

DOWNTOWN LONG BEACH
Strategic Action Plan

Downtown Development Task Force
July 2000

Prepared for
Downtown Long Beach Associates
and
The City of Long Beach

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Top Priority Actions

The Downtown Development Task Force identified the following actions as the most important and immediate steps needed to accomplish the goals established during the planning process. Varying in scope and intensity, these top priority actions together form a fundamental blueprint for guiding Downtown development.

(Note: Actions shown with a circled number refer to the Downtown Development Concept following page 15.)

	Strategy/Action	Time Frame Short = < 1 yr. Med = 1 – 3 yrs. Long = > 3 yrs.	Lead Responsibility or Principal Partners
①	Complete major planned residential projects, including the West Gateway/Post Properties, Camden Properties, Long Beach Plaza and Block M projects, with a mix of cost levels and uses to suit a range of incomes/lifestyles	S/M	City RDA Developer
②	Develop the Promenade between Ocean Blvd. and 3 rd St. as an urban-scale, mixed-use residential neighborhood, with high-density housing, ground-floor retail, civic and cultural elements, and hotel uses	M	City RDA Developer
③	Complete redevelopment of the Long Beach Plaza	S	City RDA Developer
④	Complete the Queensway Bay entertainment and retail complex	S	City Developer
⑤	Locate and develop a site for a proposed arts center in the East Village Arts District	S	RDA East Village Association
6	Create a business recruitment and retention “SWAT” team, consisting of public and private representatives, to attract new businesses and support current businesses	S	City RDA DLBA
⑦	Expand and implement the Downtown parking management program, incorporating new parking structures	S	City RDA DLBA
8	Expand and improve the Downtown’s “clean & safe” program (including increased visibility of ambassador guides along Downtown streets) and market the program to the community	M	DLBA
⑨	Develop strong linkages to improve connections and access between neighborhoods in Downtown	S/M	City
10	Develop an aggressive and comprehensive marketing/public relations effort, marketing Downtown Long Beach as a lively, dynamic destination for local residents, regional residents and tourists, and as a “gateway” to the Pacific Rim	Ongoing	City RDA DLBA LBACVB LB Strategic Mktg. Inc.

I. INTRODUCTION

DOWNTOWNS ACROSS THE COUNTRY are making a resounding comeback. Following decades of neglect and misfortune brought about by the rapid flight of people, money and resources to the burgeoning suburbs, Downtowns are beginning to re-establish their rightful place as centers of commerce, civic identity and distinct urban experiences.

Key to this rebirth is the unique elements that distinguish Downtowns from the surrounding suburbs. Retail services, urban-scale housing, entertainment and cultural activities, walkable scales, historic design and character, mass transit – the mixture of these diverse components creates a liveliness unmatched elsewhere in the city and forms the foundation for an urban experience.

Downtown Long Beach possesses many of these components. A long-time center of commerce and trade, the Downtown has historic buildings, movie theaters and restaurants, urban housing, light rail transit, destination venues such as the Long Beach Convention & Entertainment Center and the Long Beach Aquarium of the Pacific, and exciting events such as the Grand Prix of Long Beach – all anchored by a diverse mix of people and cultures. And, new retail and mixed-use projects hold much promise to bolster the economic, civic and community vitality of Downtown.



In addition, nearby beaches and oceanside views – plus the mild seaside climate for which Southern California is famous – provide a magnificent setting for this array of Downtown attributes. However, Downtown is currently deficient in other areas. The quality urban elements it does possess are not linked and integrated in a strong, cohesive manner. Lower Pine Avenue is a vital restaurant and retail corridor, but a block away the Promenade is a disconnected wasteland of asphalt, surface parking lots and vacant spaces. Unique residential districts such as the East Village energize the area, but it and other Downtown neighborhoods lack strong connections to each other and to the retail core.

If Downtown is to capitalize on its assets and address its challenges, the community must take strategic actions. Through community foresight and commitment, Downtown business leaders, city representatives, community activists and general citizens have worked together to produce a focused vision for guiding the future of Downtown: a Strategic Action Plan. This document provides an overview of the Downtown Long Beach Strategic Action Plan, the process by which it has developed, and the framework for its continued successful implementation.

Importantly, the Plan embraces prior planning efforts, particularly the Strategy for Development for Greater Downtown Long Beach. In 1990, the Long Beach Redevelopment Agency began the process of designing a strategy for Downtown development. The first edition of the Strategy for

Development was issued in 1992, with the latest revision resulting from work sessions held in 1998-99 and additional modifications. The Strategy for Development outlines a number of important factors impacting Downtown. In short, the document defines a vision for the area, establishes priorities for the timing of development, and aims to create coherent urban design for Downtown.

The Strategic Action Plan builds upon the foundation of ideas presented in the Downtown Development Strategy but establishes a more focused, ready-to-implement vision. Important to note, however, is that this vision and the Strategic Action Plan that supports it are not static. With its many unique and diverse elements, Downtown is ever changing. Priorities shift, objectives and strategies change, and new developments impact the social and economic dynamics of the area.

Therefore, this Strategic Action Plan is a working document. It is a dynamic tool – with built-in flexibility – that will evolve with the Downtown as it changes and grows over the coming years.

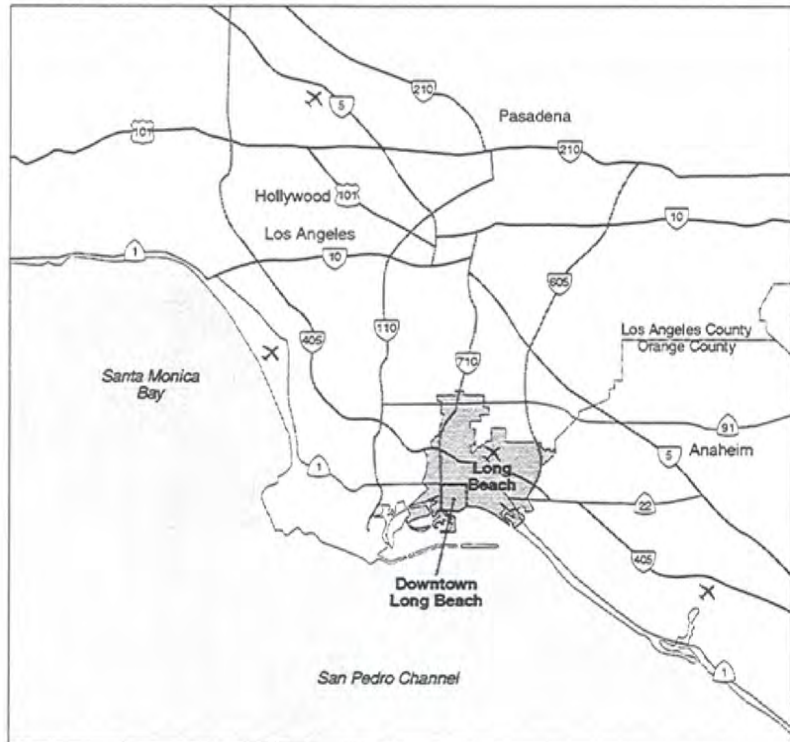
Regional Context

Long Beach is located near the center of the Los Angeles metropolitan area. Interstate highways, light rail transit and Long Beach Municipal Airport connect this major port city to local, national and regional markets.

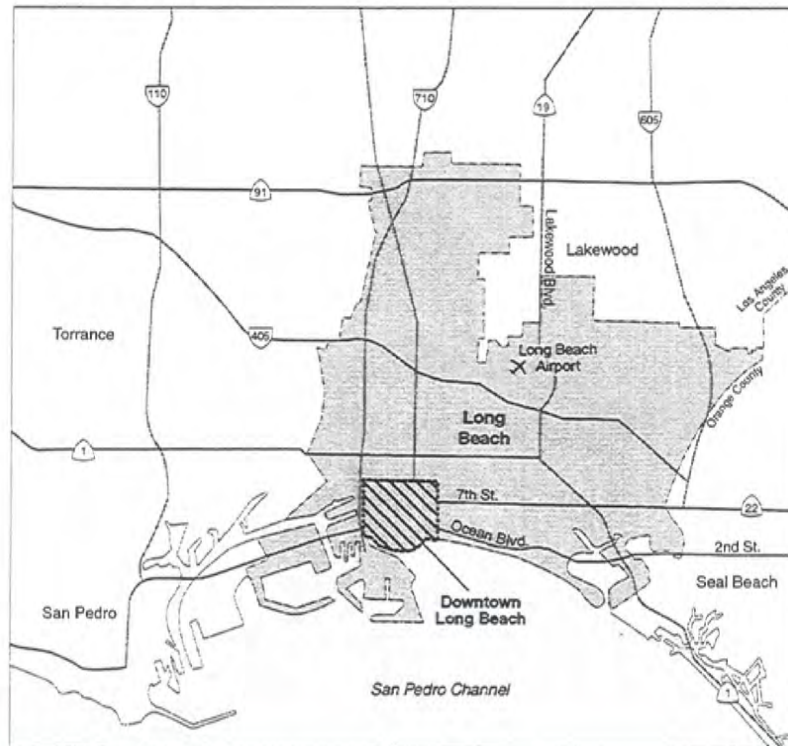
Downtown Long Beach is situated at the southern end of Long Beach along the coast of the Pacific Ocean. Close to the Port of Long Beach and with direct connections to the region via freeways and the Blue Line light rail transit, Downtown Long Beach enjoys an exceptionally accessible and strategic location within the Greater Los Angeles Area.

