an attempt to recover extra dollars in the general fund which can in turn be used to provide facilities and improvements that will result in enhancing the tourist industry. That could be "robbing Peter to pay Paul". Many of the special events currently held by the city that draw the tourist may only be surviving because the costs to put them on are not excessive. The tourism section of this report discusses those events in more detail. However, the city should carefully consider whether significant new user fees for these events or other aspects of the tourist industry would be counter-productive.

Special Benefit Assessments

This category of revenue sources includes a whole series of California statutes that authorize assessments to be charged against property that specifically benefits from the improvements that are the subject of the assessment. Essentially all of the physical improvements that are included in these recommendations can be the subject of one form of special assessment district or another.

City staff and the municipal revenues consultant should evaluate the various special assessment districts available and

determine which combination would provide the best mix for funding improvements. Consideration must be given to which ones require the city to collect the dollars before they are spent ("pay as you go") as opposed to those that allow the city to pledge the future collections to retire a new bond issue. Minor improvements or funding of downtown promotion can be funded by "pay as you go" programs. For example, the "Parking and Business Improvement Area Law of 1979" allows a surcharge on the business license tax for parking facilities, public decoration, public event promotion and/or business promotion.

On the other hand, large improvements, such as the waterfront improvements cannot be funded by "pay as you go" assessments, since it would take years to collect the necessary funds. Other special assessment programs are designed for such larger improvements and bonds for the improvements, using the annual assessment collections to retire the debt. Again, the available statutes cover almost all types of public improvements and programs. Special consideration should be given to those programs that also allow including operations and maintenance in the assessment such as the recent amendments to the Municipal Improvement Act of 1913.

One of the most recent and probably most comprehensive of the special benefit assessment laws is the Mello-Roos Community Facilities Act of 1982. This statute allows the city to set up a community facilities district for most types of public improvements and to collect assessments therein. Approval by either the voters in the district or the property owners in the district is required depending on how the lines are defined. This program should definitely be explored by the city and the municipal revenue consultant for implementation of the recommendations in this report.

Special benefit assessments all include some method of validation by the affected public, either in the form of a protest provision where the measure is defeated if a specified

percentage of the affected property owners file a protest, or by election as is the case with the Mello-Roos program. Again, the city should be willing to make recommendations on funding programs such as these and then take them to the property owners and/or the voters for their support. For any of the recommendations in this report to work, there must be strong support on the part of the community affected.

Fees From Development

The city is authorized to exact fees from new developments to cover a wide variety of needed public improvements. In general, the fees are based on the theory that new development is creating at least some of the burden and need for the funded improvements. Many of these fees are imposed during the subdivision process, but they should not be limited to only those development projects that trigger subdivision rules.

The city staff and the municipal revenue consultant should carefully review all of the city's fee programs, identify under what circumstances they may be collected and verify that they are in fact collected. The city should then consider adopting programs to broaden the fee application if appropriate to cover more than just subdivisions. Since these fees, by design, only apply to new development or redevelopment, they should not be used to fund all of the costs of the recommendations since existing development also benefits from these recommendations.

The city should also carefully examine the original basis for establishing the dollar amounts for these fees and consider revising the amounts where appropriate. Based on R/UDAT's brief review of the existing city programs, it appears that additional revenues could be collected by revising the amounts. For example, in PBMC 16.70, the parks dedication or fee in lieu provisions set a standard of 4 acres per 1,000 in new population from the development.

More recent experience nationwide suggests that 7-10 acres per 1,000 population is more appropriate.

Similarly, it is R/UDAT's understanding that the fees collected for water may be outdated.

City fees from development programs should adopt "carrot" as well as "stick" provisions. For example, PBMC 16.70 allows a credit for up to 50 percent of the park dedication requirement if private open space is provided. Several of the recommendations of this study include open space proposals. To the extent that these open space areas are parts of new development projects, the credit program should be used to make the recommendations more acceptable to the property owner.

Similarly, the city should consider development fee offsets for central business district projects that otherwise contribute to the recommendations of this report as a method of securing private participation in those recommendations.

68

Many cities are using development fees for a whole variety of creative improvements or services. For instance, the city of San Francisco uses development fees for childcare. The city should evaluate its list of development fees to insure completeness. Although the recommendations in this report do not raise issues as unique as childcare, a full range of development fees should be used to respond to those needs created by the development.

Because development fees are a very popular program in cities nationwide, there are numerous good references for city review, including several publications that provide detailed explanations on how to calculate the fees in an equitable manner.

