

A ULI ADVISORY SERVICES TECHNICAL ASSISTANCE PANEL REPORT

DOWNTOWN LONG BEACH WATERFRONT

SEPTEMBER 2014



ULI LOS ANGELES MISSION STATEMENT

At the Urban Land Institute, our mission is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. ULI Los Angeles, a district council of the Urban Land Institute, carries forth that mission as the preeminent regional real estate organization providing inclusive and trusted leadership influencing public policy and practice.

ABOUT THE ULI LOS ANGELES TECHNICAL ASSISTANCE PANELS

In keeping with the Urban Land Institute mission, Technical Assistance Panels are convened to provide pro-bono planning and development assistance to public officials and local stakeholders of communities and nonprofit organizations who have requested assistance in addressing their land use challenges.

A group of diverse professionals representing the full spectrum of land use and real estate disciplines typically spend one day visiting and analyzing the built environments, identifying specific planning and development issues, and formulating realistic and actionable recommendations to move initiatives forward in a fashion consistent with the applicant's goals and objectives.

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EXECUTIVE SUMMARY

ASSIGNMENT AND PROCESS

The city of Long Beach is prominently and beneficially positioned next to the Pacific Ocean. As evidence of its status as a preeminent waterfront city, the Port of Long Beach is one of the most powerful economic drivers in the state of California, and for decades large businesses have chosen to locate in Long Beach to take advantage of its beach lifestyle and mild climate. As the second most populous city in Los Angeles County, Long Beach has also created and preserved an enviable stock of historic buildings and an authentic sense of place without peer in the region.

Long Beach has also embraced recent trends in economic development and livability. A new 17-story apartment building recently began construction in Downtown Long Beach on Ocean Boulevard, showcasing the city's ability to attract and deliver substantial investments in its skyline. And the city's early adoption of dedicated bike lanes and parklets has earned a reputation for Long Beach as a leader in developing creative new urban infrastructure that promotes healthy, active lifestyles.

A break out session with TAP panel members and local business stakeholders.



Yet to the south of the Downtown business core, along the Queensway Bay waterfront and Shoreline Drive, the built environment suffers from an auto-oriented configuration that discourages pedestrian linkages and activity, limiting the potential of the existing retail and tourist businesses located in the area, such as the Aquarium of the Pacific, the Long Beach Convention and Events Center, and a retail center known as The Pike at Rainbow Harbor. Moreover, stifling state regulation of coastal development limits the types of land uses that can be positioned among the area's many assets. Considering the waterfront's location adjacent to the Downtown business core, the port, and local residential neighborhoods, like the bustling East Village arts district, much more can be done to capture the potential of the waterfront area as both a local and regional draw that reflects the unique qualities of the city of Long Beach.

To that end, the Downtown Long Beach Associates (DLBA), a non-profit organization operating on behalf of the tenants and commercial and residential property owners of the Downtown Business Improvement District, commissioned the Urban Land Institute's Los Angeles District Council to conduct a study of criteria and recommendations that could guide the improvement of connections between the Downtown core and the waterfront, generally considered to be the area located south of Ocean Boulevard. ULI has used a modified Technical Advisory Panel model for this report, meeting over a two-day period instead of the customary one-day format. The primary goal of the Long Beach Waterfront ULI TAP is to initiate a conversation among Downtown stakeholders about the future of the waterfront area.

KEY QUESTIONS

The DLBA requested that the TAP identify solutions to enhance the economic health of Downtown Long Beach by improving pedestrian connectivity within the Queensway Bay waterfront area as well as between the waterfront area and the pedestrian-friendly neighborhoods of the Downtown core and East Village, located to the north.

The key issues to be addressed:

1. Considering the waterfront area is host to numerous events throughout the year and is located within the Coastal Zone, what long-term land use and planning strategies can be used to improve pedestrian connectivity and support future development opportunities within the waterfront area?
2. What specific urban design and streetscape improvements should be considered to enhance pedestrian connectivity, while also accommodating the current and future program of the area stakeholders?
3. What financing mechanisms can be utilized to fund improvements in the waterfront area?
4. How can the DLBA advocate, encourage, and support future development opportunities that provide enhanced connectivity between the waterfront, Downtown core, and East Village districts?
5. What strategies can the DLBA employ to integrate the waterfront (predominately populated with tourists from the Convention Center, Aquarium of the Pacific, and Shoreline Village) with the Downtown core and East Village (predominantly populated with residential and daytime employees)?



MAJOR CONCLUSIONS

The TAP recommends a vision for the Downtown Long Beach waterfront that would create great places beloved by residents that, in turn, attract visitors. To do so, the TAP would maximize and optimize the excess of parking, land, and street capacity available in the area in a set of recommendations that can transform that excess into opportunity, even while meeting the standards of the regulatory and political reality of the situation.

Central to the TAP's recommendations are a collection of north-south corridors, fashioned into distinct districts, along Alamitos Avenue, Long Beach Boulevard, Pine Avenue and The Promenade, and Pacific Avenue. Branding, wayfinding, and pedestrian and bicycle infrastructure will make it easier to move between the neighborhoods. But equally, if not more, important to activating the waterfront and improving linkages is the creation of destinations that attract regional visitors as well as return visitors from nearby residential neighborhoods like the East Village.

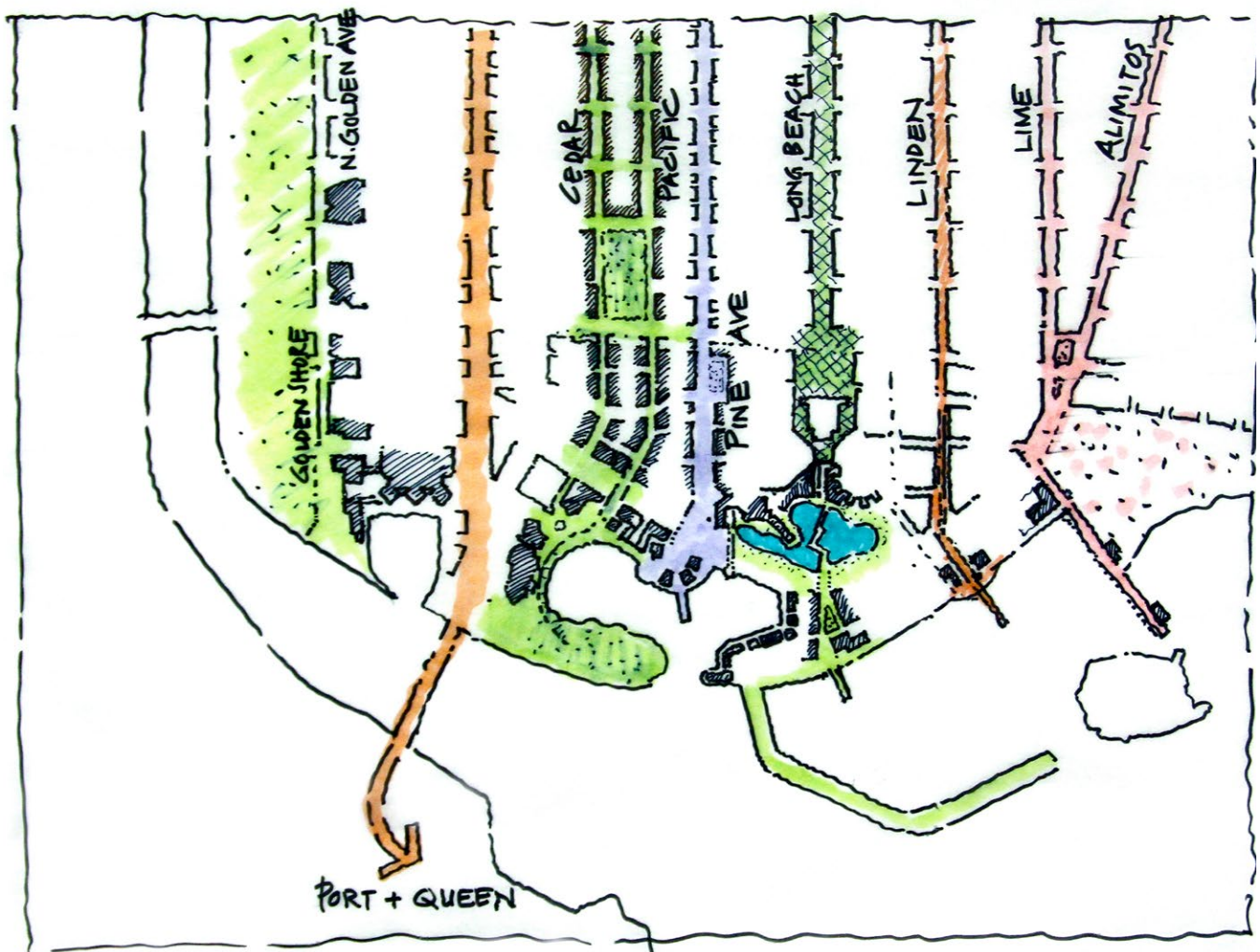
With a vantage point provided by the Promenade, Vaughan Davies and Richard Bruckner consider changes to Pine Avenue and its adjacent parcels.