This location, coupled with Downtown's many attractions and amenities, affords the city center with numerous opportunities for the future.

Greater Los Angeles Area



Long Beach Area



Why Strategic Planning?

Strategic planning is a process of identifying a community's strengths, challenges and opportunities, and successfully planning for the future. The result of strategic planning is a framework for decision making and the allocation of limited resources to achieve the goals set forth by a community.

The Strategic Action Plan provides strategic implementation steps for the near term. It details the community's ideas on what needs to be done, how it is going to get done, and who is going to do it.

The goals of this strategic planning process are to:

1. Utilize and build upon existing planning efforts while developing consensus on community visions, goals and priorities;
2. Prioritize community actions (projects and programs) to achieve the desired vision for the future;
3. Identify key steps toward successful implementation of the priority actions; and,
4. Develop mechanisms for assessing the future progress toward implementation of the priority actions.

The planning effort of Spring 2000 established a consensus framework for Downtown Long Beach, created a set of key strategies for the area, and identified the top priority actions to focus on in the coming months and years.

Organization of the Plan

The Strategic Action Plan document is organized into six principal sections. Following this introduction, Section II provides a **background** on Downtown Long Beach and elaborates upon the **planning process to date**. Section III outlines the array of **assets and challenges** identified by the Task Force and community workshop participants. Section IV provides an overview of **current planning projects and activities**, which will have important impacts on how Downtown develops in the coming years. Section V outlines the **Downtown Development Concept**, which provides a structure for organizing activities, relationships, patterns and connections in the Downtown. Section VI details the specific **Action Plan** items developed through the planning effort. Finally, Section VII addresses the recommended steps toward effective **implementation** of the priority actions and the overall Strategic Action Plan.

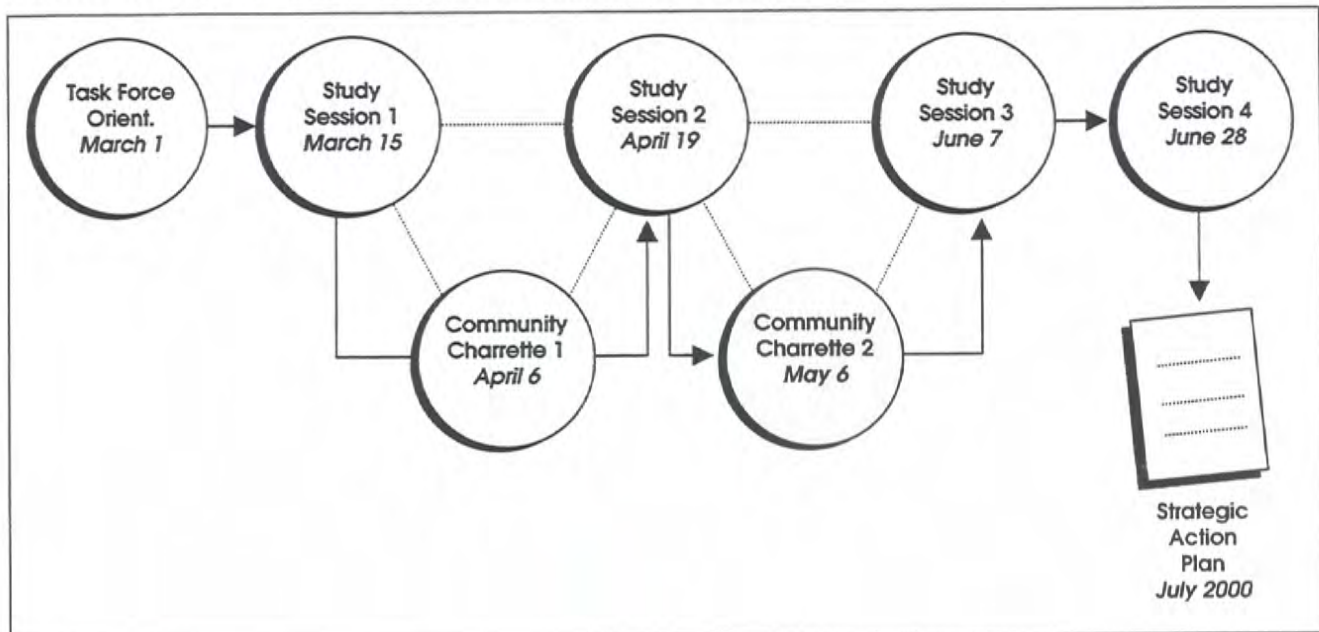
II. BACKGROUND AND PLANNING PROCESS

THE DESIRE to build upon the existing foundation and catch the national wave of Downtown rejuvenation led Downtown Long Beach Associates (DLBA), with support from the City of Long Beach, to form the Downtown Development Task Force.

Comprised of Downtown business and community leaders, the Task Force embarked upon an intensive planning process in Spring 2000. Numerous issues, challenges and opportunities facing Downtown Long Beach were identified and discussed during the kick-off Task Force Orientation meeting on March 1, 2000. These discussion points were refined further during several additional Task Force sessions. The Task Force also discussed the possible impacts of several proposed projects and generated key planning concepts to guide Downtown development.

Importantly, detailed citizen input from two public design charrettes, held on April 6 and May 6, 2000, was also collected and analyzed during the process. The combined feedback from the Task Force meetings and public workshops was integral in shaping the general positions and specific directions outlined in the Strategic Action Plan.

Downtown Long Beach Strategic Planning Process, 2000



III. ASSETS AND CHALLENGES

DURING THE PLANNING PROCESS, Task Force members and community design workshop participants identified several principal assets and challenges for Downtown Long Beach.

Assets

Vibrant Urban Environment

Downtown possesses the basic elements of a strong city environment, including high residential densities, a good street grid system, walkable scales, public transit (including the Blue Line light rail connecting Long Beach to Los Angeles), and access to the regional transportation network via the I-710 freeway. These elements are building blocks on which the Downtown can continue to develop into a rich, multi-use urban environment.

A Diverse Population

Downtown boasts a very diverse population base, which incorporates ethnicities, cultures and languages from throughout the world. Citizens and Task Force members stated that Downtown should take full advantage of this diversity.

Successful Pine Avenue Retail Corridor

Pine Avenue between Ocean Boulevard and 3rd Street (right) is a hub of activity, with restaurant, entertainment and retail venues along the streetscape. Residents identified this area as a good example of an “active street life” corridor that can be emulated elsewhere in Downtown.



Strong Arts Community

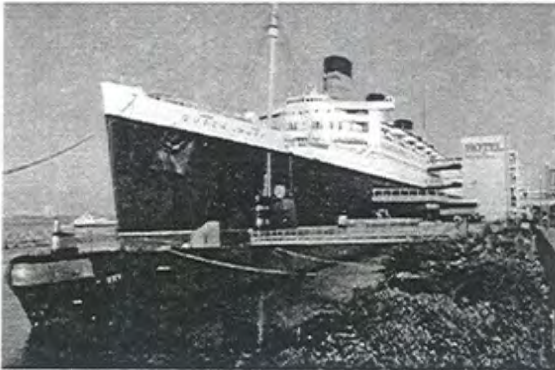
A thriving arts community exists in Downtown, particularly in the East Village Arts District. Downtown residents stated that this asset can be a cornerstone of economic and cultural enhancement for the area.

Downtown Housing Opportunities

Great potential exists for increasing residential uses in Downtown, particularly with mixed-use and live-work opportunities. Current and planned development and redevelopment projects augur well for continued growth and reuse of Downtown's residential areas.

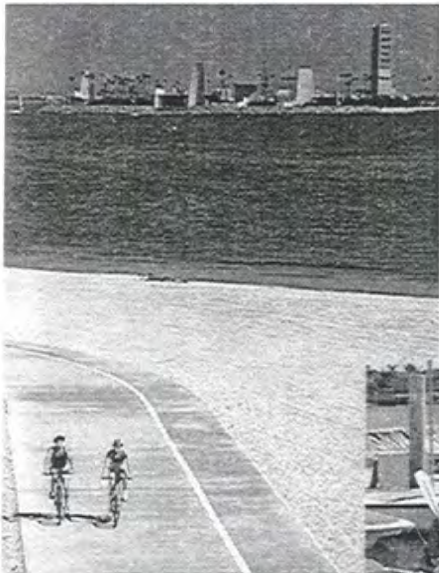
World Class Destinations and Events

Several destinations enhance the Downtown area for both residents and visitors, including the Long Beach Convention & Entertainment Center, Queen Mary (below, left) and the Long Beach Aquarium of the Pacific. In addition, events such as the Grand Prix of Long Beach (below, right) and the Farmer's Market bolster Downtown as an exciting activity center.