Grants, Matching Programs and Gifts

Grants are no longer the panacea they once were. However, they are a valuable source of funding that should not be ignored by the city or by the businesses in the city. As a first step, the city should have a staff position responsible for grants applications and administration. Some assistance is probably available from state and/or regional resources, but unless a grants administrator is dedicated to and fighting for your community specifically, the chances of prevailing in what is often stiff competition is limited. The city may want to explore a regional grants administrator, such as a Five Cities administrator for programs such as the regional parks program suggested in the community planning section above.

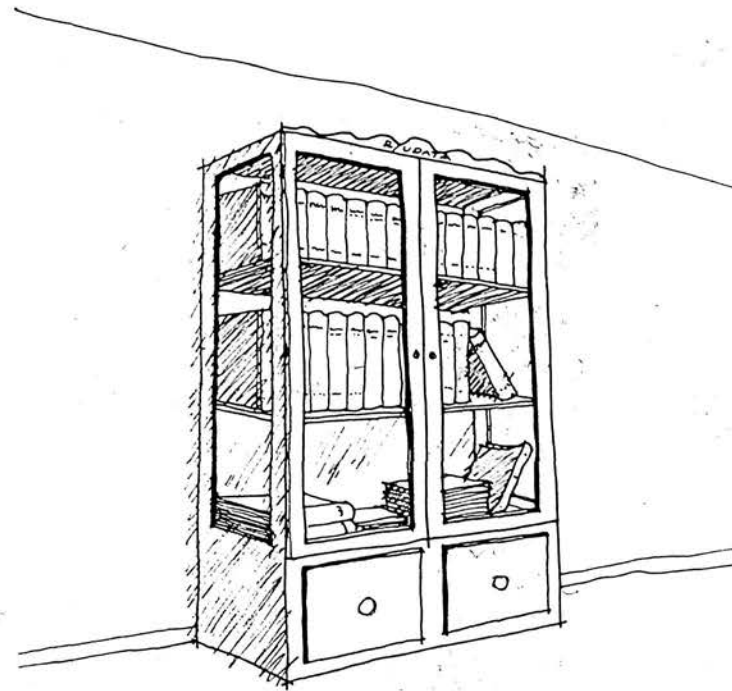
Grant sources are varied. The Corps of Engineers, Federal Emergency Management Administration, Coastal Commission and Community Development Block Grant programs are some of the examples. Redevelopment funds discussed earlier in this section can often be leveraged as matching money for grant programs. There may also be grant sources for outdoor recreation facilities such as the waterfront improvements recommended in the central business district section of this report.

Not to be totally overlooked, private gifts to the city should be encouraged. Many communities have successful private gift programs for parks and recreation, public space amenities, etc. It is usually best for the city to set up a private nonprofit foundation to receive these gifts, thereby facilitating the tax advantages to the donor.

The list of creative funding sources could go on almost forever. The details of each program would take volumes. This discussion is intended to focus the city on the basic funding policy questions, to highlight the range of options and to strongly encourage the city to hire appropriate consulting assistance to develop a comprehensive short and long-term R/UDAT Revenue Action Plan to implement the recommendations in this report.

ACTION

This R/UDAT report provides you with a vision of the future of Pismo Beach that takes advantage of its valuable resources: its physical setting, its tourist industry, its history, and most importantly, its people. This report reflects what the people of Pismo Beach have said they want. The pictures, the words, the development steps and the implementation tools are just the beginning. The people of Pismo Beach must now make decisions about their future, and decide what Pismo Beach is and will become. Draw upon the resources in this report to start the discussions, involve the community, develop the specific plans and make the changes that will shape your community's future.



69

*"Pismo Beach is a
diamond in the rough ...
It takes the entire
community to cut
and polish her to give
her the brilliance
this beautiful area
has reserved for her"*

- Richard Kirkwood

APPENDIX



70



REGIONAL/URBAN DESIGN ASSISTANCE TEAM



James W. Christopher, FAIA

Jim Christopher is a founding principal and President of Brixen and Christopher Architects, an architectural firm located in Salt Lake City, Utah. As principal in charge of design, he has received recognition for many of his projects on the state, regional and national levels. Mr. Christopher received his undergraduate degrees at Rice University and completed his Masters of Architecture degree at Massachusetts Institute of Technology with an emphasis in urban design. He has been on the architectural faculty at the University of Utah and has served as guest lecturer and design critic at several other architectural schools. Jim has served on numerous community planning groups in Utah and is currently on the executive committee of the Mayor's Capital City Committee in Salt Lake City.

Mr. Christopher has been active in the R/UDAT program for a number of years and has served as the Chairman of the national R/UDAT Task Group since 1987. Previous R/UDAT experience includes serving as Chairman of teams in Rockford, Illinois, and Carlsbad, New Mexico.