The TAP identified several specific nodes along these corridors as especially catalytic and available for improvement. An example of these recommendations includes interim uses like an events space, pop-up restaurant, and farmer's market for the dormant parcel on Pine Avenue between Ocean Boulevard and Seaside Way. Also, there is a critical need to address the edge created by Convention Center parking and the Promenade along Pine Ave by adding active uses at the street and Promenade levels. The TAP also recommends a resort-style hotel on the surface parking lot at Linden Avenue and Shoreline Drive and swapping the space of the Marina Green with the Shoreline Yacht Club's parking lot to better position open space along the water.

A key recommendation of the TAP panel is a series of branded, pedestrian-friendly corridors connecting the Waterfront with Downtown locations.

Also central to the TAP's recommendations is a proposed reduction of vehicle lanes on Shoreline Drive to create parking and slow traffic, enabling a more pedestrian-friendly environment. Together, the recommended improvements along the east-west axis of the waterfront would create a string of attractions designed for large events, intimate activities, and the daily lives of Long Beach residents.

To aid local stakeholders in implementing a visionary agenda for the waterfront and its connections to Downtown Long Beach, the TAP also lays out an incremental schedule of projects and initiatives that can be achieved within the next year as a test of concept and to gather additional political and public support.



ULI'S TAP ADVISORY PANELS

TAP PROCESS

Prior to the TAP, ULI panel members met with representatives from the DLBA and local stakeholders to determine the scope of the panel assignment. ULI selected panel members with practical and professional skills that address the stated objectives for the TAP as provided by the DLBA. Panel members reviewed background materials prepared by the DLBA prior to the TAP.

The TAP process is usually a day-long event, but given the desire of the DLBA for a thorough study of the challenges and possible solutions presented by the Long Beach waterfront area, this TAP lasted for two days. On the first day, panel members toured the study area with representatives and later met with key stakeholders. On the second day, panelists worked through an intensive analysis on the specified issues before presenting their findings to the general public and program sponsors at a forum that took place at the Aquarium of the Pacific.

TAP PANEL OF EXPERTS

ULI convened a panel of professionals representing a variety of disciplines connected to land use and real estate development, such as architecture and urban design, real estate development, economic analysis, and development financing. The ULI panel members brought a robust array of professional expertise relevant to the DLBA's objectives for the study and a working knowledge in the sectors of business, the real estate market, and the design typologies common in the study area. All panel members volunteered to participate in the panel process and did not receive compensation for their work.

Vaughan Davies (above) and Taylor Mammen, Ryan Altoon, and Patrick Gibson (below) survey the waterfront from the roof of the Hyatt Regency Long Beach.



DOWNTOWN LONG BEACH WATERFRONT

AREA DESCRIPTION

As a city, Long Beach has tremendous assets, many of which are located along its waterfront. Long Beach is well positioned amidst an economically vibrant region and natural setting on the Pacific Ocean, replete with local culture and diversity, multiple modes of transportation, historic building stock, and a convention center, airport, and port—every variety of facility and amenity necessary to build a thriving and prosperous community.

Those fundamental strengths have ushered Long Beach through a series of evolutionary processes, including its most recent, still in progress, transformation. Many of the parcels and locations in question in this report were central to the city's early days as the "Playground by the Sea," such as The Pike. Now a retail center located across from the Long Beach Convention and Entertainment Center, the site of The Pike once housed a rollercoaster and coastal entertainment complex. After World War II, Long Beach became a Navy

town, and the aerospace industry dominated land uses in the city. As the military industrial complex withdrew from Southern California in the 1990s, Long Beach began a successful transformation into a trade-, technology-, and tourism-based economy that has yet to reach its full potential.

Evidence of the waterfront area's untapped potential is visible when exploring the many planning and economic development studies that have focused on the area in recent years and decades. The TAP found dozens of high quality studies while preparing for the assignment, yet very few of the recommendations of these reports have been implemented. A key question that formed a conceptual framework for much of the recommendations of this TAP is why more of these great plans have yet to be implemented.

Another concept central to understanding the waterfront area, as understood by the TAP, is the idea of excess—which the TAP viewed as both a strength and a weakness for the waterfront area. The TAP believes that some of the most conspicuous shortfalls of the Long Beach waterfront area can be leveraged as catalytic turning points for the area's future improvement. Any planning and development effort will have to wrestle with the excess availability of the following four components of the neighborhood's structure:

- A) TOO MUCH LAND
- B) TOO MUCH STREET CAPACITY
- C) TOO MUCH PARKING
- D) TOO MUCH GOVERNANCE

A figure-ground view of the study area reveals how much empty land is available for more creative or flexible uses, even while keeping in mind regulatory constraints on land use in the area.



As weaknesses, these features of the waterfront came up frequently in stakeholder interviews and during the TAP's exploration of the study area. The excess of land, for instance, contributes most directly to the lack of connectivity between Downtown Long Beach and its waterfront. The large parcel sizes, superblocks, and empty parcels along many of the north-south connections throughout the area create dead zones that expand the distance between all of the area's destinations and make pedestrian connections more difficult.

Excess street capacity also hinders connectivity: wide streets are difficult to cross, street configurations tailored to the uses of the yearly Grand Prix event obstruct new development and the creation of "complete streets," and vast expanses of pavement contribute to a heat island effect that only provides a welcoming environment for moving cars.

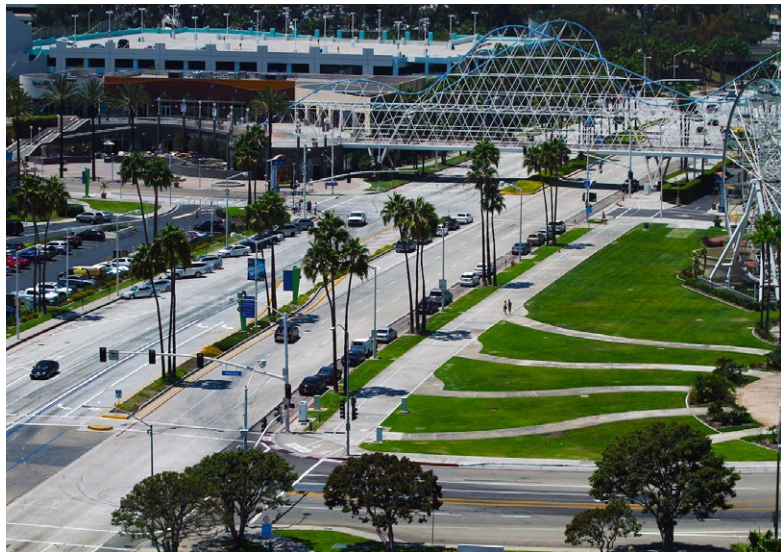
The drawbacks of the area's excess of parking manifest in multiple forms. The area's multi-story parking structures are not well signed and therefore do not effectively serve the many civic, tourist, and retail needs of the area. Also, the area's surface parking lots are overbuilt for the vast majority of days of the year while occupying prime locations for potential development.