Magnificent Location and Setting

Downtown's proximity to beaches and marinas, in addition to its superb climate, make it an attractive environment for economic, social and recreational opportunities.



Challenges

Image and Perception

Residents stated that the perception of Downtown as an unclean, unsafe and unexciting place is a costly burden for the area. The image of Downtown – for both regional *and* local residents – must be changed to one of a safe, clean, credible and distinct urban center with character and amenities.

Lack of a “Critical Mass” of Services

Though Downtown offers many shopping and entertainment opportunities, there is a lack of fundamental services for residents (such as clothing outlets and grocery stores). This liability must be addressed in order to create a more livable environment for residents and to generate synergy between residential areas and the retail core.

Unfilled Housing Demand

While great potential exists for residential uses in Downtown, citizens identified the need for more housing in the area. This housing can be high density, mixed-use or live-work in nature, and it should support nearby commercial uses.

Lack of Neighborhood Connections

Citizens and Task Force members cited a dearth of connections linking Downtown neighborhoods. This promotes feelings of neighborhood division and inhibits walkability among the different residential and retail areas. Streetscapes, view corridor enhancement, ground-floor retail and other development methods could be used to address these issues.

Uncohesive Urban Character

The current Downtown urban experience in many ways lacks cohesion and character. Downtown should incorporate planning and design practices that foster a more energetic, walkable experience. Pedestrian-oriented scale and form – rather than suburban, auto-oriented design methods – should guide the development of buildings and streetscapes.

Environmental Degradation

The community identified several environmental issues impacting the Downtown, including air quality impacts of nearby oil and petroleum facilities and a deficiency in urban park space.

IV. CURRENT PLANNING ACTIVITIES AND PROJECTS

THE URBAN MOSAIC OF DOWNTOWN LONG BEACH is quickly evolving. Plans for new entertainment and retail centers promise to change the economic landscape of the community. Proposed residential projects will soon alter how and where many people live, work and recreate. In ways large and small, these impending changes offer unique opportunities for the city center to redefine itself.

In order to envision Downtown's path in the coming years and guide future development, it is important to understand the location and nature of current planning activities and projects that will impact the city center. Following are nine major activities, areas or projects that will likely influence the Downtown in a variety of economic, social and environmental ways. *(A diagram of these principal activities and projects is provided on page 9.)*

East Village Arts District

A funky and distinct residential area, the East Village Arts District is a major element in the fabric of Downtown. Bordered on the east by Alamitos Avenue, south by Ocean Boulevard, west by Long Beach Boulevard, and north by 7th Street, the district is home to a growing number of artists and young professionals. The East Village Arts District Guide for Development, produced through a joint public/private effort, is a comprehensive strategy for the creation of a viable arts and activity district in the East Village. Part of this vision may be the development of a proposed arts center (such as the Torpedo Factory in Alexandria, Va.) to draw visitors and increase economic viability. During the planning process, many citizens identified the creation of an arts center as very important to the East Village and the entire Downtown.



Long Beach Plaza

In the heart of Downtown, Long Beach Plaza is the site of the proposed demolition and redevelopment of an existing suburban-type mall. By general consensus the existing Plaza is poorly designed and ill-suited for the desired urban experience of Downtown. The site itself, however, is perfectly located to be a key element for invigorating commercial uses along Pine Avenue and in connecting neighborhoods to the east and west across Downtown. The proposed redevelopment plan includes a 122,000 sq. ft. anchor tenant among 68 retail spaces (including a major grocery store east of Long Beach Boulevard), and it features housing, ground-floor retail and hotel uses.



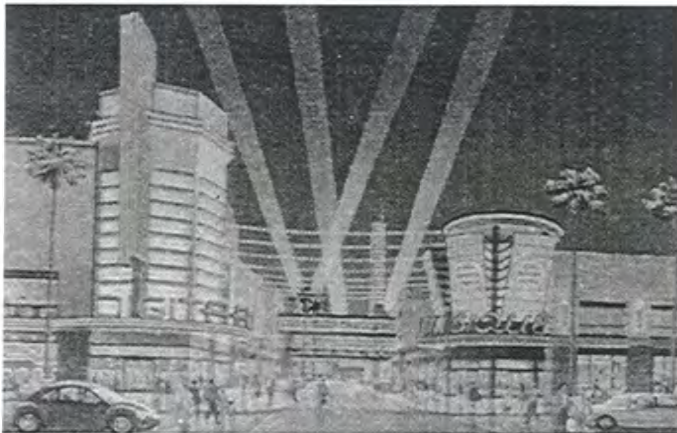
Pine Avenue

This corridor is the hub for commercial and retail uses in Downtown, including restaurants (below, right), specialty shops and entertainment venues (below, left). The area features a number of mixed-use and infill opportunities, particularly toward its northern end. Connections with future development at Long Beach Plaza and the Promenade will be important for continued vitality along Pine Avenue.



Camden Properties

Addressing the need for additional housing in Downtown, this \$250 million development project is planned for 9.5 acres south of Ocean Boulevard and west of Pine Avenue. Situated across from the Civic Center and near the Pine Avenue retail corridor, the Camden Properties mixed-use plan includes 240 condominiums, 538 ocean view apartments, ground-floor retail and a 500-room convention hotel.



Queensway Bay

Located on the waterfront at the southern end of Downtown, the current phase of the Queensway Bay Plan is slated for groundbreaking in the 3rd quarter of 2000. The project includes a \$100 million retail, dining and entertainment complex which is anchored by a 15-screen Edwards Cinema, 410-seat IMAX theater and Cost Plus World Market.

West Gateway/Post Properties

Like the Camden plan, the \$150 West Gateway/Post Properties project would expand the current stock of Downtown residential units. Currently a mix of single-family homes and low-rise apartments bounded by Cedar Avenue to the east, Broadway to the south, Golden Avenue to the west, and 4th Street to the north, the site would house 1000 loft-style apartments on 10 city blocks. Service retail uses are also included in the plan. Groundbreaking is scheduled for 1st quarter of 2001.