Jeff Benesi

Mr. Benesi's professional experience includes practice in the field of landscape architecture, land-use planning, urban design, environmental analysis and graphic presentation. His role as Project Planner at TRA in Seattle, Washington, involves him in a variety of physical planning projects, where he has demonstrated particular skill in site planning for commercial, residential development, airport planning and landscape design. Jeff has participated in numerous major urban design and planning projects, including several studies focused on community waterfront development. Mr. Benesi received his professional education at Michigan State University and the University of Washington.



John Curry

John Curry is President of San Dollar Management Corporation, a resort management and consulting firm he founded in 1975. Prior experience includes three years as Executive Vice President of Sea Pines Resorts, six years as Director of Hotels for Walt Disney Productions and sixteen years with the Yosemite Park and Curry Co. in Yosemite National Park. San Dollar operates resorts on the East Coast and consults nationwide and in several foreign countries. John's professional affiliations include: Urban Land Institute, American Resort and Residential Development Assn., American Hotel/Motel Assn.. He chairs the South Carolina Travel and Tourism Forum, Hilton Head Island Visitor and Convention Bureau and is a Director of South Carolina's Forum of the Future. He is a Certified Hotel Administrator, Real Estate Broker and appraiser and recognized tourism professional. He resides on Hilton Head Island, South Carolina.



Jay P. Derr

Mr. Derr is a partner of Buck & Gordon, a Seattle, Washington law firm. His private practice is concentrated mainly in areas of land use, environmental and real estate law. He has represented clients before local, state and federal agencies to procure land use permits and approvals and to negotiate development agreements and infrastructure mitigation programs. Recently, he was responsible for his firm's representation of the City of Snoqualmie as it considers annexation of 2,000 acre master planned community into the current city with a population of 1,500. He is currently a lecturer for the University of Washington Department of Urban Design and Planning. Jay is the author of numerous articles addressing the multiple issues of land use law and the development process and has delivered short course lectures on the legal framework for planning to communities throughout the northwest. His many professional affiliations include membership on the University of Washington Urban Design and Planning Professional's Council.



Eric L. Ernstberger, ASLA

Eric Ernstberger is a principal in the landscaping/landscape architectural firm of Rundell, Ernstberger and Associates located in Muncie, Indiana. He is a graduate of Ball State University in Landscape Architecture and Environmental Design, where he has recently been on the faculty of the College of Architecture and Planning at that School. Mr. Ernstberger is responsible for management and coordination of design and graphics at REA. Significant projects include the waterfronts for Evansville and Jeffersonville, Indiana, and corporate developments for Magnavox, Borg Warner and Ball Corporation. He was the principal designer for the "Commons" at New Indianapolis Zoo. Currently he is landscape architectural consultant for the Indiana State Capitol Complex in Indianapolis. In past years Eric has been on R/UDAT teams in San Francisco, Niagara Falls, and Naples, Florida. He is a registered landscape architect in Indiana, Kentucky and Ohio.



Alan J. Fujimori, ASLA

Alan Fujimori is a Senior Associate in the firm of Sasaki Associates, Inc., a Landscape Architecture and Planning firm located in Dallas, Texas. As a landscape architect and Urban designer, Mr. Fujimori has been involved in land planning, campus planning, urban design and site design projects. He was the master planner for the Stonehenge project in Westford, Massachusetts, Somerset Square in Glastonbury, Connecticut, three campuses for the University of Lowell, Massachusetts and the winning competition entry for the new Emersons College site in the city of Lawrence, Massachusetts. He is currently involved in the urban design of the town plan for Windward Town Center, Alpharetta, Georgia, and the town square design of the city of Allen, Texas. Mr. Fujimori was educated at the University of Hawaii and Harvard University, where he received his Masters Degree in Landscape Architecture with Distinction. Alan has previously served on the Salt Lake City R/UDAT.



Frank B. Gray

Mr. Gray is the Executive Director of the City of Boulder Downtown Management Commission. The Downtown Management Commission is a new concept in downtown management which provides for the development of critical infrastructure and the management of these resources by a management "company". Prior to directing this downtown effort, Mr. Gray was the Director of Planning for the New Denver International Airport. This 2.5 billion dollar project is proposed to be operational by 1993. It is the largest public works project in the United States. Between 1981 and 1984, Frank was directing his own firm, Westplan Partnership. In this capacity, he served many small communities throughout the mountain and plains states with community planning and redevelopment services. Before this venture, Mr. Gray was the Planning and Community Development and Redevelopment Director of Boulder, Colorado and Petaluma, California. In these communities, Mr. Gray was responsible for pioneering new methods of Growth Management and Redevelopment. Frank has contributed to past R/UDAT efforts including studies in Boise, Idaho and Ogden, Utah.