The excess of governance is the least palpable, but perhaps the most complex, of the weaknesses facing the waterfront area. The California Coastal Commission restricts the uses that can be developed within this coastal and tideland area, so residential development is not an option in the study area. Moreover, the multitude of stakeholders—both private and public—at the table in discussing the regulation and management of the area makes it more difficult to craft a comprehensive and coherent vision for its future. Examples of those stakeholders includes a list as long and varied as the Aquarium of the Pacific, the Toyota Grand Prix of Long Beach, Convention Center, DLBA, private landowners, restaurant owners, local residents, the city of Long Beach and its many authorities, and the state of California, just to name a few.

To convert these problems into catalytic potential will require creative thinking as well as flexibility and leadership on the part of elected officials, local stakeholders, and private landowners. But Long Beach's "weaknesses" would be welcome in almost any community in California. Available land creates opportunities for economic development and investment, especially in supply-constrained locations like California's coastal communities. Excess street capacity, for instance, can be reconfigured when necessary to accommodate the differing capacities of Long Beach's variety of events as compared to its day-to-day needs.

Above: Shoreline Drive and The Pike at Rainbow Harbor.

Below: The street frontage created by the parking lot at the Long Beach Convention and Entertainment Center.



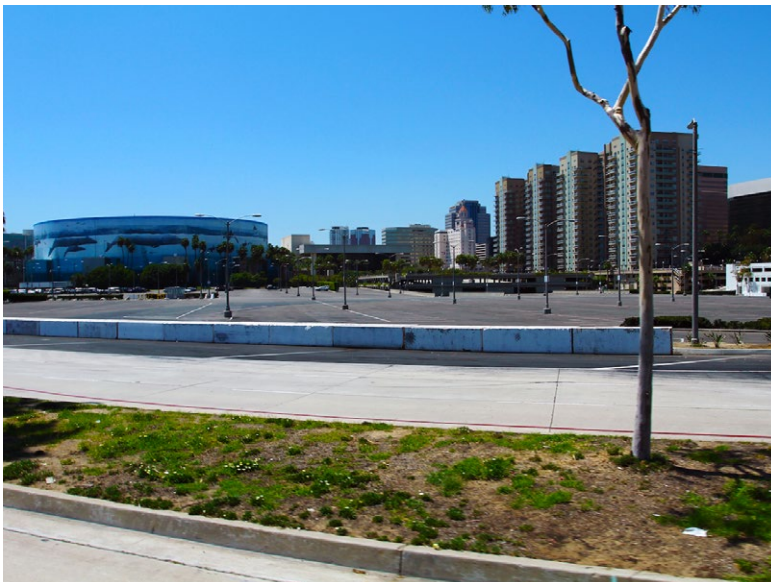
DEVELOPMENT OPPORTUNITIES ASSESSMENT

VISION

The TAP panel found that despite so many previous planning processes, the area lacks a comprehensive and politically supported vision for its future. Creating a coherent vision is the first step in enabling coordination and cooperation between stakeholders, and until such a vision is in place, efforts to remake the area will suffer for a lack of dialogue with a bigger picture of what's possible. To direct the recommendations of this report, the TAP selected the following as its vision: Create great places beloved by residents that, in turn, attract visitors.

The components of that vision would produce measurable benefits described by the following adjectives: connected, walkable, safe and secure, legible, active, accessible, authentic, and sustainable. The TAP does not suggest that the city or its stakeholders will adopt this particular vision as the mission of the waterfront area and its connections to Downtown, but the TAP strongly believes that such a vision is necessary to coordinate the political and financial will that will be necessary for achieving the area's potential.

The often-empty surface parking lot between Linden Avenue and Shoreline Drive. The TAP proposes a resort-style hotel for this site. The TAP proposes redevelopment of this site to extend the urban fabric towards the waterfront.



PHYSICAL AND DESIGN IMPROVEMENTS

In line with its assignment to improve physical connections both within the waterfront area and between the waterfront and Downtown Long Beach, the TAP's recommendations for physical improvements align along multiple north-south corridors (along streets like Alamitos Avenue and Pine Avenue) as well as along an east-west axis (along Shoreline Drive and the edge of the waterfront). The TAP recommends that each of the north-south corridors are branded with a strong neighborhood identity to create a sense of place within these neighborhoods, extending Downtown's character toward the waterfront and establishing strong connections to anchor locations at the waterfront. Among those branding considerations, wayfinding and signage will play a critical role in creating a seamless user experience for visitors and locals navigating the streets of the area by foot or transit. The city and DLBA should look to the example of Walk Raleigh (North Carolina) for clever examples of the usefulness of wayfinding.

Linden Avenue Arts District at the Waterfront

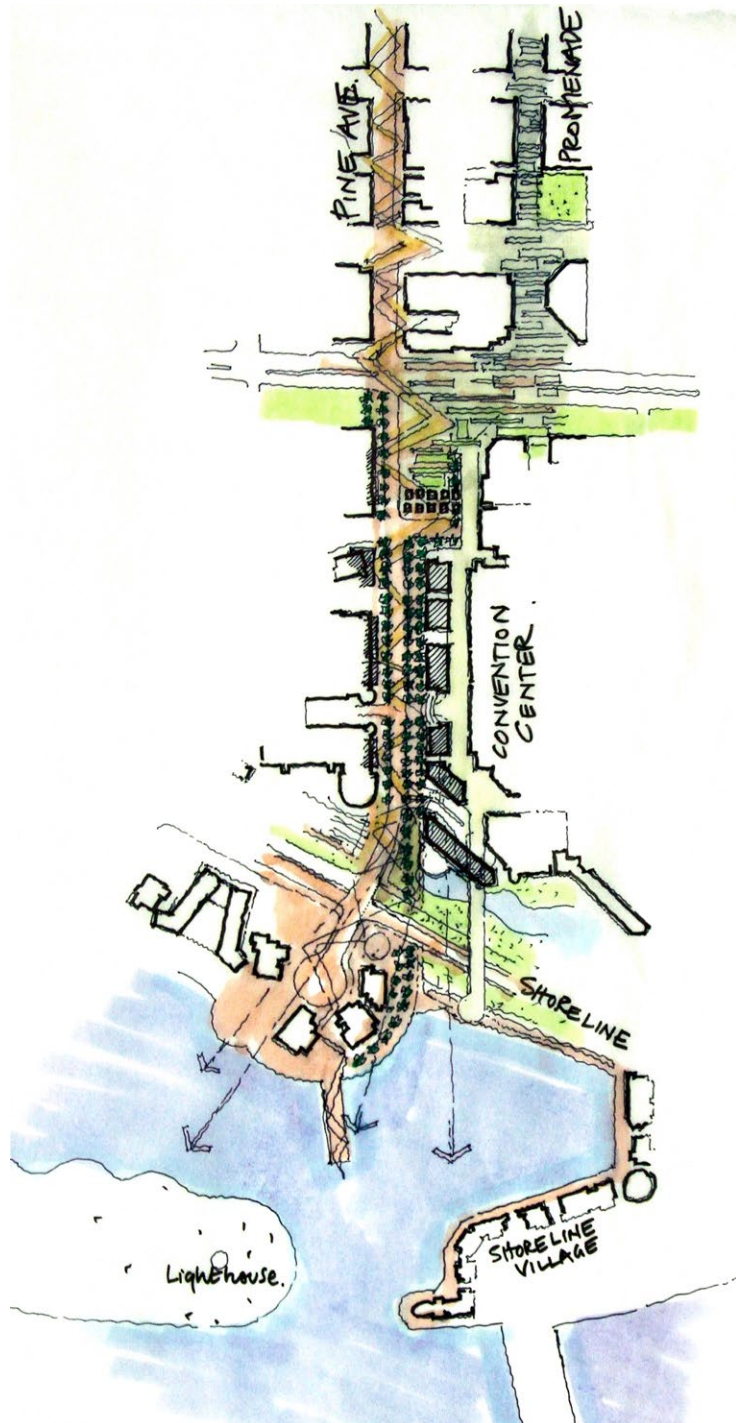
Moving from east to west in the assigned study area, the first task of the TAP's recommendations is to better link the waterfront to one of the most obvious existing successes in Long Beach, the thriving East Village arts district on the eastern side of Downtown. To better connect the existing arts district with the eastern edge of the waterfront, Alamitos and Linden avenues should be treated as primary streets that allow easy movement for pedestrians and cyclists through what the TAP calls the "Linden Avenue Arts District" and down to the waterfront. This corridor's local, neighborhood brand should be personalized with an anchor, such as a small café or a bike shop, where Linden Avenue and Shoreline Drive intersect. This corridor also cuts along one of the study area's largest underutilized parcels (the city-owned surface parking lot at Shoreline Drive and Linden Avenue), which the panel proposes redeveloping with active uses to extend the urban fabric of downtown towards the waterfront.

