

GUIDING PRINCIPLES: QUEEN MARY LAND DEVELOPMENT TASK FORCE

JULY 2016



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INTRODUCTION

Crafted by the Queen Mary Land Development Task Force, these guiding principles are intended to provide guidance to the City of Long Beach (City) and the Developer/Lessee of the Queen Mary Leasehold on goals and objectives for future development and use of the area surrounding the ship. This Guiding Principles document is the result of numerous public meetings, over seven months of research, and numerous hours of dialog among the Queen Mary Task Force, City staff, and the Long Beach community. These Guiding Principles are not a zoning ordinance or a set of regulatory requirements. Rather, they present a vision and broad objectives for future development of the leasehold area that will inform a quality plan for the site that is considerate of its significance to residents, visitors, business owners, and especially to the Queen Mary ship.

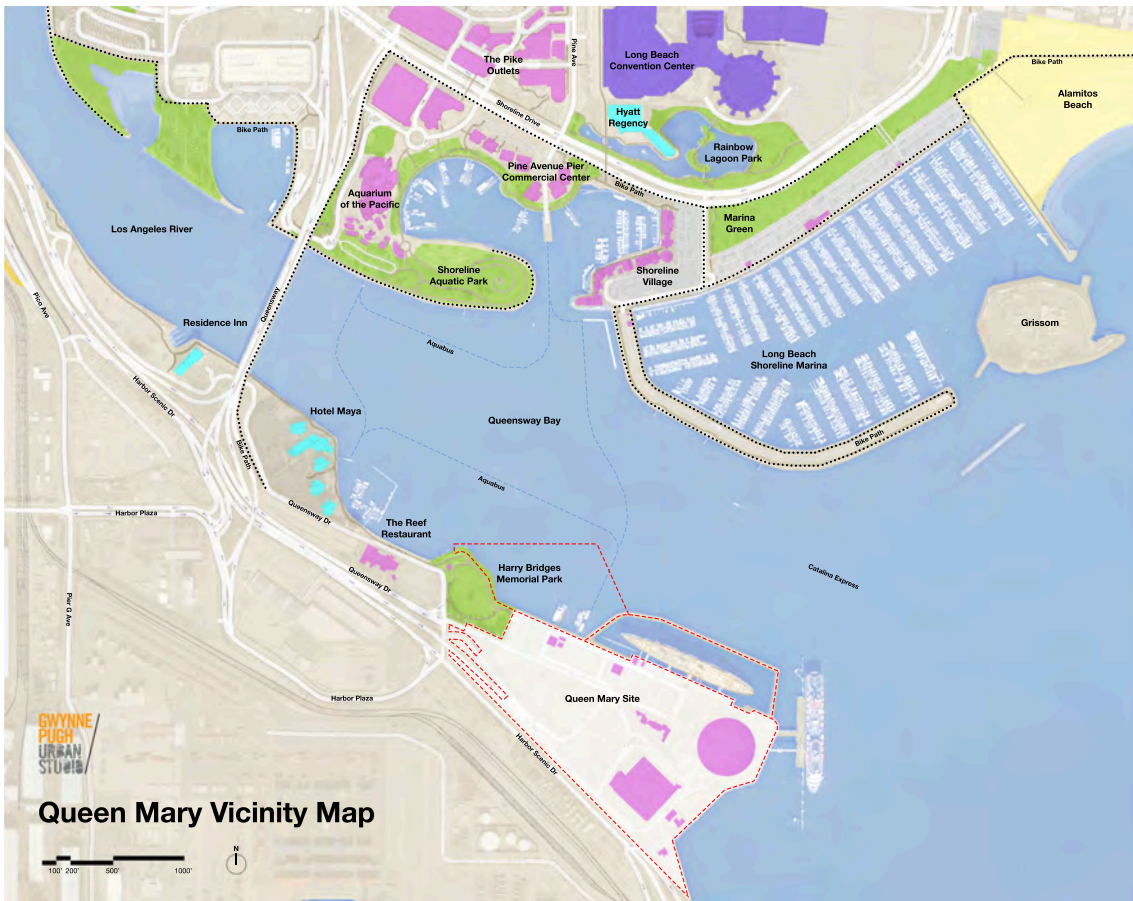
This Guiding Principles document presents the vision and guiding principles for the site in order to promote a thoughtful and comprehensive planning process that invigorates the site with the Queen Mary as the heart of the area. Specific details to help accomplish the guiding principles and guide future development are included in the appendix.

VISION

The Queen Mary (QM) Land Development Task Force over the course of three months held four charrettes and a public workshop to refine their vision for the QM site. What has emerged is an excitement and enthusiasm for its development potential.

The Task Force participated in vigorous discussions, where robust ideas were generated covering a multiplicity of topics.

Foremost, the RMS Queen Mary ship must be the focal point of the site with all other uses to be complementary. The site must have broad public access, and provide a wide range of activities that attract not only local residents, population but regional, national, and international visitors. The site needs to be graceful and visually connected through several modes of transportation and extend seamlessly to the greater City of Long Beach. View corridors to the ship, the water, and the city beyond must be preserved. The district should be iconic, aesthetically pleasing and recognizable with quality architecture to create a strong identity and reason to visit the site.



GUIDING PRINCIPLES

- 1. The Queen Mary** – The ship creates a valuable sense of place and must remain as the focal point of future development. The renovation of the ship is a priority, and all uses on site should be complementary to it. Education about the Queen Mary such as a museum or visitor center should be incorporated. The scale, design and location of surrounding buildings should be considerate of the ship.
- 2. Aesthetics** – Emphasis should be on authentic, quality architecture relevant to a maritime atmosphere. The history of the ship must be considered in the design, but architecture of new development should not be thematic or stylized. There should be four-sided architecture for buildings, not merely decorative facades and storefronts. Art should be integral to the site, whether applied, integrally woven into the fabric of the buildings or as a physical interactive experience.
- 3. Broad Public Access** – All residents of Long Beach and regional, national, and international visitors should be welcomed and able to easily access this public site. The site should be developed with bike and pedestrian paths, outdoor seating, restaurants, and retail. This site should be considered as a neighborhood district within the City.