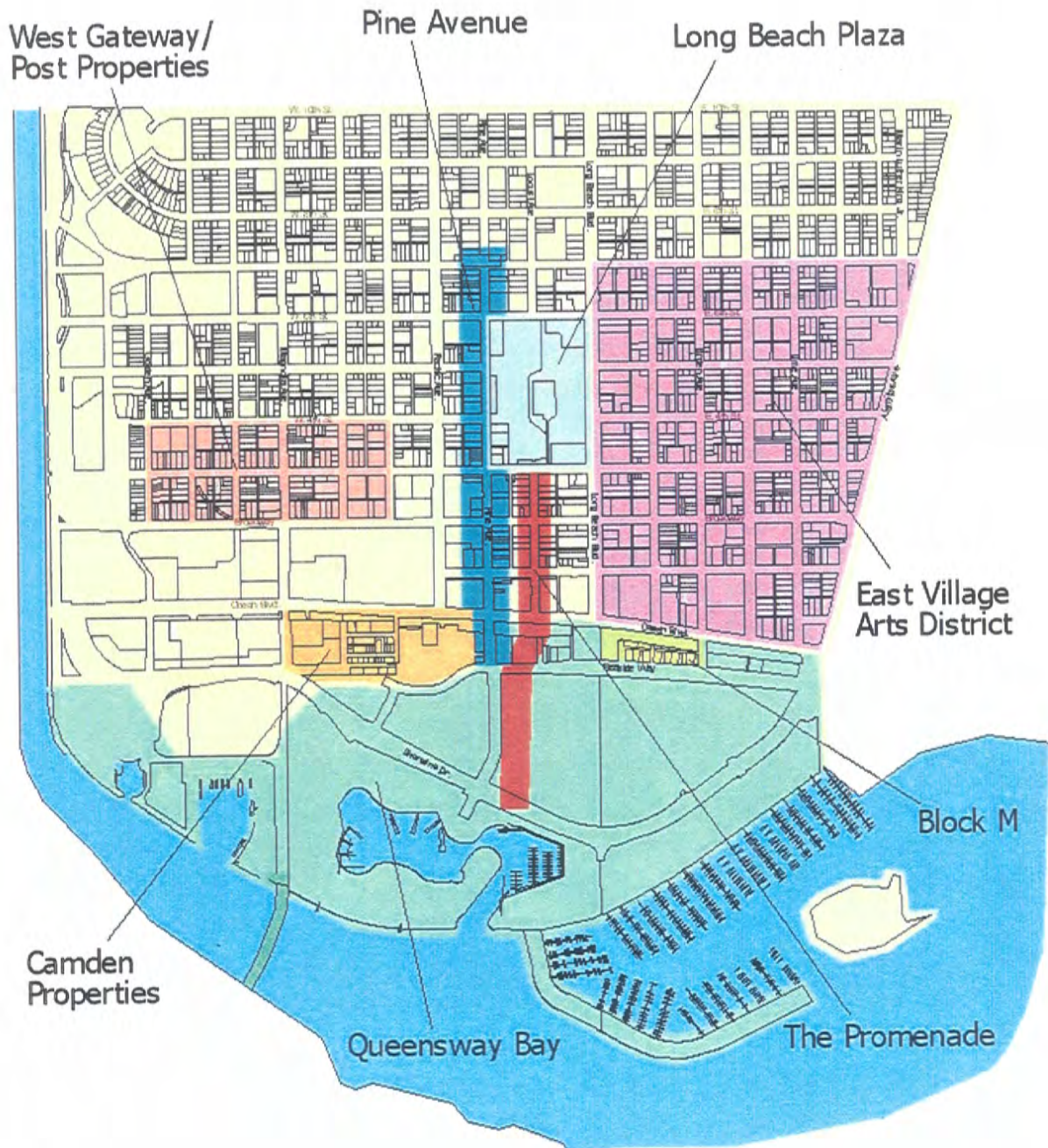
The Promenade

The Promenade is a pedestrian walkway beginning in the Queensway Bay area and extending northward to its terminus at Long Beach Plaza and 3rd Street. An uncohesive mix of vacant areas, surface parking lots and underutilized sites characterizes the northern portion (from Ocean Boulevard to 3rd Street). Due to its proximity to current retail uses along Pine Avenue and proposed commercial elements at Long Beach Plaza, this portion of the Promenade is an ideal site for urban-scale, mixed-use, high-density residential uses. However, development of the area has not progressed due to concerns over the economic problems of the adjacent Long Beach Plaza, fears of diluting retail activity on Pine Avenue, and a lack of existing activity frontage.

Block M

Wedged between Ocean Boulevard and Seaside Way directly south of the East Village Arts District, Block M is a proposed residential project comprised of two high-rise residential towers. The plan includes approximately 550 apartments set on 2.2 acres.

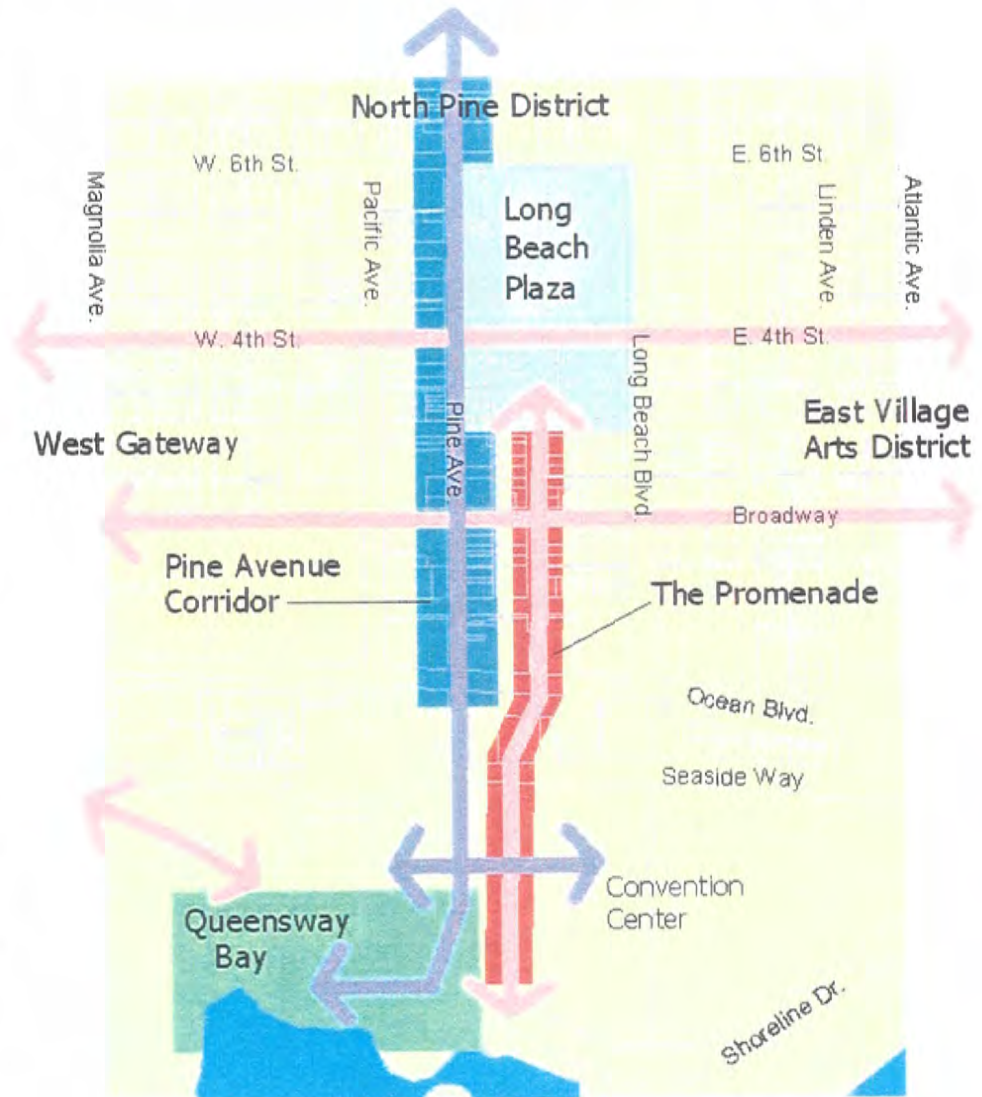
DOWNTOWN LONG BEACH CURRENT PLANNING ACTIVITIES AND PROJECTS



V. DOWNTOWN DEVELOPMENT CONCEPT

THE DOWNTOWN DEVELOPMENT CONCEPT is an essential component of the Strategic Action Plan. Developed and refined throughout the planning process, the Development Concept (foldout diagram at the end of this section) provides a structure for organizing activities and relationships, organizing transportation and circulation patterns, and for identifying stronger links between the sub-area and districts of Downtown. The organizational Concept ensures those different activities and elements (such as services, residential areas and retail uses) support – rather than compete – with one another.

A major strategy of the Development Concept organizes three different but complementary retail areas along a strong north-south spine of Pine Avenue. Queensway Bay, the Pine Avenue commercial district and the Long Beach Plaza are connected along the principal linkage of Pine Avenue with a pedestrian-friendly, active street. Pine Avenue would be linked east-west by major pedestrian-oriented street connectors and pedestrian alleyways. These east-west connections would extend to parking areas behind the Pine Avenue retail frontages and through the Downtown to adjoining neighborhoods (East Village Arts District, West Gateway, North Pine District, etc.).



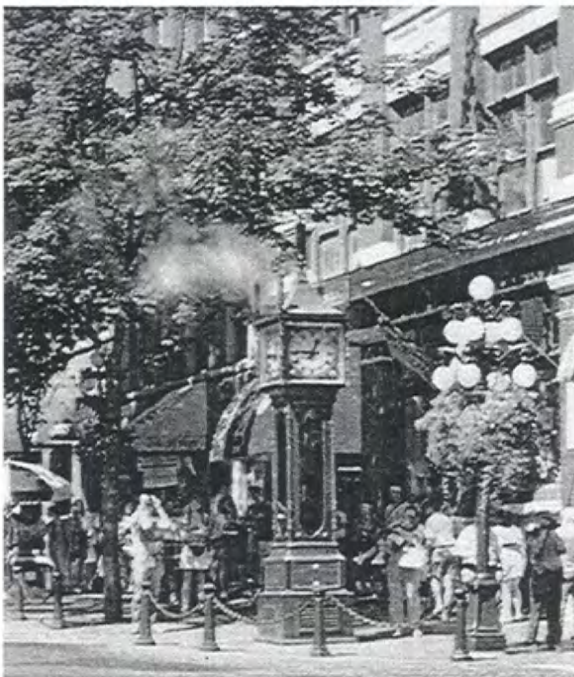
The Promenade is envisioned as a secondary pedestrian connection from Queensway Bay, Shoreline Village and the Convention Center north to Long Beach Plaza. The Promenade would be connected through pedestrian streets and alleys to Pine Avenue and provide a setting for an international marketplace, festivals and a farmer's market. The Promenade is envisioned as a mixed-use district with high-density, high-end urban living in the center of Downtown, with ground-floor retail uses and other pedestrian activities, such as a technology museum, boutique hotels, and bed and breakfast inns.



Long Beach Boulevard would continue to be a major transit corridor. The concept is to encourage development of the Boulevard as a high-intensity retail/office area with concentrated development around the Blue Line light rail stations.



The overall organizational Concept maintains the urban grid pattern of streets, and it emphasizes the functional role of major connectors/arterials and pedestrian-oriented streets. Major north-south connectors include Magnolia, Pacific and Atlantic avenues. Long Beach Boulevard would continue to be a major north-south transit corridor and arterial connector to Downtown. East-west connectors include Ocean Boulevard, Broadway, 3rd and 4th Streets and Shoreline Drive.