Performing Arts District at the Waterfront

North of Ocean Boulevard, the corridor along Long Beach Boulevard provides a great transportation and civic corridor. For the waterfront's purposes, however, the Long Beach Performing Arts Center serves as a massive super-block, an obstacle to connectivity. Fine-grain design improvements are necessary to connect this corridor, which the TAP calls the "Performing Arts District," down to the waterfront. The first is to provide strong and clear pedestrian routes to and through the Performing Arts Center, so locals and visitors can enjoy the grounds on their way down to the waterfront. The other is to find a way to open the institution to the waterfront. Although it's difficult to ask a building to have "two front doors", adding events in a park or a garden below the Performing Arts Center would be a beautiful way to attract visitors and locals, for instance, on summer nights. Improving Rainbow Lagoon Park and its adjacent green spaces, which this report will explore in detail later, would also contribute a great deal to this corridor.

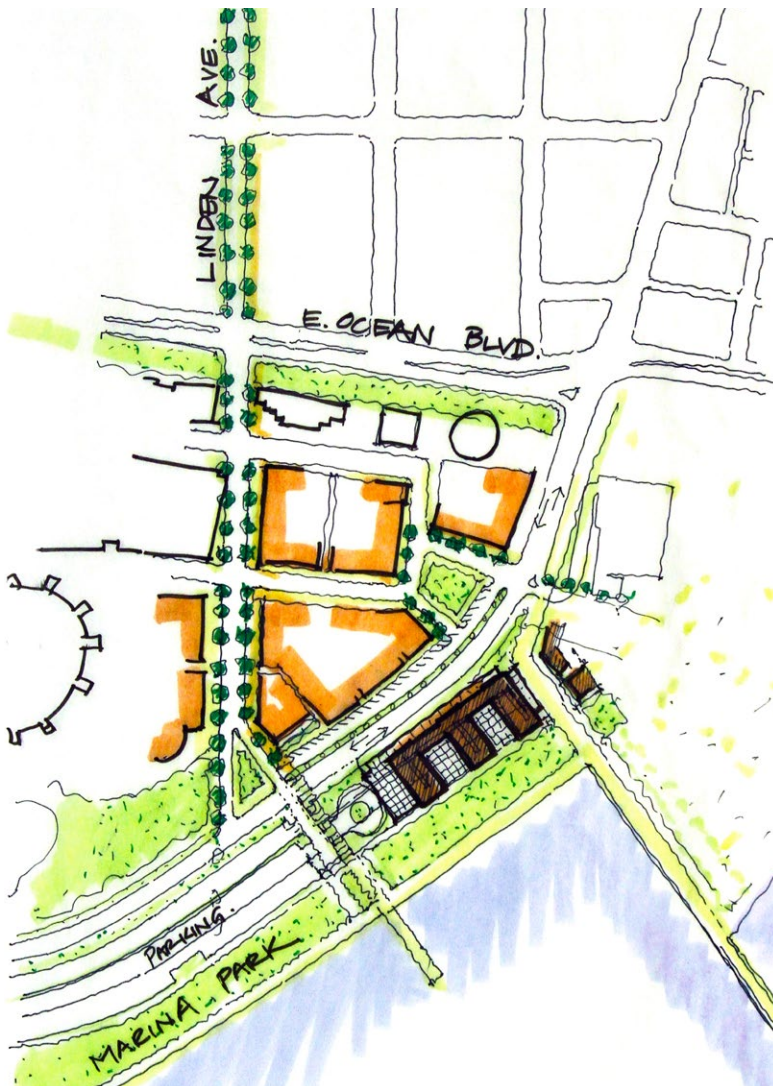
Pine Avenue to the Waterfront

Lined with popular cafés and restaurants, Pine Avenue already provides a vibrant nighttime and lunchtime corridor. South of Ocean Boulevard however, the steepness of the street's grade and the lack of activity on the edges of the Pike and the Long Beach Convention and Events Center present obstacles for pedestrians to engage and traverse from Downtown to the waterfront. The elevated Promenade that runs along Pine Avenue is long—the equivalent of five to six blocks from First Street and Ocean Boulevard to the water—and lacks the interest points or design features to attract casual pedestrian trips. Design improvements along the Promenade should implement lessons from Disney's theme parks to make the Promenade a livelier place that moves people along while retaining and improving an authentic Long Beach feel. The TAP dubbed this corridor as the "Pine Avenue District" and created additional recommendations, detailed below, given its central and potentially catalytic location in the study area. Implementing these improvements should be a priority.



The Pine Avenue Corridor is perhaps the most complete intervention recommended by the TAP, including temporary street closures, a pop-up park, new ground-level uses, and a streetcar.

For the Linden Avenue corridor, the TAP recommends that the city pursue a resort-style hotel for the parking lot at the foot of Linden while also switching the Marina Green and the Marina parking lot to align that open space along the water's edge.



The Pike at the Waterfront

Cedar Avenue and Pacific Avenue cut through another of Long Beach's authentic neighborhoods, which will soon benefit by improvements to the Civic Center. Along this corridor it will be important to move people through and down to the western edges of The Pike and into the Aquarium of the Pacific and Shoreline Aquatic Park. With those latter two facilities, this corridor already has two tremendous anchors at the waterfront. The challenge will be to ensure that potential obstacles at the Civic Center, the grade between Ocean Boulevard and Shoreline Drive, and the expanse of Shoreline Drive are sufficiently porous and pedestrian friendly.