- 4. Connectivity** – Improvements should create connections to the site both visually and through improved transportation and circulation. Development should emphasize connectivity to downtown and Greater Long Beach. Development should ensure integration among spaces with ample parking for all site uses. Parking links between downtown and the Queen Mary should be integral to the circulation strategy. As many forms of circulation and connectivity as are practical should be considered including private cars, taxis or ridesharing, buses, aerial trams, boats/ferries, bicycles and especially pedestrians.
- 5. Complete Community** – Development should create a multi-purpose, multi-use district that would provide a wide range of reasons to visit. The site should feel like a complete destination. Development should incorporate sustainable design features and achieve LEED ND or LEED equivalent design. This should be an open district that welcomes all, by race, nationality, age, and whether abled or disabled. The district should serve the local population as a place that is casually accessed for a short time to play, recreate or eat and as a destination that provides for a special event, the cruise ship or for the Queen Mary itself.
- 6. Iconic District** – The Queen Mary should be used as the inspiration for the site, organizationally and aesthetically. The site should be planned as a cohesive and complementary development. This district should capitalize on the presence of the Queen Mary by providing iconic and highly recognizable design and development. New development on the site must create distinctive views of the ship and preserve unique views of the waterfront maximizing the scenic assets of the shoreline, downtown, and the port.



APPENDIX

LIST OF APPENDICES

1. MAYOR'S CHARGE TO THE QUEEN MARY LAND DEVELOPMENT TASK FORCE
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3. COMPONENTS: ELEMENTS AND THEMES
4. AREAS OUTSIDE OF LEASEHOLD
5. MAPS, CONCEPTUAL RENDERINGS, AND PRECEDENT IMAGES
6. ACKNOWLEDGEMENTS

1. MAYOR'S CHARGE TO THE QUEEN MARY LAND DEVELOPMENT TASK FORCE

In June 2015, at the recommendation of Mayor Robert Garcia and Vice Mayor Suja Lowenthal, the City Council requested the City Manager to convene a Queen Mary Land Development Task Force (Task Force). The purpose of the Task Force was to engage in a dialogue with the public to reimagine developing the leasehold area around the ship. The formation of the Task Force ensured a transparent process that fully engaged the community in creating a vision for the site. The Task Force accepted the responsibility of generating a comprehensive vision for the leasehold area, which consists of over 40 acres of underutilized land adjacent to the Queen Mary. As Long Beach's most esteemed icon, the Queen Mary represents the City's long standing connection to maritime transportation, its rich cultural and social history, and popularity as a world-class destination.

Given the significance of the Queen Mary, the increased attention it has garnered in recent years, and the opportunities inherent in the selection of a new leaseholder for this City asset, Mayor Garcia and Vice Mayor Lowenthal emphasized the need for an inclusive process that could synthesize the desires of various stakeholders into one document. The Task Force was convened to provide leadership and inspiration for everyone involved and to ensure that multiple facets of the community were adequately represented. The Mayor encouraged the Task Force to be creative and imaginative in establishing guidelines for the successful development of the Leasehold area. Additionally, the Mayor charged the Task Force to establish guidelines that would result in a destination that everyone could enjoy and that respects the ship as the foundation for future development that focuses on this significant community asset. The robust efforts of the Task Force, the City, and all those involved in the process reflect the gravity of this charge.



March 28th, Field Trip



May 4th, Charrette



May 4th, Charrette



May 18th, Charrette

2. QUEEN MARY TASK FORCE PROCESS

After review by the Economic Development and Finance Committee, the City Council approved the formation of the Task Force in December 2015. The 12-member Task Force was thoughtfully appointed by Mayor Garcia to engage the public in an inclusive discussion about the area surrounding Long Beach's treasured asset. As leaders in the community and in their respective professional fields, the Task Force represented a diverse set of perspectives from within Long Beach by discussing a broad range of possibilities for the development of the site, eliciting public input, and collaborating with City staff and design consultants.

Over the course of ten meetings, the Task Force held a tour of the Queen Mary leasehold area, hosted a design charrette to delve into the creative details of potential development, and heard numerous presentations germane to future plans for the site. Presentations topics included multimodal connectivity and parking, land use planning regulations, terms of the lease, and site planning and design concepts. The Task Force spent the last few months formulating and honing the ideas and concepts to meet their charge.

The Task Force efforts culminated with a final set of community meetings that engaged various stakeholders to review, comment on, and finalize a set of principles that will provide guidance on future development of the Queen Mary leasehold area. Underlying the entire process was a directive for public involvement and respect for the Queen Mary vessel, in hopes that future master planning of the site and development activity will uphold the historical value of the ship and its significance to the Long Beach community.

Gwynne Pugh Urban Studio was hired to lead and create a format for feedback by site visits and hosting a series of charrettes resulting in over arching vision and guiding principles for the site. The following is a timeline of the events:

- On March 28th and April 4th, 2016 - Two field trips were taken by the QM Task Force to view and familiarize the members with the site.
- April 6, 2016 - Charrette #1 - A visual presentation was given to show images of outstanding waterfront developments from around the world and a discussion followed. The public was present at all charrettes and comments were recorded.
- May 4, 2016 - Charrette #2 - A workshop was held and of 4-6 participants engaged at three tables. Targeted discussions were held focusing on specific uses for the site. Site maps were then drawn on by task force members to visualize their ideas and then presented by a table captain to the group at large. The feedback was then interpreted and summarized in a diagram for each of the three tables at Charrette #3.



July 9 - Public Workshop



July 9 - Public Workshop - Public Audience



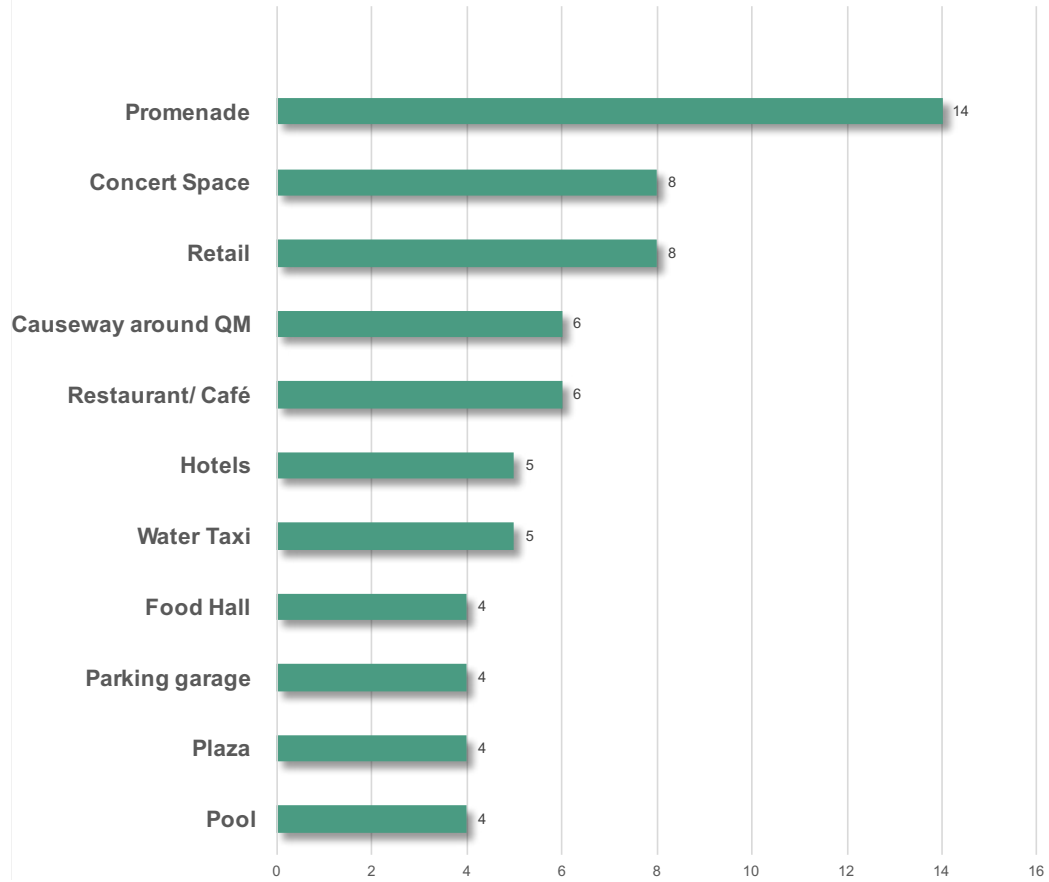
July 9 - Public Workshop - QMTF and Public viewing boards