The Development Concept envisions creating a high intensity “urban” experience, including taller buildings with a variety of activities linked along attractive, pedestrian-oriented streets. Pedestrian-orientation is created by highlighting the ground floor of buildings with active pedestrian-oriented street frontages. Parking should be located behind buildings or in parking structures and should incorporate ground-floor retail uses or other pedestrian-oriented activity adjacent to streets. Surface parking lots adjacent to the street should be avoided. Building frontages should create transparent, visual links through use of windows, entries and window display areas at ground-floor building spaces and their adjoining sidewalks. The street environment should be enhanced for the pedestrian with wide, gracious sidewalks and streetscape amenities (street trees, benches, awnings and lighting details). Buildings should be located on the property line at the back of sidewalks.

Uses and activities in Downtown Long Beach are positioned to take advantage of the spectacular oceanfront setting and proximity to city beaches, the port and the international trade community.

VI. ACTION PLAN

THE CORE OF THE STRATEGIC PLANNING EFFORT is reflected in this section of the document. The large amount of information collected throughout the process has been developed, refined and organized into the framework of the following pages. The result is an easy-to-use reference for understanding, prioritizing, measuring and monitoring the actions set forth by the Strategic Action Plan.

The section is divided into three parts:

- A. A **Strategy Framework**, which organizes 11 strategy categories into primary, secondary and supporting strategies.
- B. A list of **Top Priority Actions**, determined by the Downtown Development Task Force to be the most important steps toward achieving the goals for Downtown.
- C. A **Strategic Action Plan**, detailing the range of strategies and actions developed during the community and Task Force planning process.

Strategy Framework

Each development strategy category has been organized as a relative priority within a three-tiered Strategy Framework. This hierarchy identifies primary strategy categories – the categories most important for achieving Downtown’s visions and goals – and secondary and supporting strategies that support the primary ones. Together these levels provide a structure for addressing issues and catalyzing implementation of the Strategic Action Plan.

Primary Strategies: *Major new development opportunities which are the highest priority for achieving the goals of the Strategic Action Plan.*



A diversity of retail types that provides for a range of income levels and serves local, regional and national markets.

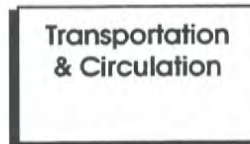
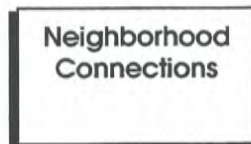
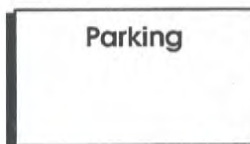


A range of housing types and costs that serves residents with a variety of income levels, supports the retail environment, and creates an attractive and safe Downtown.

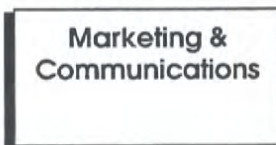


A vibrant multi-use, multi-cultural activity center that offers a clean, safe and distinct urban experience.

Secondary Strategies: *Actions that are necessary to ensure success of the primary strategies.*



Supporting Strategies: *Actions that support the primary and secondary strategies.*



Top Priority Actions

The actions in this section comprise the first phase for implementation of the Downtown Long Beach Strategic Action Plan. Resource constraints make it impossible to implement all of the action strategies outlined in this plan. Therefore, it is important to start with the projects that (1) are most likely to have the greatest impact on Downtown and (2) possess the highest leverage potential.

Criteria

The criteria below were developed and used to evaluate and prioritize the implementation actions:

1. Project Cost and Funding Availability

A key component of implementation is the ability to pay for the necessary improvements. Projects with high value-added and with either low-costs or available funding mechanisms are typically more easily implemented than costly projects for which new funding sources need to be identified.

2. Timeframe

Projects are assigned either short, medium or long-term timeframes, ranging from less than one year, one to three years, and more than three years, respectively.

3. Ease of Implementation

One of the primary goals of the Strategic Action Plan is to establish a number of “quick wins” – short-term projects to keep the process moving forward and gain momentum for revitalization.

4. Catalytic Effect

Projects that have the potential for broad ranging positive impacts on the overall quality of Downtown have a catalytic effect beyond their localized area. These projects can be seen as a necessary precursor to initiate future improvements elsewhere with little additional involvement, funding or encouragement.

5. Visibility

If a project creates a visible improvement to the area, it sends a positive message to the entire community.

6. Community Support

Strong community consensus around a project can often facilitate implementation. Community support is crucial to the continued success of a project once it is implemented.

7. Concentration

The project should offer improvements in a concentrated area, creating a critical mass of uses for success. It should also fit into and complement the larger plan for Downtown Long Beach, rather than stand alone or apart from other improvements.

8. Viability

The project should survive and flourish into the future. Projects need to be based firmly on economic realities, taking into account market conditions and competition from neighboring communities and the region.

The Downtown Development Task Force identified the following actions as the most important and immediate steps needed to accomplish the goals established during the planning process. The actions are not presented in any priority order. Rather, the actions are all part of the first phase of the implementation process and are intended to be initiated simultaneously. Varying in scope and intensity, the Top Priority Actions together form a fundamental blueprint for guiding Downtown development.

(Note: Actions shown with a circled number refer to the Downtown Development Concept following page 15.)

- 1 Complete major planned residential projects, including the West Gateway/Post Properties, Camden Properties, Long Beach Plaza and Block M projects, with a mix of cost levels and uses to suit a range of incomes/lifestyles.**

Housing is an essential element of Downtown vitality. Additional housing units at urban scales, design and densities will provide a critical mass of residents to support nearby commercial uses. In addition, Downtown housing will help ensure more safe and lively streets by creating a round-the-clock urban environment.

These proposed projects are in accordance with the vision for Downtown. The plans each provide for urban-style housing at strategic locations around the Downtown retail core. In addition, they offer a mix of types and costs levels that will bolster Downtown's ability to provide for its citizens' diverse housing needs.

Live-work studios can play a key role in the development of high-density, urban-style housing.



Residential units with ground-floor retail can help to create a lively urban environment.



-
- 2 Develop the Promenade between Ocean Boulevard and 3rd Street as an urban-scale, mixed-use residential neighborhood, with high-density housing, ground-floor retail, civic and cultural elements, and hotel uses.

The Promenade is an excellent opportunity for dynamic urban redevelopment. Such a project will not only re-invigorate this linear corridor but also provide connections across the Downtown and re-energize nearby districts, such as Pine Avenue, the Long Beach Plaza area, and the East Village Arts District.

The development of well-designed, high-density residential units is a key part of strengthening the Promenade corridor. This housing would enliven the streetscape by providing clientele for ground-floor retail uses along the Promenade, specialty shops and services along Pine Avenue to the west, and stores in the proposed Long Beach Plaza redevelopment.

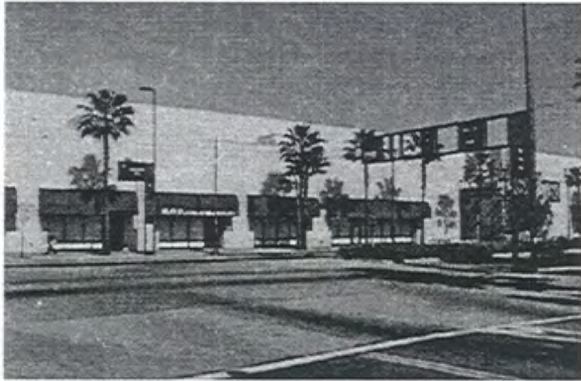
In addition, the new mixed-use neighborhood could incorporate an “international marketplace”, which the community has identified as a possible economic and cultural enhancement for Downtown.

Strong mixed-use development can incorporate a variety of elements, including urban housing, retail, offices, open spaces and pedestrian orientation.



③ **Complete redevelopment of the Long Beach Plaza.**

Redevelopment of the Long Beach Plaza is an important piece of the Downtown development framework. In the heart of the city center, the 6-square-block site harbors a unique opportunity for mixed-use development. This will strengthen the commercial and residential base of Downtown while complementing nearby housing and shopping areas. In addition, the Plaza is a principal connection point between neighborhoods, particularly between the East Village Arts District and the West Gateway along 4th Avenue, and provides the opportunity to extend streetscape linkages northward from the Promenade.



Long Beach Plaza offers an excellent opportunity to redevelop an existing mall in a strategic Downtown location.



4 Complete the Queensway Bay entertainment and retail complex.

Downtown is in need of additional activities and shopping opportunities. Proposed entertainment and retail uses at Queensway Bay will complement existing commercial areas in Downtown and help draw local citizens and regional visitors to the city center. The Queensway Bay complex will anchor the southern end of Downtown, and connections should be created to integrate this shopping/entertainment area with the Pine Avenue corridor.

The proposed Queensway Bay entertainment and retail complex is located on the vacant land in the upper right-hand portion of the photo.



Surface parking currently occupies the area between the proposed Queensway Bay project site and the Pine Avenue retail corridor. Stronger pedestrian and transit connections should be developed in order to integrate the Queensway Bay complex with the Downtown retail core.