David Markley

David Markley is founder and principal of Transportation Solutions, Inc., a firm specializing in short -range transportation planning and conceptual traffic engineering located in Redmond, Washington. Mr. Markley provides transportation support to planning and design teams to create parking management plans, analyze private and institutional public developments, develop business area plans, and define parking and access plans for special events/public assembly facilities. An important part of this work is blending the varied objectives of community interests, private developers and public agencies into a solution that can be supported and implemented. Mr. Markley received a Bachelor of Science Degree in Civil Engineering from the University of Washington and a Master of Civil Engineering from Penn State University. He has previously served as a R/UDAT member in Salt Lake City, Utah.

Cal Poly Assistance Team



Faculty

Prof. Paul Neel, FAIA
Prof. Larry Loh
Prof. Allan Cooper
Prof. Alice Loh

Students

Todd Pratt
Stefan Rubendall
James Smith
Philip Burns
Timothy Conlan
Scott Lee



Pismo R/UDAT Clams
June 9-12, 1989

COMMUNITY PARTICIPATION

R/UDAT Citizens Steering Committee

Steering Committee Coordination

Rick Kirkwood
Jamie Foster

Citizen Participation

Chamber of Commerce - materials and mailing
City Staff - materials and mailing
Fun in the Sun - graphics
Graphics by Erick - graphics
Steve Nukes - Economic Study

76

Volunteers

Carolyn Johnson, Jim Wells, Martha Clyde - Co-chairpersons
Dick Morrow, Nancy Stute, Pete Grobelny, Jeff Karr, Jay Chapel, Kay Tavasti, Martha Clyde, Jamie Foster, Jack Bivins, Sandi Daugherty, Dick Hart, Jim McMahan, Bob Roese, Esther Janowicz, Kay Luis, Effie McDermott, Tony Vallone, Nancy Hurst, Paul Hatfield, Gabe Miossi, Mary Clair, Linda Brent, Virginia Miller, Dave Watson, Sharon Smith, Sharon Jones, Lee Kirkwood, Nancy Acken, Jeannie Rokos, Arlene Fiorentino, Tami Quesada, Margaret Vicars, Nancy Morrow

Furniture, Equipment, and Supplies

Consha's Office Supplies - stationery supplies

Cal Poly - computers
Top Drawer - office furniture and drafting tables
Superior Office Systems - photocopy machine
Mark Growney - office supplies
Cebulla Associates - blueprint machine
Lewis Computers - IBM computer system
Phil Maggio - drafting tools
Jim Aikens - architect tools
Poor Richards Press - waxer
RMO Architects - technical equipment
PG&E - drafting tables
City Public Works Dept. - drafting tables
Superior Office Systems - copier
Lucia Mar School District - Laserwriter II

Volunteers

Fred Ballard- Chairperson
Dave Lewis
Jim Wells

Facilities

Chamber of Commerce - Vet's Hall
Cypress Landing - workshop
Whaler's Inn - meeting room
City of Pismo Beach - meeting room
Edgewater Motel - meeting room
Pismo Landmark Hotel - meeting room

Volunteers

Bill Clawson
Jamie Foster
Norm Getty
Rick Kirkwood
Judy Hearn
Hardy Hearn

Workspace preparation

Cal Coast Electric - materials

Volunteers

Brad Garrison
Jim Wells
Paul Hatfield
Jamie Foster

Transportation and Accommodations

Whaler's Inn - rooms for all visitors
Harry's Cocktail Lounge - airport transportation
SLO Thrifty Car Rental - car
SCAT - bus transportation
Hanson Enterprises - helicopter tour
Pismo Landmark Bed & Breakfast - respite room

Meals Donated By

Sea Venture, McLintock's, Spyglass, Shorecliff,
Guiseppe's, Trader Nick's, Dagwood's, Brad's,
Burger Factory, Splash Cafe, Spyglass Liquor &
Deli, Del's Pizzeria, Clemenza's, Marie Callendar's
Pismo Beach, Scoop Ice Cream Parlor, Fish City,
Baja Bennie's, Albertson's, J.D. Scrambles

Volunteers

Norm Getty/Paul Bailey- Co-chairman
Jo Bitner, Steven Singer, Nebb Eldwayen, Archie
Hanson, John King, Mable Youngblood, Sharon
Smith