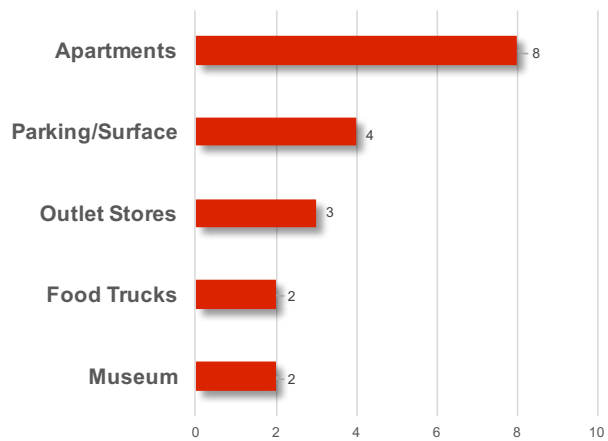
July 9 - Public Workshop - QMTF and Public viewing boards

- May 18, 2016 - Charrette #3 - A presentation was given to show the results of Charrette #2 to the Task Force and further discussion was held to zero in on a plan that melded the ideas of all three tables.
- June 1, 2016 – Charrette #4 - A presentation was given with images and diagrams melding all the ideas for the site and a vigorous discussion was held. The ideas were then refined for the Community meeting.
- July 9, 2016 – A community meeting was held to present the results of all charrettes. A presentation was made by consultant, Gwynne Pugh, Gwynne Pugh Urban Studio. Boards were set up for the community to view and public comment was heard by the Task Force. The presentation was voted on and accepted.
- July 27, 2016 - Task Force approval
- **XXX, 2016** – The Guiding Principles were completed and presented to the Long Beach City Council.

Top 11 'YES' Choices



Top 5 'NO' Choices



Result of top choices from Charrette #1
May 4, 2016

3. COMPONENTS: ELEMENTS AND THEMES

The following elements make up the components, ideas, and key themes that were worked through in numerous workshops. These topics and ideas are recommendations of elements to be addressed throughout the site as a way for future development to achieve the Guiding Principles.

Sense of Arrival

- The approach, whether by car, bus, tram, helicopter, boat or other, should create an identity prior to arrival
- Iconic form of the structures should emphasize arrival
- Provide landscaped roadside and medians
- Create a grand entry to the Queen Mary
- The primary roadway should be held away from the QM on the far side of the site

Circulation and Access

- The current road should be consolidated to provide two entrance and two exit lanes.
- Vehicular circulation: Car, bus, taxis all use same road system at south side of property
- Long Beach Transit should be integral to the system
- Create simple wayfinding signage both to access the site and while on site
- Dedicated bike paths separated from pedestrian walkways with access branching to numerous locations within the site
- Pedestrian circulation: create promenades, paseos, paths clearly distinguished
- Create a city grid-like organizational plan
- Develop an aerial tram system that delivers passengers to a centrally located station
- Build moorings near the park for temporary boat access
- Service roads integral to grid system
- Public and universal access to site by downtown water taxi, bus or aerial tram
- Develop LA River connection to site
- Create a transit center for City buses and tour buses
- Accommodate water taxis
- Accommodate Catalina Cruises
- Allow for Carnival Cruises

Parking

- Provide a welcoming sense of arrival
- Use parking structures as a visual buffer from the port
- Split structures to allow multiple points of arrival/exit
- Structures related to programmed zones within the property
- View corridors between structures can provide glimpses through to the Queen Mary
- Provide efficiency of entry/exit sequence to alleviate traffic congestion during large events
- Allow for structures to be phased over time based on construction, demand, and code requirements
- Parking structure to be aesthetically pleasing and potentially wrapped with uses

Special events

- Flexible event space that is multi-use
- Activate the site year round with regular programming
- Approximately 80,000-120,000 square feet
- Events along the promenade
- Events to be both professional and amateur level uses
- Encourage events that support “The Aquatic Capital of America”

Uses

- The promenade along the water establishes a connective axis
- Parking structures buffer the main circulation axis on the South from the internal programming
- All other uses fill the space between
- Commercial and retail uses should complement, not compete with the surrounding development
- Art studio/Creative space and associated retail options are encouraged, including live/work artist lofts
- Food Services
 - Flexible, open and adaptable spaces with high visibility
 - Should serve uses within the property
 - Not to compete with similar developments nearby, but stand alone
 - Curated, unique food options not found in Long Beach, or local businesses similar to the restaurants in the Long Beach Airport model
 - High grade food hall options
 - A floating restaurant
- Hotel(s)
 - Strategically positioned within the property to attract visitors
 - Complementary to the Queen Mary Hotel
 - Potential for a luxury 5-star hotel tower with dining in the park with views in all directions
 - Potential for a mid-level hotel of modest size and scale
- Entertainment Zones
 - Should not be generic, but have an authentic feel, a stylized flavor discouraged
 - A floating entertainment barge
- Cultural and Arts
 - Flexible space that is curated and continually programmed
 - Concerts in the flexible space
 - Public art throughout site
 - Amateur through professional performance space
- Recreation
 - Water related activities including kayaks, boats, paddle boards, paddle boats, and sail boats within and around the Queen Mary
 - Fitness options should be encouraged, particularly along the promenade
 - A floating pool (potentially within causeway) to serve the Queen Mary
 - A floating fishing deck
 - A marina on the western side