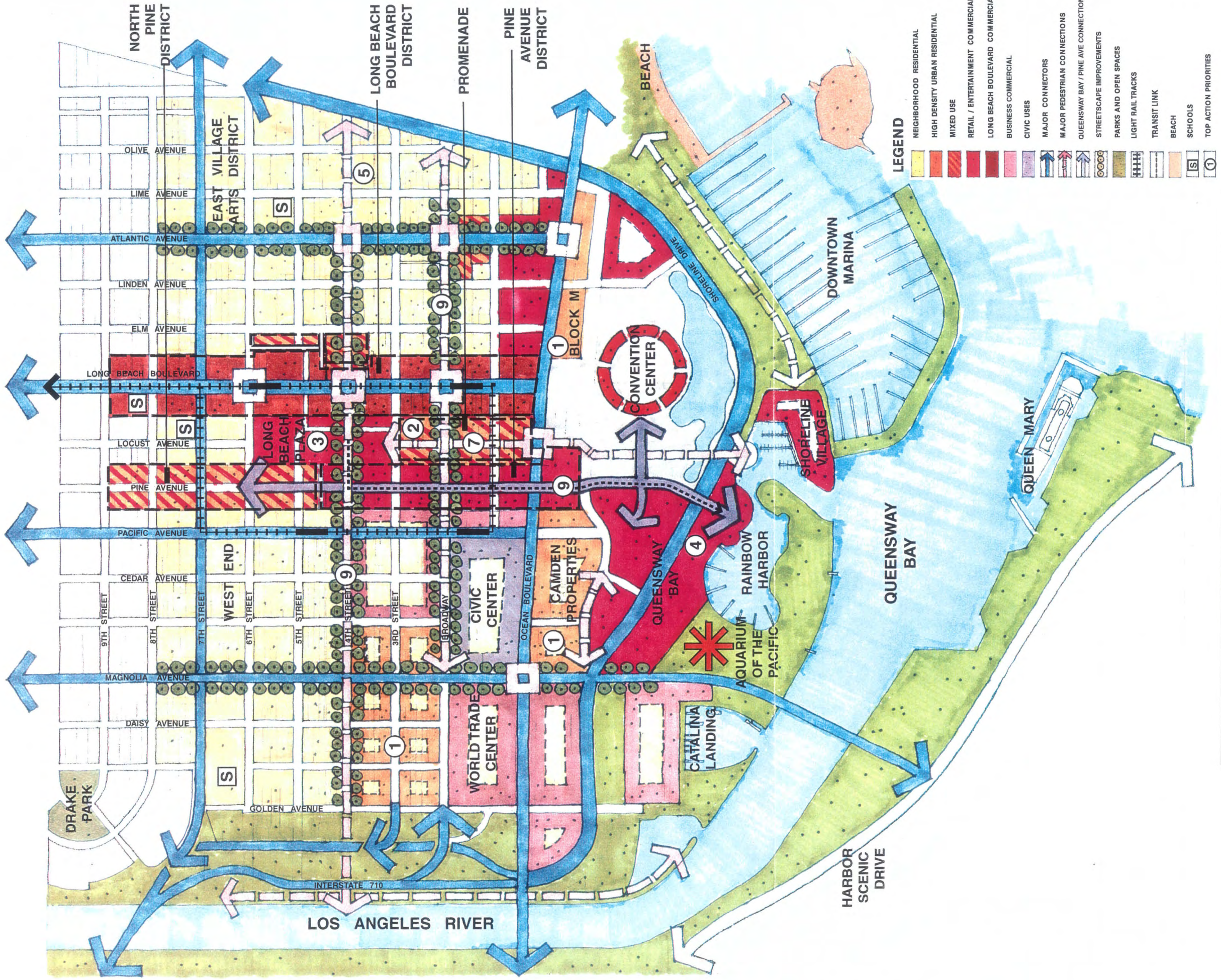


5 Locate and develop a site for a proposed arts center in the East Village Arts District.

The East Village Arts District offers a unique opportunity. With its thriving, dynamic arts community the area is an ideal site for a proposed arts center that will generate economic and social benefits. The center would be a space where artists could work, sell pieces of art, teach classes and more. Visitors could tour the facility and co-op programs could help artists place their work in local galleries. Furthermore, the arts center would be a focal point of the neighborhood, serving as a gathering place for community events and instilling a sense of civic pride.

An arts center in the East Village Arts District would complement the neighborhood's distinct mixture of uses.





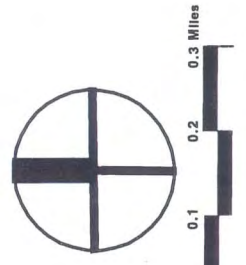
DOWNTOWN LONG BEACH STRATEGIC ACTION PLAN

Development Concept



MOORE IACOFANO GOLTSMAN INC.
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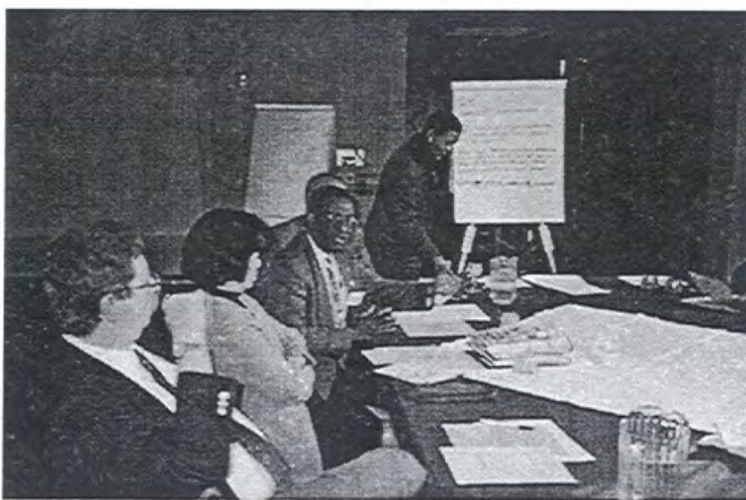
DOWNTOWN LONG BEACH ASSOCIATES
 and THE CITY OF LONG BEACH



6 Create a business recruitment and retention “SWAT” team, consisting of public and private representatives, to attract new businesses and support current businesses.

Downtown needs an organized, action-oriented group whose sole purpose is to attract new businesses and support current businesses. This “SWAT” team would market the Downtown to potential retail stores and commercial outlets while working to expedite the processing of desired development applications. Both private and public representatives should comprise the SWAT team, working to maximize economic benefit for all Downtown businesses.

An action-oriented team to recruit new businesses and retain current businesses would help bolster the overall economic health of Downtown.



7 **Expand and implement the Downtown parking management program, incorporating new parking structures.**

Parking is a critical issue for Downtown. Downtown visitors experience difficulties locating and accessing parking facilities, while lighting and safety concerns also plague many parking sites. Expansion and implementation of the Downtown parking management plan will address these issues by providing an organized process for tackling parking challenges.

In addition, completion of new parking structures will provide close, safe and easy access to Downtown's retail core. The parking structures will become an increasingly critical component of the Downtown parking system as existing surface parking lots are redeveloped to retail and housing uses.



Well-designed parking structures with ground-floor uses can enhance the urban environment.



On-street parking, incorporating landscaping, street lighting and other amenities, offers an attractive alternative to large surface parking lots.

-
- 8 **Expand and improve the Downtown’s “clean & safe” program (including increased visibility of ambassador guides along Downtown streets) and market the program to the community.**

The Downtown’s “clean & safe” program provides quality services to the area, including ambassador guides, trash collection, street sweeping, landscape maintenance and more. Downtown should build on the program’s success by incorporating more types of services and expanding services geographically. Also, additional ambassadors should be employed for continued improvement of Downtown safety.



The “clean & safe” program helps Downtown achieve its vision by ensuring that the area is a clean, safe and attractive place for residents and visitors.



9 **Develop strong linkages to improve connections and access between neighborhoods in Downtown.**

Improved connections between Downtown's neighborhoods are key to the rejuvenation of the entire area. Pedestrian orientation and links allow for greater access to amenities and energize the overall streetscape.

Pedestrian connection/access corridors to focus on include:

- (1) Queensway Bay entertainment and retail complex to the Pine Avenue corridor;
- (2) Pine Avenue retail corridor northward to the North Pine district;
- (3) Broadway from the West Gateway area to the East Village Arts District;
- (4) 4th Street from the West Gateway area to the East Village Arts District; and
- (5) The Promenade from Queensway Bay to the Long Beach Plaza and Downtown core.



Pedestrian connections and orientation in Downtown are currently lacking. The Promenade is characterized by a mix of vacant or underutilized sites and surface parking lots.

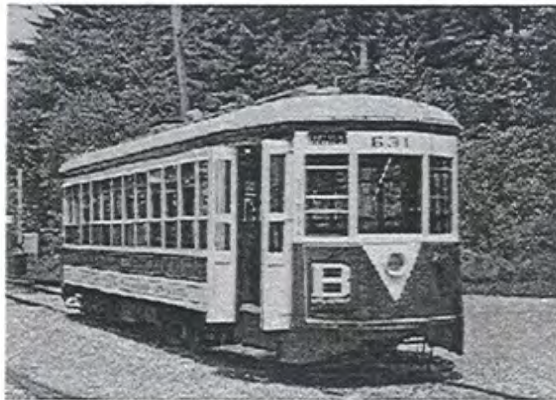


Weak neighborhood linkages exist between the East Village Arts District and the Downtown retail core.