Drafting and Report Writing

Cal Poly Architecture Dept. - word processing
computers
City of Pismo Beach - blueprint copying and xerox
Cebella Associates - blueprint machine
Jim Aiken - drafting supplies
Graphics by Erick - MacIntosh training and supplies
Judkins Junior High School - Laserwriter II

Volunteers

Cal Poly Architecture Students
Jim Wells
Erick Wand
Garth Bullock

Secretarial Support

Sharon Jones
Lee Kirkwood
Margaret Vicars
Tami Quesada
Nancy Acken
Arlene Fiorentino
Jeannie Rokos
Carolyn Johnson

Hot Line Support

Tony Vallone, Vickie Torrence, Kay Tavasti, Mark
Growney, Gail Maggio, Phil Maggio, Peter
Grobely, Kay Luis, Jay Chapel, Jamie Foster,
Bruce Fraser, Gabriel Miossi, Dave Watson, Scott
Metcalf, Georgia Metcalf, Sharon Smith, Norm
Getty, Jim Wells, Martha Clyde, Lee Kirkwood

Report Printing and Assembly

Pismo Press - printing
Poor Richard's Press - printing

Volunteers

Fred Ballard - Chairperson
Richard Tell
Robi Duganne

Public Relations

Chamber of Commerce - production and distribution
City Staff - production and distribution
Fun in the Sun - graphics and word processing
Pismo Press - R/UDAT Clams art work
Graphics By Erick - buttons
TNT Fashions - t-shirt transfers
Fun in the Sun - t-shirts
Five Cities Times Press Recorder - press coverage/community input form

78

Volunteers

Chris Garey - Chairperson
Rick Kirkwood
Sharon Smith
Vicki Torrence
Judy Hearn
Richard Tell
Lee Seimon
Erick Wand
Dick Blankenburg

Photography

Best of California - color film
Five Cities Times Press Recorder - photographer, black and white film and developing
Kinko's of SLO - film processing
Gabriel Miozzi - color slides & processing

James N. Smith (Cal Poly) - video taping service

Volunteers

Paul Hatfield - Chairperson
Dick Blankenburg
Gabriel Miozzi

**Cal Poly Students/American Institute of Architects
Volunteers**

Professor Paul Neel, FAIA - Chairperson
Professor Larry Loh
Professor Alan Cooper
Professor Alice Loh
Bill Howard
W. Mike Martin
Jim Aiken - President/Central Coast Chapter,
American Institute of Architects

Cal Poly Student Volunteers

Todd Pratt, Philip Burns, Scott Lee, James N. Smith, Tim Conlon, Stefan Rubendall, George Garcia

Resource Information

City of Pismo Beach Staff: Richard Kirkwood, Nick Andrade, Sharon Jones, Margaret Vicars, Carolyn Johnson, Hal Halldin, Larry Versaw
Tintype - aerial photographs
Dave Watson
Steve Nukes & Associates - marketing consultants

Follow-up

Professor Larry Loh
Jim Wells
Chris Garey

Contributors

Budget and Funding

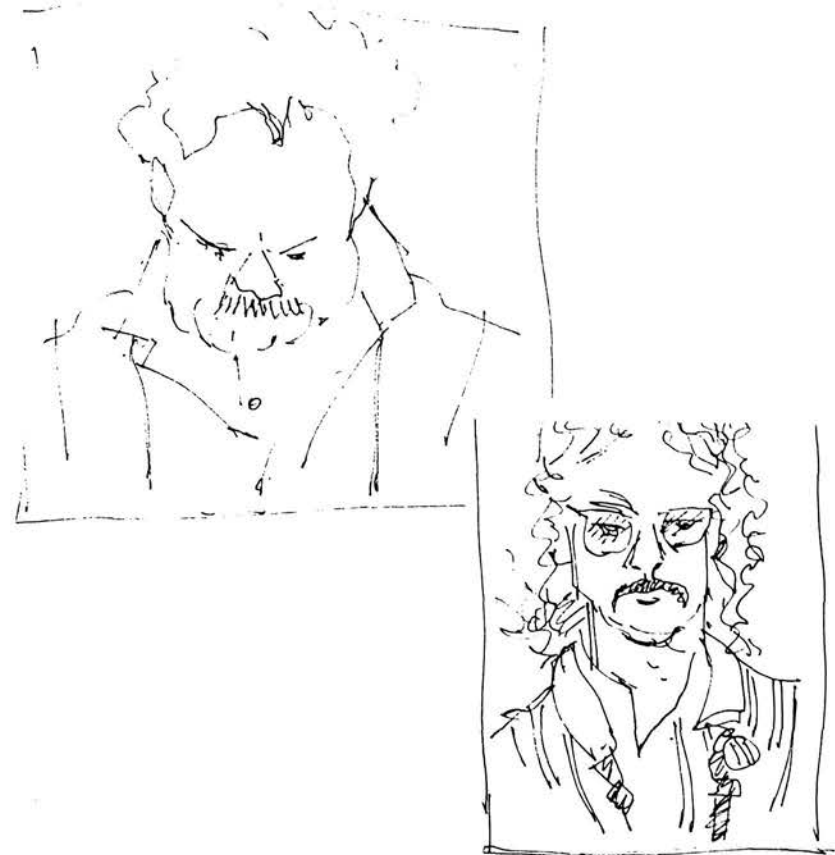
Pismo Beach Bank of America
Pismo Beach Business Improvement Group
Promotional Advertising Committee on Tourism
Carats & Crystals
Tony Vallone
Peggy Daugherty
Home Federal
Mid-State Bank
Rick Loughhead
Larrabee Brothers
Ken Taylor-Century 21
Corea & Corea
Sharon Osborn Realty
Robert Lee
Donna Barkdull Realty
Alex's BBQ
Shelter Cove
Jerry Fissori