Aesthetic and Design

- Compatible design - waterfront, industrial nature, or a maritime theme
- Sustainable design - LEED ND or LEED equivalent design
- Structures that are complete and permanent in nature
- Four-sided buildings, not be merely decorative facades and storefronts
- Structures should be broken up into elements so as to create a network of structures rather than a monolithic condition, particularly as it relates to views of the waterfront from areas accessible by pedestrians
- Parking structures can be larger but should also be broken up into a series of buildings
- Parking structures may be taller at the rear of the site (6-8 stories)
- Buildings reflective of their form and function
- Building designs may have historical references to a past time or place, but should not be historicist or directly imitative of a historical style
- Authentic buildings of our time with historic reference
- Landscaping should reflect a seaside aesthetic
- Marine/Industrial style architecture is encouraged
- Servicing businesses and uses such as refuse, maintenance and business resupply be integrated and efficient

Scale of buildings

- Height and massing: Vertical, iconic nature of buildings and positioning of tall buildings
- Single and two-story buildings should be near the water with taller buildings strategically placed further from Queensway Bay in order to preserve the views

Public Open Space

- Promenade
 - Grand in width, but comfortable
 - Various vantage points along the length of the promenade
 - Seating, Standing, Strolling and Viewing areas integral to the design
 - A continuous path at the perimeter
 - Potential 'Beach' environment, sloping to water
- Paseos
 - Pathways between buildings
 - Public walkways of varying sizes
- Plaza
 - Large public areas to gather
- Causeway
 - Create walkway around water of the Queen Mary like a moat area around ship
- Parks/green space
 - Develop pocket parks and landscape on site
 - Create family event/picnic sites

- Restrooms
 - Public restroom throughout site
- Exercise zones
 - Add kayaking, paddle boarding, sailing
 - Exercise stations

Sublease recommendations

- Submarine
 - Remove the submarine, which will allow more space for water activities in the Queen Mary Water Area
- The Spruce Goose Dome
 - Aesthetic upgrades to benefit the development, such as paint and/or removal of panelling to open up the volume
- Carnival Cruise Terminal and TSA constraints
 - Consider the Dome surface for projecting digital art
 - Removal of the Dome or use for special events is recommended
 - Removal and replacement of Dome with a full service terminal is encouraged
 - Research this area for possible public access for bikes, walking, retail or mixed-use potential

Queen Mary Ship

While maintenance and operation of the ship were not under the purview of the Task Force, this process resulted in a strong recommendation to keep restoration and programming as a top priority.

4. AREAS OUTSIDE OF LEASEHOLD

Recommendations were made to encourage the developer to rework the following areas by continuing the promenade/pedestrian path and create connections outside the site:

Harry Bridges Memorial Park

- Connect pedestrian paths from site to the park
- Create continual programming in the park
- Concert venue - Amateur to professional

Connection to Hotel Maya and other nearby development

- Create connections and transportation from site to Hotel Maya and other developments
- Boutique hotel or hotel connected to the Maya/Radisson to promote visitors

Pedestrian, bike, and transit paths that connect to site

- Create multi-modal paths for pedestrians, bikes, and car
- Locate parking near street

Wayfinding and signage

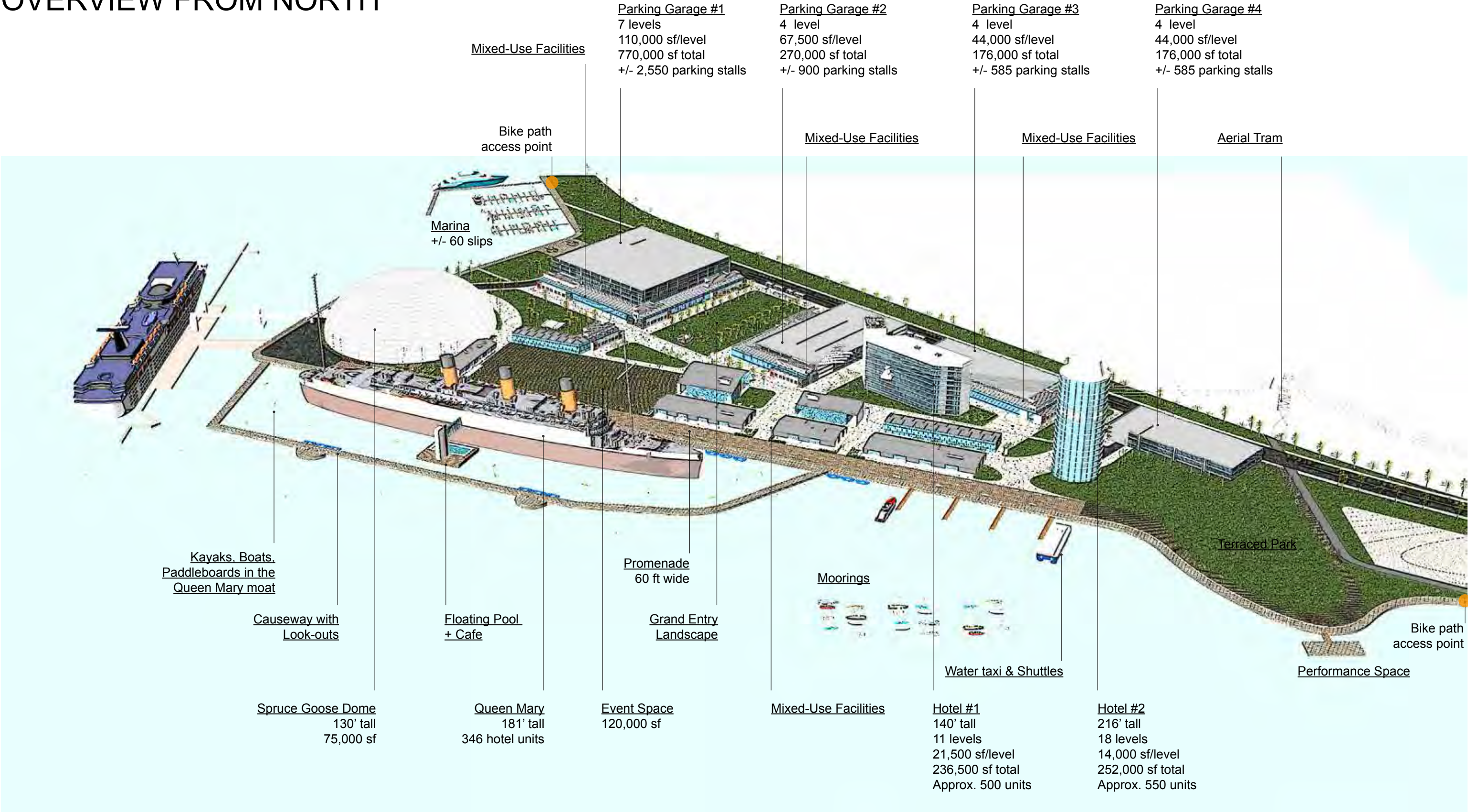
- Create clear signage to find the ship from outside site and within the site
- Create sense of arrival from the entrance