Golden Shore at the Waterfront

Golden Shore, at the western end of the study area, will eventually undergo a radical transformation as the gateway to Long Beach with the reconfiguration of the I-710 terminus and Shoreline Drive north of Ocean Boulevard. New pedestrian crossings and traffic calming will provide connections between Downtown neighborhoods and park space along the Los Angeles River. The TAP foresees those improvements as a tremendous benefit to connectivity between Downtown and the waterfront.

The TAP suggests that three of these corridors—the Linden Avenue Arts District, the Performing Arts District, and the Pine Avenue District—are especially critical to the goals of connecting the waterfront to Downtown Long Beach. To achieve the necessary level of impact and improvements on these corridors, the TAP also suggests additional design improvements to specific nodes along these corridors.

Resort-Marina Hotel

At Linden Avenue, the TAP recommends flipping the Marina Green and the parking lot in front of the Shoreline Yacht Club. The new orientation would hug the waterfront with a more inviting, open, green corridor. Moving the parking lot out toward Shoreline Drive would also allow that parking capacity to serve the park, the marina, and another of the TAP's big recommendations: a waterfront, resort-styled hotel for the parking lot at the foot of Linden Avenue. Many of the existing hotels in the area serve convention center visitors or other business visitors, so a new hotel in this location would provide more of a resort setting, right on the waterfront, with dramatic views to the beach and direct access to the iconic image of Long Beach—the water and views across the bay to the Queen Mary. Thus it could serve convention and business visitors while also attracting more non-business tourists to the area. The hotel would draw locals as well, with a rooftop bar and pool.

Performing Arts Park

For the Performing Arts District, the critical node in need of improvement is the Rainbow Lagoon Park. Currently occupying a huge footprint, the lagoon is brackish and underutilized. The TAP recommends transforming that space into a sustainability story for Downtown Long Beach by minimizing the impacts and resources used for the park, while also providing fun, shady places to have picnics and weddings and offering a small amphitheater to host concerts in the park. Such improvements are critical to orienting the Performing Arts Center toward the waterfront, perhaps by also providing a floating stage or projection screens to broadcast the events taking place inside. The reconfiguration of Shoreline Drive (described below) would also offer a chance to expand the footprint of Rainbow Lagoon Park.

Pine Avenue Pop-Up Park

The third node that received special attention is the empty parcel on Pine Avenue between Ocean Boulevard and Seaside Way, which the TAP believes requires a radical and swift makeover. Until the parcel is ready for permanent development, the city should create an open, vital place for residents and visitors. Interim uses, such as pop up restaurants and a farmers' market, could be instituted on weekends, while scaffold seating could be added for festivities and events. Removing the construction barrier between the Promenade and Pine Avenue would create a great opportunity to look out and over the new pop-up park and beyond to Rainbow Harbor. The design improvements included in the rendering created by the TAP could be achieved in nine months.



The Beach on Pine Avenue

Because of the Pine Avenue District's central position in both the life of Downtown and the waterfront, the TAP recommended additional improvements to Pine Avenue. Although the corridor must still be available to operate for events like the Gay Pride Parade and the Grand Prix, for the remainder of the year Pine Avenue can also provide a hip and welcoming extension of Downtown. Programs like the Beach on the Seine in Paris, which repurposes streets along the Seine for the summer, could provide a beach party atmosphere for kids and families by bringing the beach to Downtown. Another critical step the TAP recommends for this stretch of Pine Avenue is to front the parking garages at the western edge of the convention center with buildings that have active ground floor uses. On a longer timeline,

A rendering for the proposed pop-up park on Pine Avenue between Ocean Boulevard and Seaside Way.

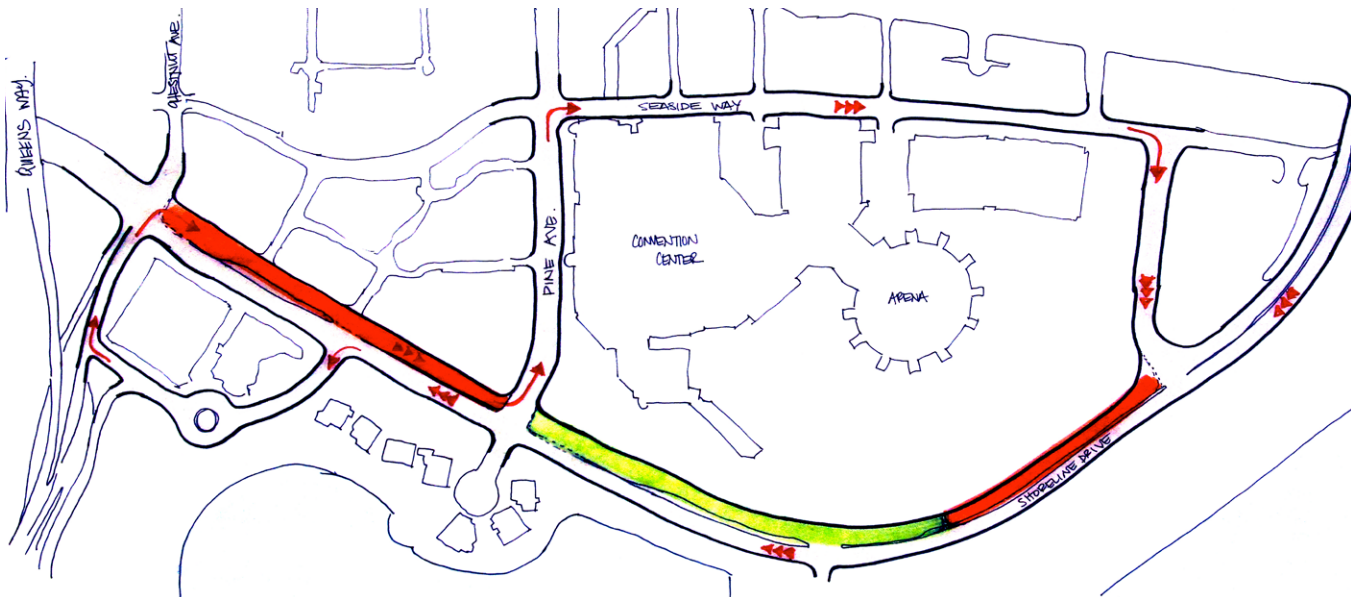
the TAP believes that the Pine Avenue corridor would be an excellent candidate for a trolley or streetcar connecting 7th Street to Shoreline Drive as a further means to mix Downtown residents and employees with every variety of visitor to the waterfront.

As The Pike at Rainbow Harbor prepares to re-position itself from a lifestyle center to an urban outlet destination, the city and local stakeholders should negotiate to redevelop the edges of The Pike to activate the street and make the center a more porous and uniquely authentic place. The retail tenants of The Pike should not include chain restaurants available anywhere in the world, as can be found there now. The Pike should appeal to locals and tourists as both unique and authentic. In the case of The Pike, bigger is not better, and the redevelopment's designers should look to achieve a fine grain of authentic urban design and to activate the street.

A Waterfront Boulevard

Finally, the TAP also recommends improvements along the east-west axis of Shoreline Drive as a critical need to improve the waterfront as a draw for tourists and as a welcoming place for the day-to-day uses of Long Beach's residents. Central to that effort is a road diet for Shoreline Drive—that is, to reduce the amount of vehicle lanes in use on the street. Given the broad expanse of excess capacity on Shoreline Drive, the city could look at creating multiple configurations to meet multiple conveyance requirements. In fact, Shoreline Drive can, and should, work for locals, convention visitors, tourists, and the Grand Prix. To achieve that flexibility, the TAP recommends temporarily reducing eastbound traffic on the south side of the median on Shoreline Drive. As exhibited on the diagram pictured on this page, the red space would be reconfigured as angled parking. Green space would be permanently reconfigured to increase public space and pedestrian activity.