Pismo Beach Chamber of Commerce Fund Raiser Sponsors

Kiwanis Club of Greater Pismo Beach - food preparation
Pismo Beach Lions Club - bar operation
Dagwood's - Cuesta Jazz Band
Central Coast Western Dance Club - entertainment
Pismo Beach Business Improvement Group - balloons
Pazazz - helium and flower decorations
Fun in the Sun - graphics
Sea Venture - door prize
McLintocks - door prize
Consha's Office Supplies - door prize
Best of California - door prize

Volunteers

Sharon Smith & Bill Clawson - Co-chairpersons
Chrys Garrison - decorations and greeting of guests
Vicki Torrence - program
Sandi Daugherty - greeting guests
Diana Perparos & Brian Koch - setup
Chris Garey, Vicki Torrence, Sharon Smith, Martha Clyde - publicity



Fundraiser Participants/Attendees

Norm Getty
 T.C. Rosiello
 Weston Gray
 Vicki Torrence
 Don Thompson
 Candice McDonald
 Mike Emery
 Hal Halldin
 Virginia Halldin
 Bill Clawson
 Ace Clawson
 Sharon Smith
 Chrys Garrison
 David Garrison
 Greg Burgener
 Wendy Burgener
 Cathlynn Margiarette
 Gabe Miossi
 Bernadette Delmore
 James Delmore
 Joe Kaista
 Pattie Kaista
 Chris Garey
 Barbara Koenig
 Marjorie Mills
 Christie Wells
 Jim Wells
 Brian Koch
 Sally Koch
 Esther Janowicz
 D. Vallone
 Jim Spence
 Peggy Spence
 Dick Hollon
 Nancy Hollon
 Carol Dunn
 John Spottel

S.D. Barkdull
 Donna Barkdull
 Mable Youngblood
 Jo Bitner
 Jay Armstrong
 Jay Conner
 Karl T. Stahl
 T.K. Gurnee
 M.K. Gurnee
 Kent Bell
 Judy Bell
 Larry Aslund
 Rosemary Aslund
 Shirlee Davis
 Jack Bivins
 Trudy Bivins
 Judy Leonard
 Allan Cooper
 Kay Tavasti
 Roy Tavasti
 Ted Miles
 Louise Miles
 Helen Towle
 Tony Vallone
 Debrah Riguli
 Phil Maggio
 Frank Rasche
 April A Rosenlund
 Donna Page
 Katherine Highman
 Henry Highman
 Carolyn Johnson
 Bob McDonald
 Karen McDonald
 Sandi Daugherty
 Marcia Hardcastle
 Sandy Lubin
 Bob Boyd
 Sharon Jones

John King
 Art Bender
 Bernice Bender
 Ima Carpenter
 Opel Purves
 W. Chypel
 Bob McDonald
 Jamie Foster
 Diana Perparos
 Tom Perparos
 Rose Gardner
 J.C. Rosiello
 Tony Fernandes
 Kathleen Fernandes
 Richard Loughead
 Bob Pringle
 Fred Ballard
 Sandy Ballard
 Doris Fissori
 Jerry Fissori
 Don Day
 Terry Schrew
 Bill Adams
 Bruce Fraser
 Margaret Vicars
 Jay Chapel
 Judy Chapel
 Jerry Fissori
 Martha Clyde