Marina

- Create a marina along the South shore near the helipad
- Connect the pedestrian walkway north of the helipad to Pier J walkway south of the helipad
- Encourage mooring of large-scale ships, such as an aircraft carrier

5. MAPS, CONCEPTUAL RENDERINGS, AND PRECEDENT IMAGES

OVERVIEW FROM NORTH



CIRCULATION

- An inviting boulevard with trees and planted medians
- Simple wayfinding signage
- Condensed drive aisle at entry
- Buses, cars and taxis use same entrance at the south side of the property
- Aerial tram delivers passengers to a centrally located station
- Bicycle through lane with offshoots for storage



- Bus, Car, Taxi
- Aerial Tram
- Bicycle lanes
- Catalina Express
- Aqua Bus & Aqua Link

PRELIMINARY CONCEPTUAL SITE PLANNING PRINCIPLES

Queen Mary Land Development Task Force

CIRCULATION - REFERENCE



Lusty landcape streets



Grand boulevard



Bioswales to capture rainwater



Shaded inviting bicycle routes



Landscaped promenade



Park-like setting



CIRCULATION - REFERENCE



Expand public water taxi service



Large cruise ships and yachts



Long Beach Transit Aqua Bus



Aerial tram



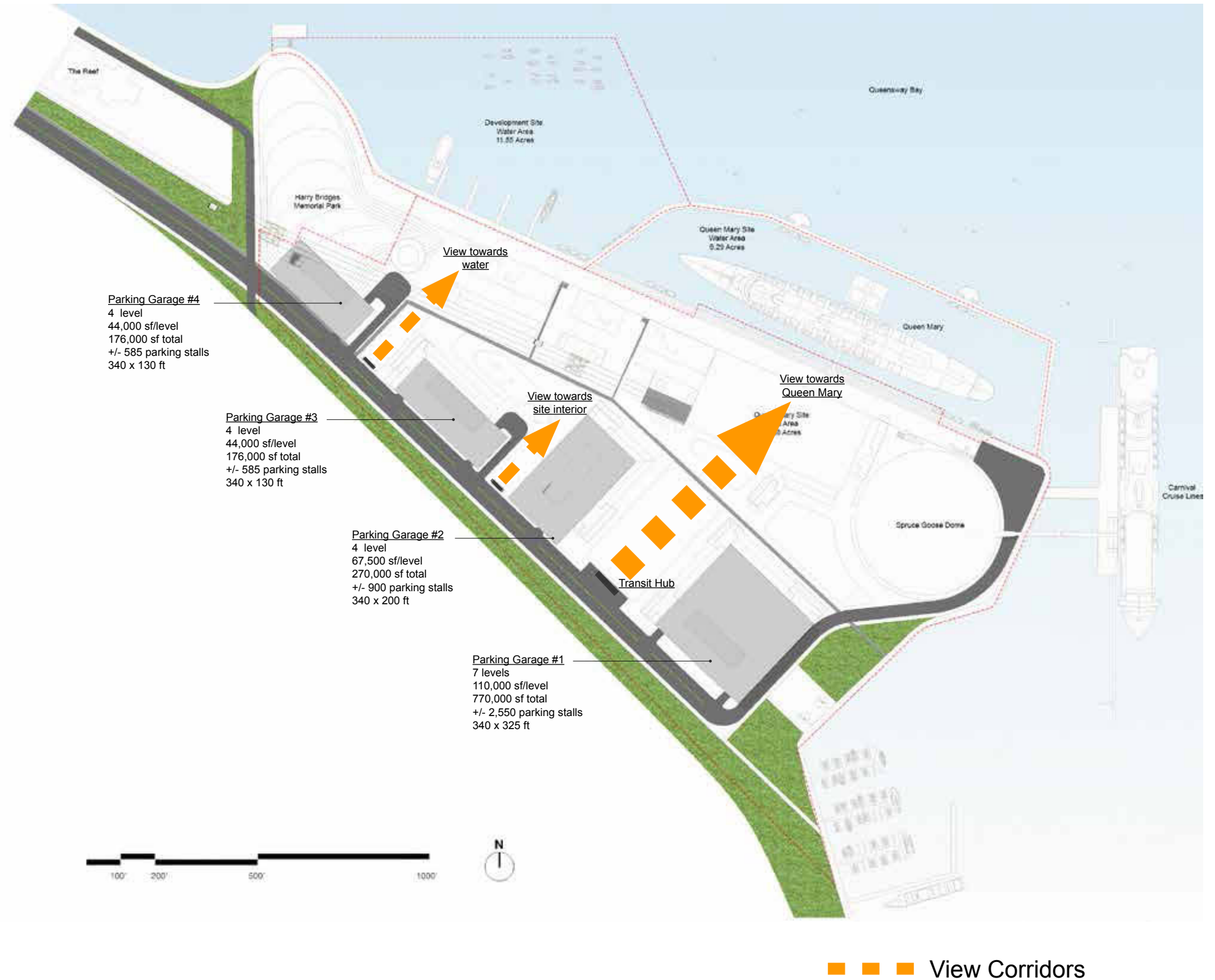
Aerial tram



Aerial tram as downtown linkage

PARKING

- Split structures to allow multiple points of arrival and closer proximity to each destination
- Each structure is related to a “programmed” zone
- View corridors between structures provide “Aha” moments at arrival
- High efficiency in the entry/exit sequence to alleviate traffic
- A welcoming sense of arrival
- Approximately 4,600 above ground parking stalls.
- More levels could be added to increase parking count, as required by code
- Link to parking structures downtown via Transit Hub
- Phasing as site develops