A diagram showing the stretches of Shoreline Drive (and surrounding streets) that should be reconfigured to allow for a greater flexibility of traffic flows and public uses.



In the long range, multiple and flexible reconfigurations of Shoreline Drive would accommodate the varying demands of events and everyday activities. The south side of the current Shoreline Drive configuration would be restriped to provide two lanes in each direction, plus a center left turn lane. The north side of the current roadway section would be configured as follows:

West of Chestnut Place – This roadway section would be coordinated with the reconfigured Shoreline Drive through the renovated Golden Park along the Los Angeles River.

Chestnut Place to Pine Avenue – This section is needed for the Grand Prix two-way flow operation, so it must remain in a roadway configuration. The north half of the roadway could be used for parking during the year and then be used as part of the raceway during the Grand Prix event.

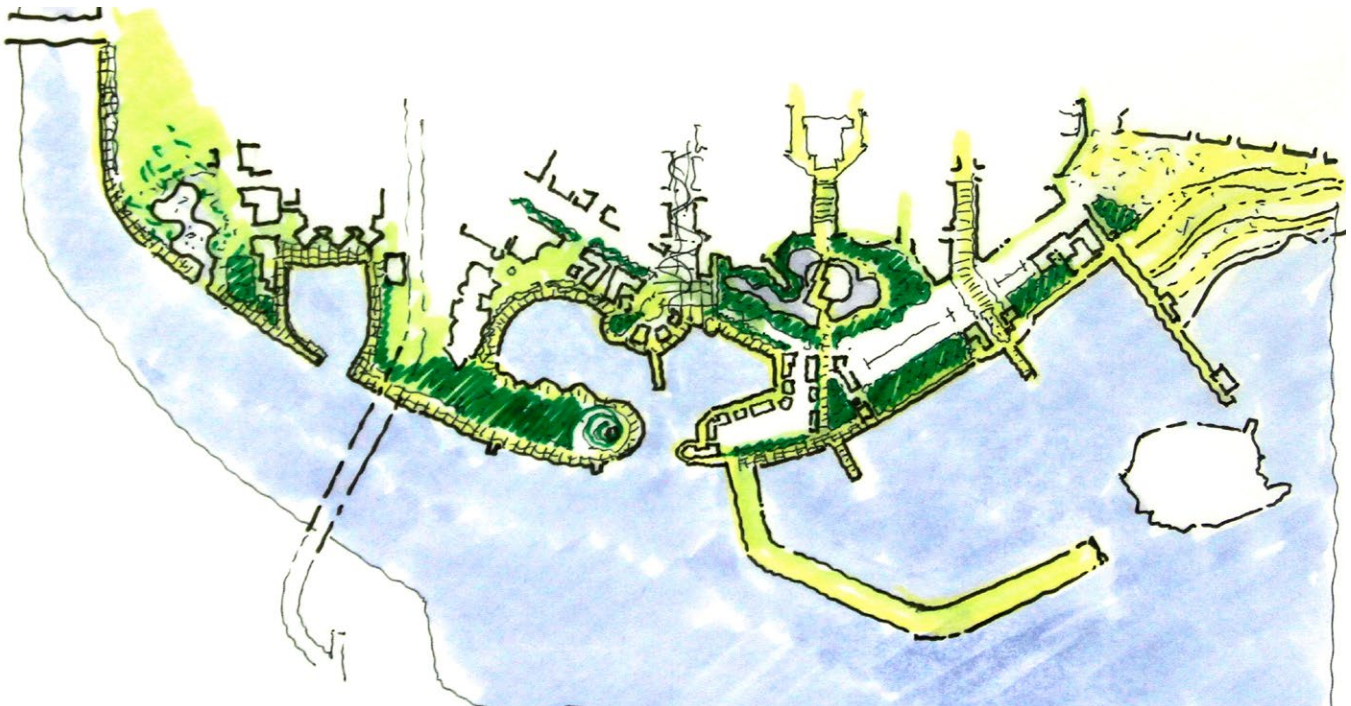
Pine Avenue to Linden Extension – The north half of the roadway through this section could be closed permanently, with the new land used as open space addition to Rainbow Lagoon Park (see above).

Linden Avenue Extension to Alamitos Avenue – Both halves of the current roadway configuration would be needed in the future to serve the traffic flow to and from the Convention Center.

Essentially, the future reconfiguration of Shoreline Drive uses the east and west ends of the corridor to deliver vehicular traffic to and from the waterfront area. In the center portion of the waterfront, the south half of the road would be configured as a four-lane divided roadway, and the north half would be used as parking (most of the year) and as additional open space east of Pine Avenue. This configuration would accommodate traffic demands, increase convenient visitor parking, and increase open space in the core of the waterfront.

An additional diagram produced by the TAP exhibits how—with the various anchors, open spaces, entertainment venues, and pedestrian improvements—the waterfront would become a string of emerald attractions stretching from the beach to Golden Shore. Such a connected and vibrant collection of places would attract locals and tourists alike..

An “emerald string” of open space and public attractions will provide a desirable waterfront destination for tourists, convention and business visitors, and locals.



IMPLEMENTATION

As a test for larger actions, and to get traction on a new vision of the waterfront area among the public, the TAP recommends that local stakeholders begin working quickly and efficiently on actions and strategies that can be completed within a year. The TAP identified the following tasks as achievable within the next 12 months, depending on organizational capacity and resources:

1. **CREATE** an organizational structure for parking management and event coordination as well as the creation of a vision plan, a tourism plan, and an expanded bike plan. The parking management plan should include a comprehensive, interactive signage program to direct visitors and employees to the available parking within the waterfront area. (Stakeholders complained of insufficient visitor parking when, in fact, parking was available but perhaps difficult to find for visitors.)
2. **UNDERTAKE** the following physical improvements: implement recommended branding and wayfinding, remove the construction barrier at Pine Avenue and Ocean Boulevard, enhance the entrance to the Promenade, and design and construct pop-up parks along Shoreline Drive and Pine Avenue.
3. **ENCOURAGE** the repositioning of The Pike at Rainbow Harbor along the lines described in this report.
4. **STUDY** the feasibility of reconfiguring Shoreline Drive as described above with the organizers of the Grand Prix at the table.
5. **ENHANCE** the visibility of security around the waterfront.
6. **INSTITUTE** an art program along Pine Avenue.
7. **PROGRAM** Rainbow Lagoon Park with additional cultural events.
8. **COMPLETE** an inventory of city assets and create a list of management options.
9. **CONSTRUCT** bike share facilities in the waterfront area and enhance north-south bike connections.

Creating an organizational structure for parking management and event coordination is one of the panel's key implementation recommendations.



MANAGEMENT

The most critical task facing the area's stakeholders, from a governance and coordination standpoint, is to agree on a vision for the area. Then the city and stakeholders can begin to put the leadership team in place and make them accountable to delivering the components of the accepted vision.

Thinking longer term, one of the most important and ongoing tasks of the aforementioned organizational structure will be to continue to remove the existing barriers to investment in the area. That will require frank discussions with the organizers of the Grand Prix and an open and clear dialogue with the California Coastal Commission. Moreover, as the city's vision and tourism plans take shape, consistent care should be given to gather, analyze, and implement feedback from local stakeholders.

The study area contains several public and semi-public facilities and is governed by several bodies at the local and state level. If the area is to achieve its potential physical

improvements (both public and private) as well as the optimum management of resources, the objectives of the various organizations and regulators must be balanced to the maximum public good.