Specific improvements for creating stronger connections include:

- (1) Incorporation of visual/design elements, such as streetscapes, lighting, textures, etc. *(These elements should be applied along all identified connection corridors.)*
- (2) Creation of ground floor activity
(Ground floor activity should be developed along all pedestrian links, including the intersection of Pine Avenue and Ocean Boulevard.)
- (3) Development of strong mass transit systems
(Mass transit improvements should include a transit line linking the Queensway Bay entertainment and retail complex to Pine Avenue and the Long Beach Plaza. An additional line could also extend east to the proposed arts center in the East Village Arts District.)

Ground floor activity, mass transit systems, and use of visual/design elements help to create strong neighborhood connections.



- 10 **Develop an aggressive and comprehensive marketing/public relations effort, marketing Downtown Long Beach as a lively, dynamic destination for local residents, regional residents and tourists, and as a “gateway” to the Pacific Rim.**

In order for Downtown to accomplish its desired vision, perceptions of the city center must be changed. A strong, comprehensive and wide-reaching marketing and public relations program will help facilitate a change in the area’s image. The special and distinct qualities of Downtown must be aggressively marketed through a variety of media (television, radio, newspaper, Internet, collateral materials) to Long Beach residents as well as regional and national visitors. Downtown must utilize marketing tools to make its perceived image reflect its actual state: a lively, dynamic destination.

Marketing materials are one part of a comprehensive marketing and public relations effort for Downtown.



Strategic Action Plan

The tables on the following pages document the range of strategies and actions identified, developed and refined through the intensive planning effort of Spring 2000. Task Force members and Downtown citizens worked hard to derive clear, concise direction from the multitude of issues and opportunities facing the city center.

The result is a Strategic Action Plan – based on community input and refined through Task Force meetings – that supports the Downtown vision. Taken together, the following strategies and actions represent a broad consensus on how to revitalize Downtown Long Beach and move toward a better future.

The Strategic Action Plan is divided into 11 strategy categories:

- A. Retail**
- B. Housing**
- C. Parking**
- D. Transportation & Circulation**
- E. Community Design & Character**
- F. Neighborhood Connections**
- G. Civic, Cultural & Entertainment Activities**
- H. Environmental Quality**
- I. Image**
- J. Marketing, Communication & Outreach**
- K. Education & Schools**

(Note:: Top Priority Action strategies are in bold boxes at the top of the relevant strategy category tables.)

A. Retail

Goal: Recruit and retain a diversity of retail uses that together create an active and distinct Downtown while providing for a range of users' needs, including those of residents, businesses and tourists.

Strategy/Action	Time Frame Short = < 1 yr. Med = 1 – 3 yrs. Long = > 3 yrs.	Lead Responsibility or Principal Partners	Potential Funding Sources
A1 Complete redevelopment of the Long Beach Plaza	S	City RDA Developer	City RDA Developer
A2 Complete the Queensway Bay entertainment and retail complex	S	Developer City	Developer City
A3 Create a business recruitment and retention “SWAT” team, consisting of public and private representatives, to support current businesses and attract new businesses	S	City RDA DLBA	DLBA
A4 Promote redevelopment and revitalization of the East Village Arts District	M	East Village Assoc. RDA	RDA Grants Special fees-bonds
A5 Recruit and retain retail uses in Downtown	S/M	City DLBA	City DLBA
A6 Conduct comprehensive, independent and objective economic and traffic impact analyses/studies, examining costs and benefits in conjunction with development projects for Downtown	Ongoing	City Developer	Private funds Developer fees
A7 Create a unified retail development strategy, linking the key districts of Downtown and fostering a diversity of retail uses that complement/support one another and serve local, regional and tourist needs	S	DLBA City	DLBA RDA
A8 Develop a balance of national, regional and local retailers whose designs adhere to the “urban character” principles defined in the Strategic Action Plan	M	City	City

DLBA = Downtown Long Beach Associates
LBACVB = Long Beach Area Convention & Visitors Bureau
RDA = Redevelopment Agency of the City of Long Beach
City = City of Long Beach
State = State of California

B. Housing

Goal: Create Downtown as an attractive place to live, providing for a range of housing types/costs for residents with a wide range of income levels.

Strategy/Action	Time Frame Short = < 1 yr. Med = 1 –3 yrs. Long = > 3 yrs.	Lead Responsibility or Principal Partners	Potential Funding Sources
B1 Complete major planned residential projects in the Downtown, including the West Gateway/Post Properties, Camden Properties, Long Beach Plaza and Block M projects, with a mix of cost levels and uses to suit a range of incomes/lifestyles	S/M	RDA City Developer	RDA City Developer
B2 Develop the Promenade between Ocean Blvd. and 3 rd St. as an urban-scale, mixed-use residential neighborhood, with high-density housing, ground floor retail, civic and cultural elements, and hotel uses	M	RDA City Developer	RDA City Developer
B3 Expand housing rehabilitation/improvement and historic preservation programs for all of Downtown’s residential neighborhoods	M/L	City	RDA City
B4 Develop a strategy to retain historic buildings for live-work spaces	M	City Neighborhood assoc.	City State
B5 Establish a program to promote home ownership in Downtown for artists, and develop ownership/equity programs (co-ops, condos, etc.) for homebuyers in the East Village Arts District to establish a “critical mass” of artists	M	City Neighborhood assoc.	RDA City
B6 Approve phasing of housing and retail components in major projects to ensure an immediate mix of uses	S	RDA City	RDA City
B7 Develop new zoning ordinances to allow and encourage new construction and rehabilitation for live-work spaces and artist lofts	M	RDA City	RDA City

C. Parking

Goal: Provide for adequate and convenient parking for all uses and activities in the Downtown.

Strategy/Action	Time Frame Short = < 1 yr. Med = 1 – 3 yrs. Long = > 3 yrs.	Lead Responsibility or Principal Partners	Potential Funding Sources
C1 Expand and implement the Downtown parking management program, incorporating new parking structures	S	City RDA DLBA	RDA City bonds Parking fees Trans. grants
C2 Enhance a signage/wayfinding program, improving access to Downtown services through guiding people to available parking	M	City DLBA	RDA City bonds Parking fees
C3 Encourage development of new parking structures, minimize surface parking lots and emphasize structure parking to the maximum extent feasible	M	City DLBA	RDA City bonds Parking fees
C4 Increase free parking in the Downtown and expand the Downtown parking validation program	S	City DLBA	RDA City bonds Parking fees

D. Transportation & Circulation

Goal: Improve access in and out of Downtown through a variety of modes, and create efficient vehicle and pedestrian circulation within Downtown.

Strategy/Action	Time Frame Short = < 1 yr. Med = 1 – 3 yrs. Long = > 3 yrs.	Lead Responsibility or Principal Partners	Potential Funding Sources
D1 Support the current bus shuttle system, including the Passport system, to provide connections through all Downtown neighborhoods and the central retail core	M	Transit authority City	Trans. grants
D2 Encourage mixed-use development around all Blue Line stations	L	City Private investment	Private funds RDA
D3 Incorporate design features for alternative transportation (transit, shuttles, bikes, pedestrians) in all new development projects	Ongoing	City Private investment	City Private funds
D4 Increase mass transit service, creating round-the-clock availability	Ongoing	Transit authority City	Transit authority City
D5 Conduct a traffic study to determine the impacts of changing one-way streets back to a two-way street system in Downtown	M	Transit authority City	Trans. grants

E. Community Design & Character

Goal: Establish and maintain Downtown as a special and distinct "urban experience".

Strategy/Action	Time Frame Short = < 1 yr. Med = 1 – 3 yrs. Long = > 3 yrs.	Lead Responsibility or Principal Partners	Potential Funding Sources
E1 Extend streetscape improvements along identified links/corridors through a phased development program, and recognize the unique identity of individual neighborhoods through historic preservation and the utilization of design features, public art, banners, landscaping, nameplates, etc. throughout Downtown	S/M	City	RDA Private funds
E2 Develop a comprehensive set of design guidelines (incorporating examples of strong characteristics from other areas) to assist developers, architects and planners in creating the desired urban/pedestrian density, scale and orientation	S/M	City DLBA	RDA Private funds Grants
E3 Create a guide highlighting best practices in urban design - from local, regional, national and international sources - to strengthen the desired vision for Downtown	M	City DLBA	RDA Private funds Grants
E4 Establish a design/arts awards program, recognizing developers, architects and designers for high-quality contributions to the urban environment	M	City DLBA	City DLBA Corp. donations
E5 Encourage public art in Downtown	S	City Public Corp. for the Arts	City Private donations Public Corp. for the Arts
E6 Upgrade medians along Ocean Blvd. and Long Beach Blvd.	S	City	City

F. Neighborhood Connections

Goal: Improve linkages/connectivity from Downtown retail and commercial areas to surrounding residential neighborhoods.