ARRIVAL VIEW



PARKING - REFERENCE



Pleasant walk from garage



Ground floor retail to activate the parking structure



Use technology for parking kiosks and apps



Attractive parking structures fits into the city



Link parking structures to public spaces



Modern parking structures

PARKING - REFERENCE



Connect to outdoor spaces



Articulate garage circulation



Conceal parking structure with active uses



Parking structures as a light sculpture



Embrace technology and consider automated parking for customer convenience



Green structure with landscape

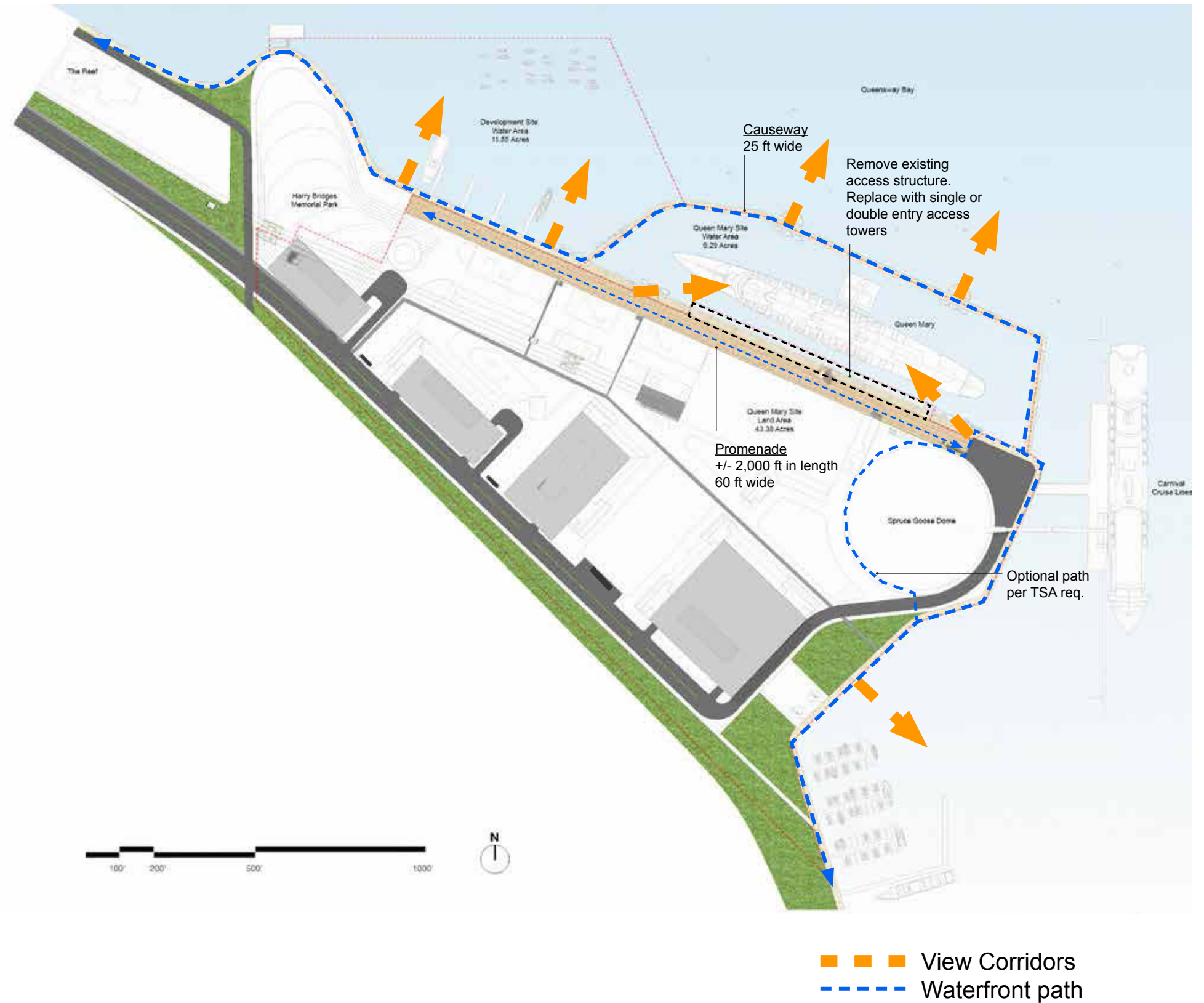


PRELIMINARY CONCEPTUAL SITE PLANNING PRINCIPLES

Queen Mary Land Development Task Force

PROMENADE, CAUSEWAY & WATERFRONT AMENITIES

- Grand in width, but comfortable
- Various vantage points along length of promenade
- Seating, Standing, Strolling and Viewing areas integral to design
- A continuous path at the perimeter