The most effective and efficient means to achieve balanced outcomes for the area would be to assign responsibility at the highest level of local government—coordinated by the mayor, the City Council, and the city manager. Examples of the tasks that may appropriately be considered at this level of management include comprehensively managing parking and open space, negotiating the Grand Prix agreement, moving forward with investments required to improve public open space along Marina Green Park and at Rainbow Lagoon Park, and financing operations and capital improvements in the study area. In addition, adoption of a Specific Plan, similar to the one developed in Downtown, would clearly demonstrate the community's development objective and, importantly, provide CEQA clearance for new projects that conform to the plan.

FINANCE

The opportunities offered by the TAP's recommendations include coordinated asset management and capital improvements that will require capital investments. Recommended opportunities include both short-term (i.e., a one-year time frame) initiatives and long-term projects that may require several years to implement. There are a variety of potential revenue sources and financing options to fund these projects. The funding sources include local revenues that could be available in the near term as well as grants and revenues from future development. Any such funding options would require careful analysis.

On a short-term basis, funds might be available from the city's general fund and the Tidelands Trust. On a longer timeline, resources could be made available through the Tidelands Trust from future development, including ground

leases. These future developments might also provide new revenues to the city in the form of transit occupancy taxes, sales taxes, or parking revenues.

The city should also evaluate the creation of one or more Financing Districts, such as Infrastructure, Assessment, or Mello Roos Districts, recognizing, however, that the state of California is in the process of revising infrastructure financing options available to local governments.

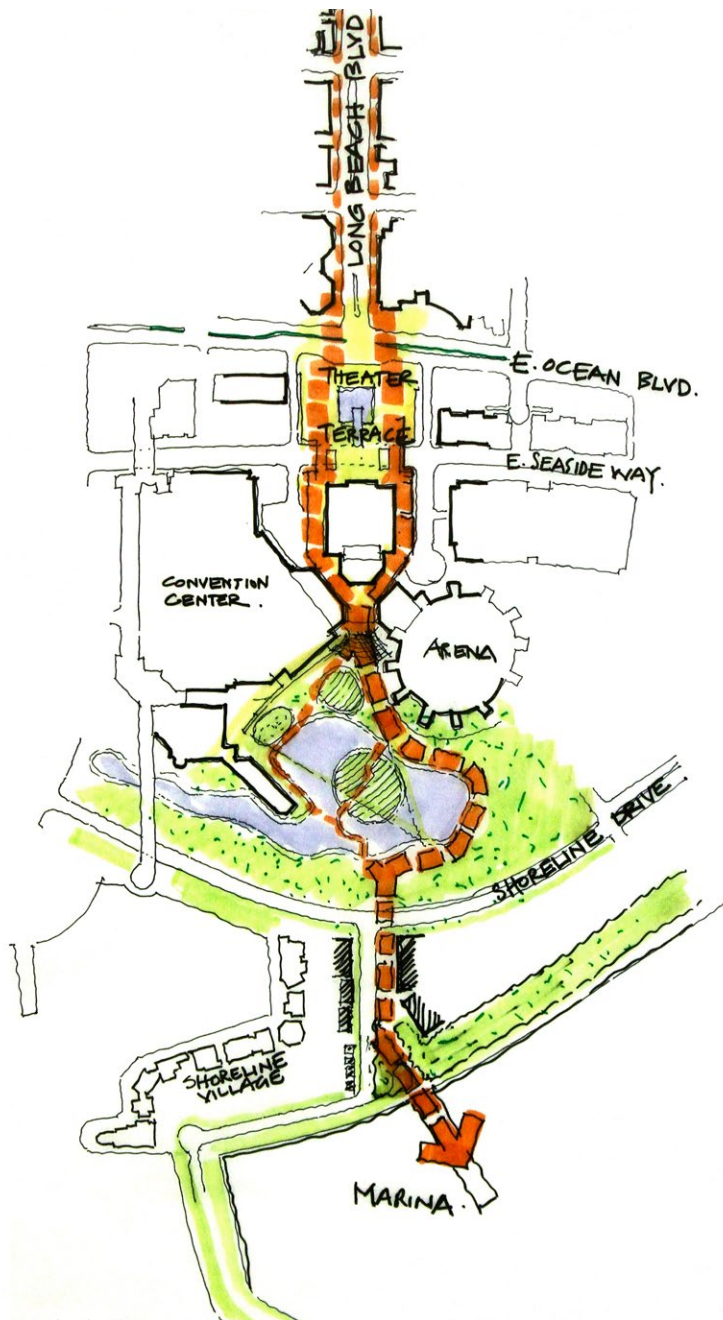
Transportation improvements may access several state and federal programs that provide capital funding for transit-oriented districts. For example, this area could be positioned as an extension of the amenities available to regional users of Metro's Blue Line.

The short-term investments, including improvements to the vacant site at Ocean Boulevard and Pine Avenue and wayfinding for pedestrians and a 'park once' parking district, would require an immediate infusion of modest funds. The TAP suggests quick action in acquiring those funds to initiate the revitalization of the area.

Patrick Gibson and the TAP panel ponder the Pine Avenue site of the TAP's proposed pop up park.



CONCLUSION



A diagram showing the paths and destinations of the proposed Performing Arts District.

The efforts of the DLBA to rethink the waterfront and its connections to Downtown Long Beach come at an opportune time. New political leadership in the city, with a new mayor and new councilmembers, means that local political leaders will be seeking new ideas and legacy projects. Additionally, recent changes in the makeup of the California Coastal Commission suggest that the state might be willing to adopt new stances on the regulation of coastal development. In addition, a revived local, regional, and national economy means that investors are looking for opportunities such as those presented by the Long Beach waterfront.

To best take advantage of the new opportunities available to Long Beach, local stakeholders must continue to place a premium on the destination power of the city's waterfront—not just as a regional draw, but also as a local draw. The waterfront and its associated uses, open spaces, and attractions must provide a reason for local residential and office population to repeatedly walk or ride down the hill to enjoy the area.

Moreover, there is no single, silver bullet that will provide the necessary draw to achieve the waterfront's full potential. The area must include a mix of offerings that meet a variety of tastes and interests so visitors have a reason to return. The TAP strongly believes that there is plenty of demand, both locally and regionally, to potentially transform the waterfront area of Long Beach, if there are attractive destinations for people to visit and to make a return visit. Achieving those goals means approaching investments thoughtfully. Just as the retail offerings of The Pike at Rainbow Harbor need to include unique and authentic tenants, so to does the open space around the waterfront need to be carefully programmed and well-designed. It's not as simple as "build it and they will come," but build it well, and they will come.

ACKNOWLEDGEMENTS

The Technical Assistance Panel is thankful for the participation and commitment of city staff, stakeholders and community members. The following is a list of individuals who were interviewed or provided valuable information and perspective during the TAP process.

PANEL SUPPORT

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Vice Mayor, Councilwoman Suja Lowenthal, Second District
Councilwoman Lena Gonzalez, First District

TAP PRESENTATION HOST

Jerry Schubel, President & CEO of the Aquarium of the Pacific
for hosting the TAP public forum.

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PANEL MEMBER BIOGRAPHIES

RICHARD BRUCKNER

Director, County of Los Angeles,
Department of Regional Planning

Richard J. Bruckner was appointed Director of the Regional Planning Department of Los Angeles County in 2010. The Department of Regional Planning is responsible for land use planning and the enforcement of local use regulations with the unincorporated areas of Los Angeles County.

Prior to this appointment, Mr. Bruckner was the Director of Planning & Development Department for the City of Pasadena. He was responsible for citywide economic development, planning, building, code enforcement, cultural affairs, real estate, and the management of eight redevelopment projects areas. Before his appointment in Pasadena in 1999, he was the Deputy Executive Director of the Community Development Department for the City of Anaheim, California.