Strategy/Action	Time Frame Short = < 1 yr. Med = 1 – 3 yrs. Long = > 3 yrs.	Lead Responsibility or Principal Partners	Potential Funding Sources
F1 Develop strong linkages to improve connections and access between neighborhoods in Downtown	S/M	City	RDA Private funds/ property dev.
F2 Identify key streets as pedestrian and bicycle friendly links/corridors to adjacent neighborhoods; prioritize and phase implementation of street improvements (e.g., street lights, trees, pavement textures)	M	City	RDA Private funds/ property dev.
F2A Queensway Bay to Pine Ave. retail corridor	M	City	RDA Private funds/ property dev.
F2B 4th St. from the Los Angeles River east to Alamitos Ave.	M	City	RDA Private funds/ property dev.
F2C Broadway between Magnolia Ave. and East Village Arts District	M	City	RDA Private funds/ property dev.
F2D Magnolia/Atlantic/Pacific avenues in Downtown core	M	City	RDA Private funds/ property dev.
F2E West from Queensway Bay toward Catalina Landing and World Trade Center	M	City	RDA Private funds/ property dev.
F3 Re-examine the feasibility of 3 rd St. and Broadway as two-way east-west corridors	L	City	RDA Private funds/ property dev.

G. Civic, Cultural & Entertainment Activities

Goal: Create Downtown as a place for entertainment and cultural activities, promoting it as an "international destination" and extending use into evening and weekend hours.

Strategy/Action	Time Frame Short = < 1 yr. Med = 1 – 3 yrs. Long = > 3 yrs.	Lead Responsibility or Principal Partners	Potential Funding Sources
G1 Locate and develop a site for a proposed arts center (à la the Torpedo Factory in Alexandria, VA.) in the East Village Arts District	S	RDA East Village Assoc. Public Corp. for the Arts	RDA Grants
G2 Explore the possibility of an “international marketplace” on the Promenade North, which would highlight multi-cultural activities and events on a regular basis for both residents and tourists	M/L	City DLBA Developer	City Private funds
G3 Sponsor and promote civic/cultural activities and events, including theater, arts, fairs and holidays (such as Cinco de Mayo and Chinese New Year) representing a wide range of cultures	Ongoing	DLBA	Association fees Grants City
G4 Support completion of the proposed robotis museum	M	City	Private funds RDA
G5 Create more family-oriented activities in Downtown, including uses and places for children such as retail, playgrounds, a museum/cultural center, small parks, etc.	L	City	Private funds RDA Park bonds
G6 Explore the possibility of creating a skate park in the Downtown area to host daily skating, roller hockey, large events, etc.	M	City	Private funds RDA Park bonds
G7 Create opportunities for public recreational facilities in Downtown	M/L	City	City Grants/bonds

H. Environmental Quality

Goal: Create and maintain a clean, livable environment in Downtown.

Strategy/Action	Time Frame Short = < 1 yr. Med = 1 – 3 yrs. Long = > 3 yrs.	Lead Responsibility or Principal Partners	Potential Funding Sources
H1 Conduct a comprehensive study of air quality impacts on Downtown and establish programs that work to ensure clean air, beaches and open spaces	M	City Corporations	Grants Corporations
H2 Work with local petroleum companies to reduce pollution, particularly “coke dust” emissions	S	City Petroleum corps.	Grants Corporations Private resources
H3 Coordinate with regional organizations/agencies to clean up the Los Angeles River and re-create the drainage control ditch as a living river corridor and as an attractive recreational resource	L	City County Other municipalities	Federal grants Bonds

I. Clean & Safe

Goal: Promote Downtown as a clean and safe urban setting for local residents, residents of the region, and tourists.

Strategy/Action	Time Frame Short = < 1 yr. Med = 1 – 3 yrs. Long = > 3 yrs.	Lead Responsibility or Principal Partners	Potential Funding Sources
I1 Expand and improve the Downtown’s “clean and safe” program (including increased visibility of ambassador patrols along Downtown streets) and market the program to the community	M	DLBA	DLBA Grants
I2 Support increased enforcement of existing City health and building codes, particularly in Downtown residential neighborhoods	Ongoing	City	City Grants
I3 Install street lighting along key pedestrian corridors/connections	M/L	City	Special districts RDA
I4 Institute a program to use underutilized ground floor retail spaces for interim uses (pubic arts displays, non-profit organizations, etc.)	Ongoing	DLBA City	Space donations DLBA coord.
I5 Support ongoing maintenance of public properties, spaces and transportation systems	Ongoing	City	City

J. Marketing, Communication & Outreach

Goal: Promote Downtown as a vibrant multi-use, multi-cultural activity center for the region, bolstering the image/perception of the city core as a distinct urban experience.

Strategy/Action	Time Frame Short = < 1 yr. Med = 1 – 3 yrs. Long = > 3 yrs.	Lead Responsibility or Principal Partners	Potential Funding Sources
J1 Develop an aggressive and comprehensive marketing/public relations effort, marketing Downtown Long Beach as a lively, dynamic destination for locals, regional residents, and tourists and as a “gateway” to the Pacific Rim	Ongoing	City RDA DLBA LBACVB LB Strategic Mktg. Inc.	City RDA DLBA LBACVB LB Strategic Mktg. Inc. Private donations
J2 Create an ongoing business recruitment and retention program, including training for current property owners and tenants on business development	Ongoing	DLBA City	City RDA DLBA
J3 Develop media channels to explore better ways to use existing and new resources to communicate with the community and promote Downtown	Ongoing	DLBA	DLBA RDA City
J4 Create various Downtown neighborhood committees to oversee design reviews and promote retail needs	Ongoing	City	City
J5 Continue to promote Downtown neighborhood businesses with events and marketing materials	Ongoing	DLBA LBACVB City	DLBA LBACVB City

K. Education & Schools

Goal: Provide all children in the Downtown with quality educational opportunities.

Strategy/Action	Time Frame Short = < 1 yr. Med = 1 – 3 yrs. Long = > 3 yrs.	Lead Responsibility or Principal Partners	Potential Funding Sources
K1 Study the impact of new housing pressures on Downtown schooling needs	M	School district City	School district City
K2 Identify potential sites for Downtown neighborhood schools	M	School district	School district City
K3 Work with local school districts to improve and promote educational quality of local schools	Ongoing	School district Neighborhood assoc.	School district State/fed. grants Private donations

VII. IMPLEMENTATION

THE FINAL STEP of the strategic planning process is the most critical. Without a way to translate ideas and strategies into real actions, the process will fail. Therefore, a well-defined Strategic Action Plan implementation program is needed if the Plan is to fulfill its potential as a guiding tool for Downtown development.

The Downtown Development Task Force articulated five key concepts to guide the Downtown toward realizing its vision for the future:

1. Identify a lead organization to spearhead implementation.

The strategic planning process identified the need for one organization – a vision “champion” – to capitalize on the efforts to date and ensure that the steps toward implementing the Downtown vision are executed. The Downtown Development Task Force will assume this role and act as a steering committee for ongoing implementation. The Task Force will meet on a regular basis and coordinate future meetings among the various government, business and community interests. It will obtain update reports on the status of projects, re-evaluate goals and strategies, supervise Downtown improvements, and promote implementation of the Top Priority Actions and other identified actions.

2. Develop a realistic time frame for implementation of key actions.

Not all of the ideas and direction contained in the Strategic Action Plan can (or should) happen immediately. The Strategy Framework and Top Priority Actions offer a guide for staging Downtown initiatives in a manner that catalyzes future actions. Importantly, some priority actions should be undertaken quickly to demonstrate public and private commitment to improving Downtown for the benefit of all Downtown residents and businesses.

3. Create a set of benchmarks by which to measure progress.

Measuring progress toward the goals embodied in the Strategic Action Plan is an important tool for strategy implementation. Periodic assessments help to identify barriers and determine if “mid-course” corrections are needed. In addition, demonstrated/quantifiable success helps to sustain or increase enthusiasm, awareness and commitment to the Strategic Action Plan.

One simple way to measure progress is to “check off” the actions items as they are completed. A more detailed benchmarking approach would establish a set of social and economic indicators (for example, the number of new businesses recruited or the percentage increase in Downtown residential units) which, measured at regular intervals, would demonstrate whether Downtown is moving in a positive direction. Similar indicators could be established for non-economic values, such as perceptions of Downtown as a clean and safe place.

4. Create a process for ongoing review and update.

Downtown will certainly grow and change in the coming years. Market conditions shift, public opinion and policies change, and unforeseen technological advances can impact the

priorities of the Downtown. To ensure successful implementation of the Strategic Action Plan, an organized, efficient process for review and update is essential. Based on the benchmark evaluations, the review and update process would help Downtown re-assess the overall vision, re-prioritize strategies and actions, and add new goals, strategies or actions as needed.

5. Secure funding for priority projects and programs.

The implementation process will be successful if there are sufficient resources to develop projects and execute programs. Downtown must establish and maintain funding from a variety of sources, including private investment, agency funds (e.g. RDA), Federal and State grants, corporate donations, bonds, impact fees and the City's general fund.