PROMENADE VIEW SOUTH



PROMENADE, CAUSEWAY & WATERFRONT- REFERENCE



Trellis/stage that preserves views



Steps down to the water



Articulated form for circulation



Boardwalk surface



Encourage viewing platforms



Integrate landscaping

PROMENADE, CAUSEWAY & WATERFRONT- REFERENCE



Introduce sand to the waterfront



Light steps as visual linkage to downtown



Waterfront dining



Ample seating to leverage views



Pedestrian and bike promenade

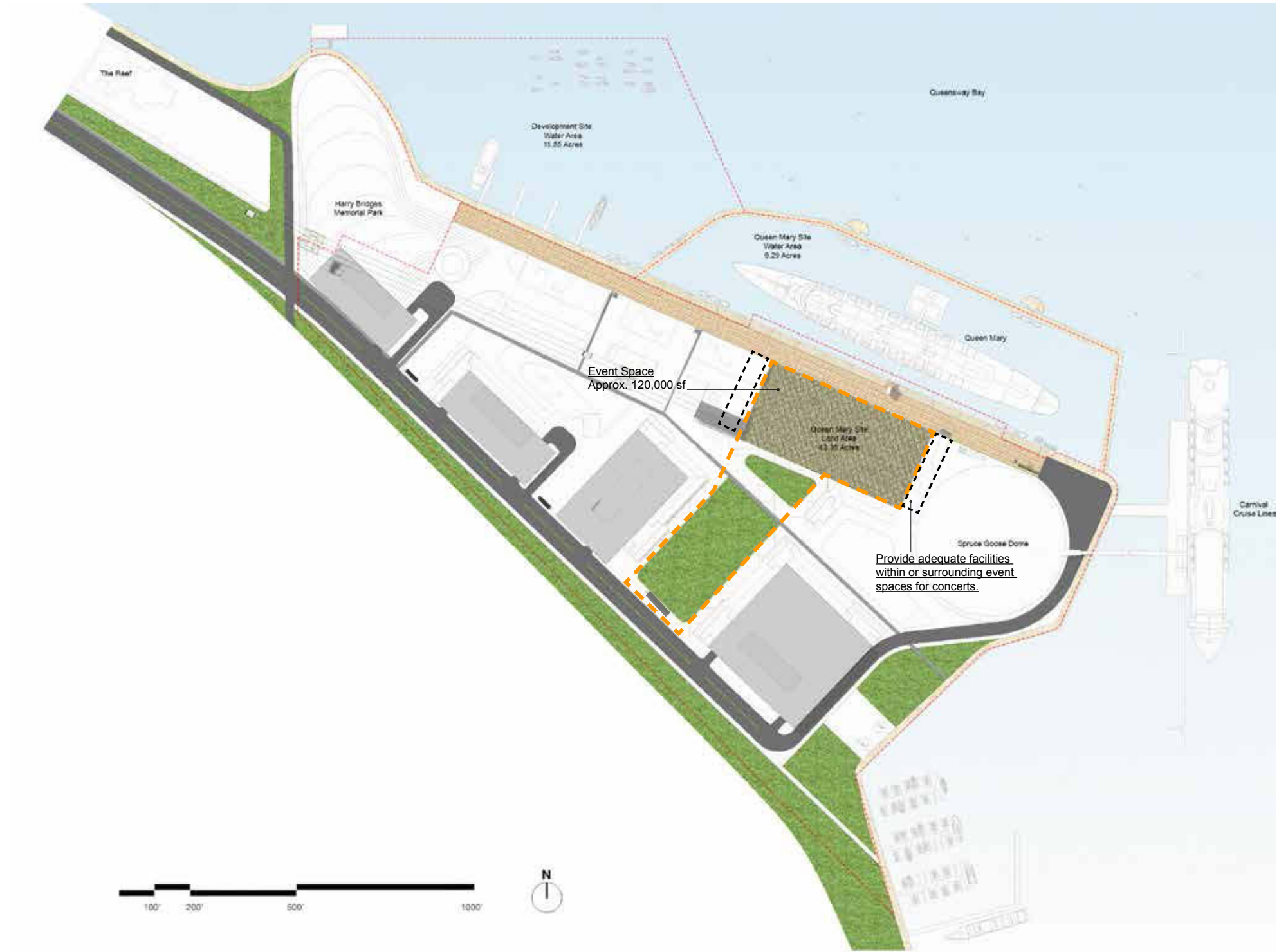


Hotel house boats



EVENT SPACE & GRAND LAWN

- Event space large enough for outdoor concerts
- Activates the site year round
- Central hub of activity
- Visual open space to draw people in
- Temporary structures for various activities
- Landscape to provide shade and comfort for lounging



EVENT PLAZA



EVENT PLAZA / TEMPORARY MARKETS



EVENT SPACE & GRAND LAWN - REFERENCE



Landscape for shade



Organic spaces



Accommodate evening events



Softscape areas



Hardscape areas



Flexibility of uses

EVENT SPACE & GRAND LAWN - REFERENCE



Provide whimsical seating



Ample landscape



Promote events with views to downtown



Outdoor screenings



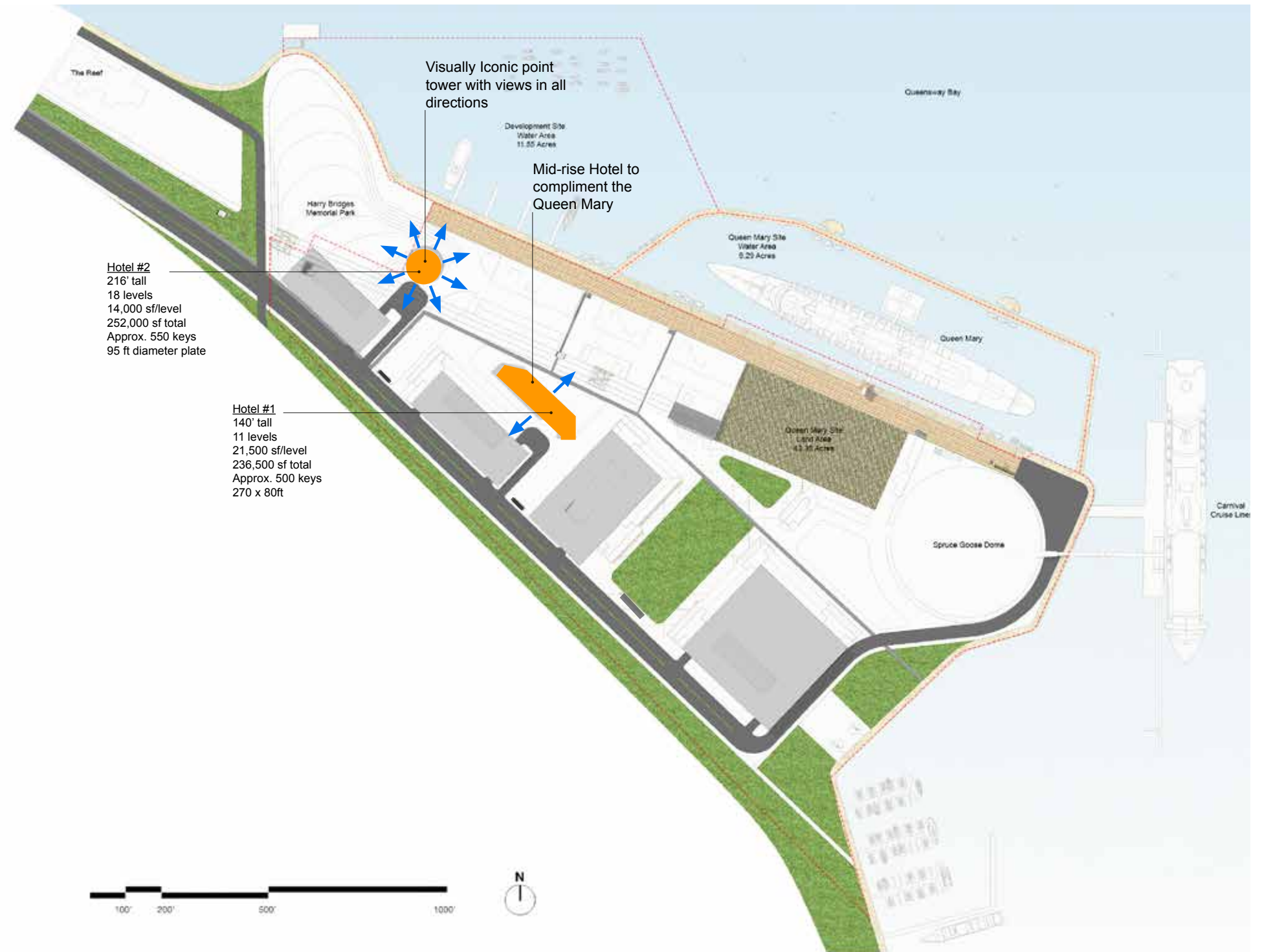
Encourage a variety of scaled spaces



Accommodate pubic events

HOTEL(S)

- Potential for a 5-star + Mid-level Hotel to compliment the Queen Mary Hotel
- Anchor point along the waterfront with views in every direction
- A hotel in or near the park with dining terrace and amenities in the landscape
- Destinations within the property to compliment and activate the other functions
- Conference facilities associated with hotels to draw business travelers