Top left to right: Patrick Gibson, Taylor Mammen, Brian Jones, Midori Mizuhara, Bruce Baltin, Jennifer Lee, James Brasuelli, Vaughan Davies. Bottom left to right: Matthew Severson, Jonathan Nettler, Richard Bruckner.



BRIAN JONES

Managing Director, BMJ Advisors

Brian retired as Chairman and CEO of Forest City west coast commercial division four years ago. He was with Forest City since 1978. Brian started the FC operation on the West Coast in the mid 1980's and developed during his tenure over 19 million Square feet of commercial regional retail and mixed use development with a value of over 3 billion dollars. Prior to joining Forest City in 1978 he worked in London, England for the Real Estate development division of Bovis, a major developer and construction company. He has also worked in Toronto, Canada.

Brian is a native of Great Britain and a graduate of Willesden College of Technology in England. He is active on the executive board of the Lusk Center at USC, on the CRC Gold Council at ULI, and serves on the ULI, LA District Council's Board of Advisers. Brian also serves on Watt Industries Board of Advisers. Since retiring, he has undertaken a number of consulting assignments both in the USA and Internationally. Currently he is consulting on an assignment in Brazil.

BRUCE BALTIM

Senior Vice President, PKF Consulting

Bruce Baltin is a Senior Vice President in the Los Angeles office of PKF Consulting USA. PKF Consulting USA (PKFC) is an international firm of management consultants, industry specialists, and appraisers who provide a full range of services to the hospitality, real estate, and tourism industries. In his more than 40 years with PKF, Mr. Baltin has had a wide diversity of experience in the Hospitality and Tourism industries including market demand studies, valuations, economic and operational consulting and dealing with leases, franchises and management contracts.

His industry experience includes hotels, resorts, clubs, restaurants, theme parks, and national and state parks. He has worked extensively with various governmental entities in tourism and hospitality real estate issues. He has frequently been quoted in the national and local press and testified as an expert witness on various industry issues.

Prior to joining PKF he taught at the University of Nevada, Las Vegas and was corporate operations analyst for the Sheraton Corporation of America. He has taught extensively in the Collins School of Hospitality Management at California Polytechnic Institute, Pomona. He is an Adjunct Associate Professor teaching courses in the Masters of Real Estate Development program at the University of Southern California. He is a member of various professional and community organizations.

TAYLOR MAMMEN

Principal, RCLCO

Taylor Mammen is a Principal and Director of Consulting based in our Los Angeles office. Since joining RCLCO in 2006, he has directed and managed consulting engagements in each of the firm's practice areas, across a wide range of geographies. In particular, Taylor's work focuses on providing strategic guidance for complex, multi-use, large-scale land use challenges, including master planned communities and "new cities," urban mixed-use developments, and redevelopment/ revitalization strategies. He also contributes extensively to RCLCO's strategic planning practice for real estate enterprises.

Working for some of the most respected companies and organizations in real estate, Taylor aims to add value to clients by not only delivering sound, compelling analysis, but also by seeking to identify novel ways to improve processes or projects. In addition to his consulting responsibilities, Taylor is the firm's Director of Consulting. This gives him responsibility for implementation of RCLCO's strategic plan in issues related to resource allocation, human capital recruitment and retention, and firm policy. Taylor joined RCLCO after serving as director of research for a boutique government relations consulting firm in Washington, D.C. and working with the Boston Redevelopment Authority on a public-private initiative to revitalize and "re-knit" downtown Boston in response to the Big Dig.

He received his Masters in City Planning from the Massachusetts Institute of Technology and a Bachelor of Arts in Political Science from Brigham Young University. He is an active member of the Urban Land Institute, serving on ULI Los Angeles' Advisory Board and the Community Development Council (CDC-Blue)

VAUGHAN DAVIES, ISAA

Principal, AECOM

As an architect and urban designer, Vaughan Davies has produced dynamic plans for urban waterfronts, retail , resort and entertainment destinations, transit centers and mixed-use environments with an emphasis on creating ‘pedestrian first’ urban neighborhoods in cities large and small, nationwide and abroad. Vaughan develops visionary plans and designs with a solid basis in reality, both in their authenticity and in their ability to be implemented successfully – a pragmatic visionary.

Collaborating with major developers, cities, and agencies, he has demonstrated a unique ability to create significant added value for all interests involved, by creating one-of-a-kind addresses and focusing his design solutions on the establishment of a superior public realm as a unique and memorable amenity. Vaughan is based in Los Angeles, and has had numerous opportunities to work on themed and/or entertainment driven projects. Mr. Davies has also led the design efforts for many of the region’s precedent setting projects, including: Paseo Colorado in Pasadena; Gateway Intermodal Center at Union Station; Hollywood & Highland; the ‘Bridge to Breakwater Master Development Plan’ in San Pedro for the Port of Los Angeles; and in Long Beach Vaughan led the development of the Queensway Bay master plan and design of Rainbow Harbor. Internationally he has led the Dublin Bay Vision Plan; the strategic planning of a new sustainable waterfront city, Tongzhou, just east of Beijing; as well as a new resort towns on Brazil’s famed Emerald Coast, and in the mythic Qianshan Mountains of NE China.

Vaughan is currently engaged in the repositioning 30 acres of underperforming waterfront uses with a new iconic national branded attraction.

MIDORI MIZUHARA

Urban Designer, Gensler

Midori Mizuhara is a multi-disciplinary designer whose professional work spans architecture, urban design and planning. She has worked at several LA based architecture and planning firms over the last ten years. As an architectural designer and project manager at Atelier Hitoshi Abe, Los Angeles, she worked on projects such as the New Campus of the Vienna University of Economics and Business (WU), affordable housing prototypes in New Orleans’s Lower 9th Ward for the Make It Right Foundation, and Little Tokyo Design Week: Future City, a collaborative arts festival with in Downtown Los Angeles.

More recently she has turned her focus to urban design and works with Gensler’s LA Planning and Urban Design Studio where she has focused on university campus planning and large mixed-use projects. A lifelong Angelino, her academic and personal research has centered around Los Angeles’s changing neighborhoods and urban design models in relationship to new transit and density. Midori has a Bachelor of Architecture (B.Arch) from the Southern California Institute of Architecture (SCI-Arc) and a Master of City Planning (MCP) from the Massachusetts Institute of Technology (MIT).

PATRICK A. GIBSON, P.E., PTOE

President, Gibson Transportation Consulting

Pat Gibson is President of Gibson Transportation Consulting, Inc. He has been involved in the transportation and parking planning for mixed-use development on both a local and national basis. He co-authored both editions of ULI's Shared Parking report and has successfully applied that methodology to projects throughout the western United States.

Locally he has directed the transportation studies for the NBC Universal Vision Plan, Wilshire Grand, and Metro Universal projects in Los Angeles; The Disneyland Resort in Anaheim, The Ballpark District and Westfield Horton Plaza in San Diego; and downtown development projects in San Jose, Pasadena, Long Beach, Pomona, Fullerton, and Brea. He has participated in Urban Land Institute Technical Advisory Panels for Downtown Culver City, the LAX Century Boulevard Gateway Project, and the Los Angeles Convention Center Alternate Master Plan.



(Top) Vaughan Davies reviews recommendations for the collection of north-south corridors. (Bottom) The panel presents its findings in a public forum hosted by the Aquarium of the Pacific.

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The membership of ULI Los Angeles represents the entire spectrum of land use and real estate development disciplines. They include developers, builders, investors, architects, public officials, planners, real estate brokers, appraisers, attorneys, engineers, lenders, academics and students. Members of the Urban Land Institute in the counties of Los Angeles, Ventura, Kern, San Luis Obispo, and Santa Barbara are automatically members of ULI Los Angeles.



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