COMMUNITY PRESENTATIONS

Mayor, Council & City Administrator

Mayor Dick Morrow
Councilman Jerry Baker
Councilman Nebb Eldwayen
Councilman Michael Fiorentino
Councilman Jamie Foster
City Administrator Richard Kirkwood

Key City Staff - Pismo Beach

Richard Kirkwood, City Administrator
Duane Gansemer, Police Chief
Paul Henlin, Fire Chief
Sharon Jones, City Clerk
Margaret Vicars, Finance Director
Nick Andrade, Building Official
Carolyn Johnson, Associate Planner
Hal Halldin, City Engineer
Larry Versaw, Associate Engineer
Jim Garing, Garing, Taylor & Associates

Business Group Representatives

Chamber of Commerce
Bernadette Delmore, Del's Pizzeria
Chris Garey, Fun in the Sun
Bill Clawson, Executive Director
Business Improvement Group
Ted Gibbs, President
Richard Tell, Pismo Press
Hotel/Motel Association
Hardy Hearn, Edgewater Motel
Norm Gallagher, Adams Motel

City Government Officials

Mayor, Council & City Administrator
Mayor Dick Morrow
Councilman Jerry Baker
Councilman Michael Fiorentino
Councilman Jamie Foster
Councilman Nebb Eldwayen
City Administrator Richard Kirkwood

Planning Commission Members

Bonnie McKrill, Chairman
Bruce Fraser
Jeffrey Kaar
Robert Rappaport
Peter Grobelny
Thomas Rasori
David Sevier

Parks, Recreation and Beautification Members

Ruth Allen
Susan Desmond
Kay Tavasti

School Districts Officials

Carolyn McKennan, San Luis Coastal Unified
District
Scott Lathrop, Lucia Mar Unified District

Business Owners

John Nichols, John King, Jo Bitner, J. G. King,
Wally Barnick, Don Day, Steve Singer, Linda King,
Albert J Beck, Charles Renfro, Damon Stanley,
Ed Grimshaw, Grossman & Associates, JoAnn
Greene, Ural Foresee, Norman Gallagher, Gabriel
Mioffi, Belva Bradshaw, Jayandra Patel,
Shirlee Davies, McClintocks, Paul Bailey, Jerry
Fissori, Larry Bordan, Karl Stahl, Don Peabody,
Bonnie Peabody, Ray Holm, William Davis, Helen

Phillips, Renee Dixon, John R. Shaughnessy,
George Ades, Laura Lindquist, Brian Koch, Diane
Perparos, Joe L Rose, Joel Rose, Effie McDermott,
Larry Bordan, Mark Growney, Paul Hartfield,
Marie's Antiques, Ken Hakimi

Land Owners

John King, John Nichols, Don Day, Steve Singer,
Linda King, Albert J. Beck, Don Peabody, Bonnie
Peabody, Damon Stanley, Ed Grimshaw, Grossman
& Associates, Ray Holm, William Davis, Gabriel
Mioosi, Ural Foresee, Norman Gallagher, Belva
Bradshaw, Jayandra Patel, Shirlee Davies,
Dave Watson, Paul Bailey, Jerry Fissori, Larry
Bordan, Karl Stahl

Special Interest Groups

Abigail Houtchens, Judkins Intermediate School (7th
Grade)
David Houtchens, Judkins Intermediate School (7th
Grade)
Mark T. Growney, Growth Management
Subcommittee
El Camino Art Association Members
John Robitaille, Mary Ann Vaughan, Madeline
West, Frank McVicker, Millie McVicker, Jean
Mooney, Emily Backlund, Dorothy Slater, Alice
Bennett, Kay Kamalski, Bonnie Peabody, Don
Peabody, Darsse Close, William Davis
Vickie Torrence, BIG/Tourism Dev. Committee
Jayandra Patel, BIG/Tourism Dev. Committee
Phyllis Evans, Pismo Light Opera Theater
Dave Anderson, Pismo Light Opera Theater
Jay Chapel, Growth Management Subcommittee
Kay Luis, Pismo Beach Scenic Highway Committee
Kay Tavasti, Pismo Beach Scenic Highway
Committee and Parks, Recreation and Beautification
Commission

Susan Desmond, Pismo Beach Parks, Recreation
and Beautification Commission, Business
Improvement Group, Friends of Price House
Larry Loh, Architect Dept., Cal Poly State
University
Judkins Intermediate School Students
Michelle Coley, Melanie Gwen, Krista Biarci,
Billy Sorge, Cindy Lenier, Nora Otto, Melissa
Leek, Jeff Lucas, Ryan Fritz, Leslie Krister

Developers

Bob McDonald, Cypress Landing Development
Karl Stahl, Stahl & Associates
Dennis Dechert, United Coastal
Dan Corea, Corea & Corea
Tom Corea, Developer & Contractors
Shirlee Davies, RE & Construction
Mark Growney, Attorney
Steve Singer, Attorney
Frank Rasche, Grossman & Associates
Albert Beck, Beck Development
Hal Halldin
John King, King Corp.
Damon Stanley
Effie McDermott
Rich Halvorson
Charles Renfro

County Commissioners

Evelyn Delany
Jim Johnson

Attorneys

Art Shaw
Roger Picquet

5 Cities Officials/County Planning

Paul Crawford, San Luis Obispo County Planning
Director
Doreen Liberto-Blanck, Arroyo Grande Planning
Director
Sandy Bierdzinski, Arroyo Grande Advance Planner
Steve DeVencenzo, Grover City Assistant Planner

Public Meeting Attendance

John Fischer, Esther Janowicz, Don Marsh, Garth
Bullock, Nancy Stute, Justin Flores, Becky Steel,
Connie Rodgers, R. Roese, S. Ballard, F. Ballard,
S. Metcalf, Linda Wilson, Richard Tell, Jessie
Saulker, Mary McDonald, Bernadette Delmore,
Evelyn Delany, Carloyn Johnson, Dick Morrow,
Nancy Morrow, Richard Kirkwood, Lee Kirkwood,
Sharon Smith, O. Hackleman, George Garcia,
Glenn Bolivar, Polly Gonzalez, Alan Blaich, James
Harris, Charles Johnson, Gwyn Kramb, Gabriel
Miozzi, Lozelle Hatch, A. Vallone,
Duane Gansemer, Mary Stahl, Alan Lemin, Joyce
Lemin, Debbie Norrie, Don Peabody,
Cheryl Emery, Jeffrey Kaar, Martha Clyde,
Dave Watson, Cheri Brown, Art Shaw, Sherry
Witt, Paul Hatfield, Barbara Markiewicz, William
Davis, Marilyn Hatfield, Jayandra Patel,
Edith Schrader, Helen Clifford, Madeline Julian,
Mike Moganson, Terry Henlin, Mary Henlin, Dick
Hart, Karl Stahl, Basil Parfitt, Raymond Zahn,
Laurene Bingeman, Ray Holm, Larry Hurst, Nancy
Hurst, Carol Zsandyi, Karen Kolba, Marie Powell,
Kay Tavasti, Derek Coti, Peter Grobelny,
Bonnie McKrill, Robert Rappaort, Kay Luis, Steve
Singer, Rich Halvorson, Ella Lawson, Mike
Kirkwood, Jan Kirkwood, Johnny Nichols, Lloyd
Ellegaard, Paul Geihs, Jerry Baker, Mike Fiorentino,
Grace Dillon, Effie McDermott, Jessica Royal,
Chris Garey, Jay Chapel

Submitted Written Input

Karl Stahl, Ramona Teichert, Mark Teichert, Ron
Bourp, Kenneth Warwick, Thomas Lox, Ersel
Smith, Lola Smith, Maureen Myers, Lynn Foster,
James Jeffery, Garth Bullock, Ray Holm, James
McMahon, Jim DeCecco, Helen Pennock, Edith
Schrader, Paul Brandt, Charlie Brandt, Arlene
Vogele, Jim Anthony, Janet Hirst, Donald Narsh,
Susan Narsh, Anthony Vallone, D. E. Vallone, S.
Smith, Mary Stahl, Dan Palmer, Linda Wilson,
Joyce Lemin, Alan Limin, Becky Steel, Kay Tavasti,
Terry Henlin, Peter Grobelny, Nancy Morrow,
Connie Rodgers, Barbara Markiewicz, William
Davis, Nancy Hurst, Lozelle Hatch, Ray Holm,
Roxie Holm, Gwyn Kramb, Marilyn Hatfield,
Robert Rappaort, Jessie's Bookery, Alicia Stanley-
Zahn, Raymond Zahn, Helen Clifford, Nancy Stute,
Karl Stahl, Chris Garey, Karen Kolba, Laurene
Bringeman, Hal Halldin, Robert Roese, Jayandra
Patel, Dick Hart, El Camino Art Asso., Edith
Schrader

Pier Proposals

Frank Rasche, Abe Grossman & Associates
John King & John Nichols, Pismo Pier Group
Irma Tucker, Sage Institute
Dennis Dechert

*In any effort of this magnitude there are bound to
be omissions and errors. We realize that there are
those who have been left out, and to those unsung
heroes we extend our sincere appreciation and
apology!*