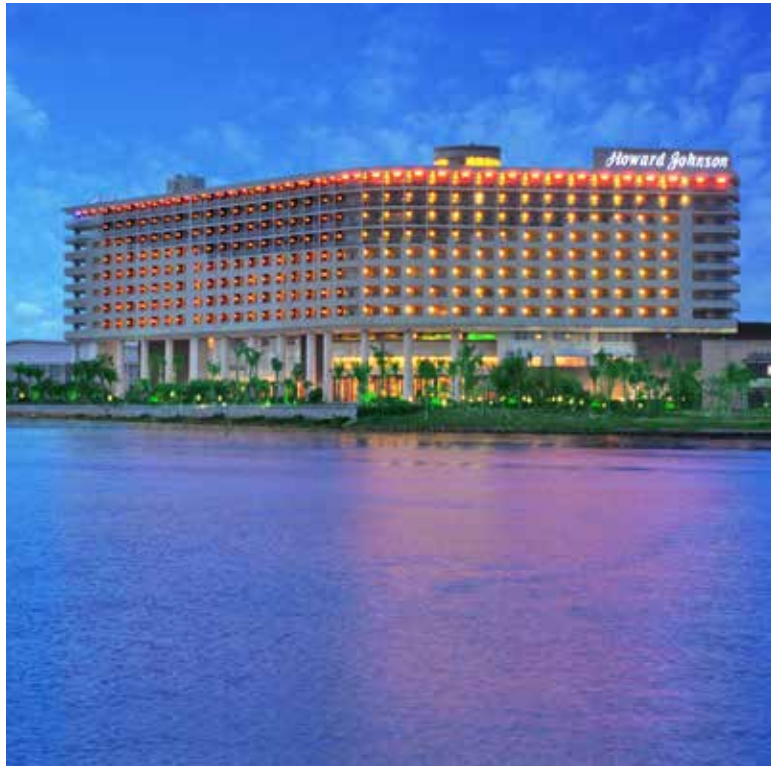


— — — View Corridors

HARBOR VIEW / HOTEL ENTRY



HOTEL(S) - REFERENCE



Mid-level hotel



Iconic tower for 5 star hotel



Inviting waterfront for guests



Iconic lighting



Maximize views



Iconic tower

HOTEL(S) - REFERENCE



Hotel in the park



Mid-level hotel



Celebrate waterfront



Downtown views



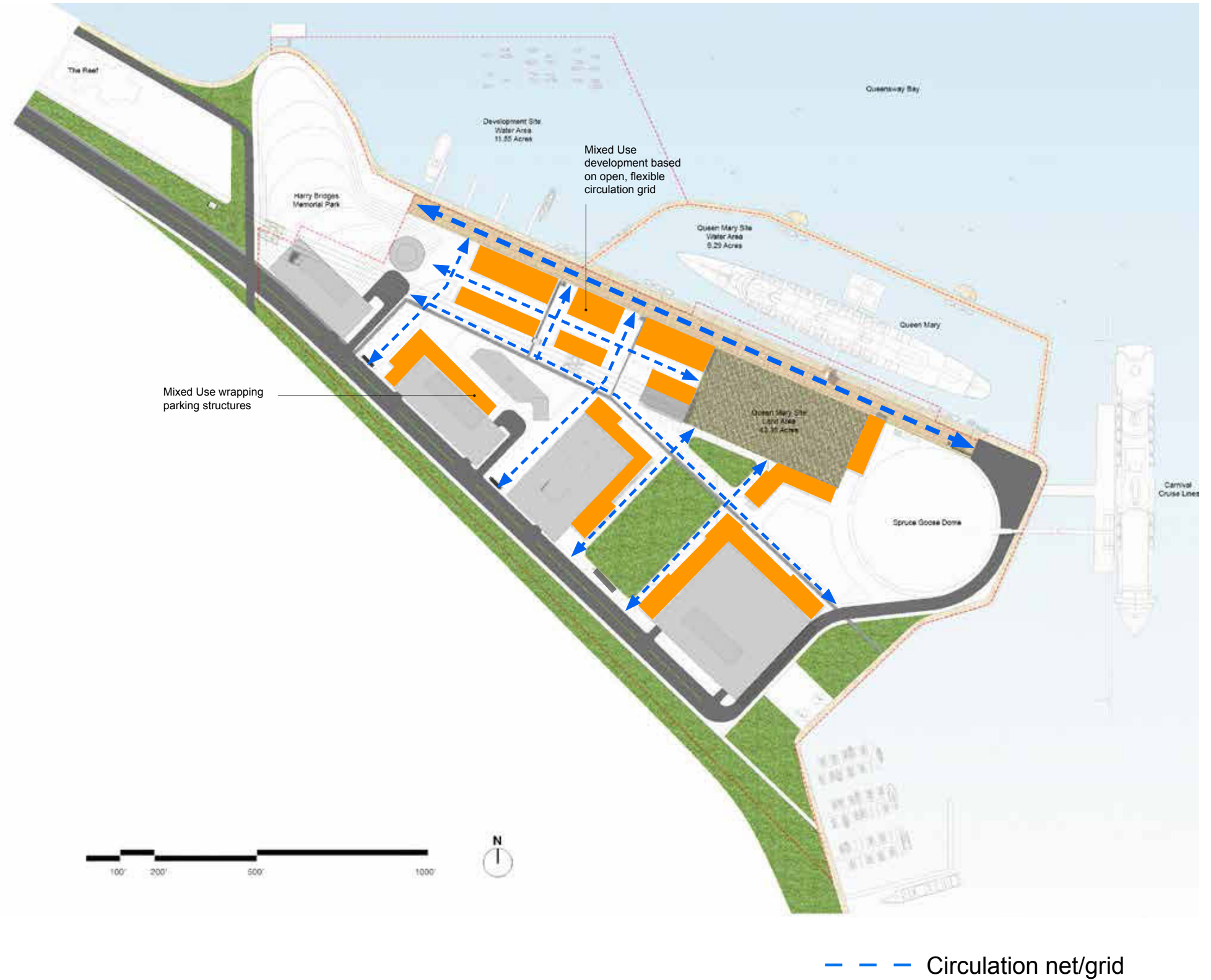
Views from hotels



Iconic tower with lighting

MIXED-USE FACILITIES

- Potential mixed-use, retail, commercial, leasable space
- Buildings attached to parking structures provide a visual buffer between parking and event space
- Highly flexible, programmable space with various access points
- Programmed to complement what is existing on the property



MIXED-USE FACILITIES - REFERENCE



Mixed-use



Acknowledge port with shipping containers



Unique food and beverage opportunities



Grand internal spaces



Festive plazas



Spaces for children

MIXED-USE FACILITIES - REFERENCE



Creative use of shipping containers



Food and beverage to support events



Wharf like environment



Open plazas



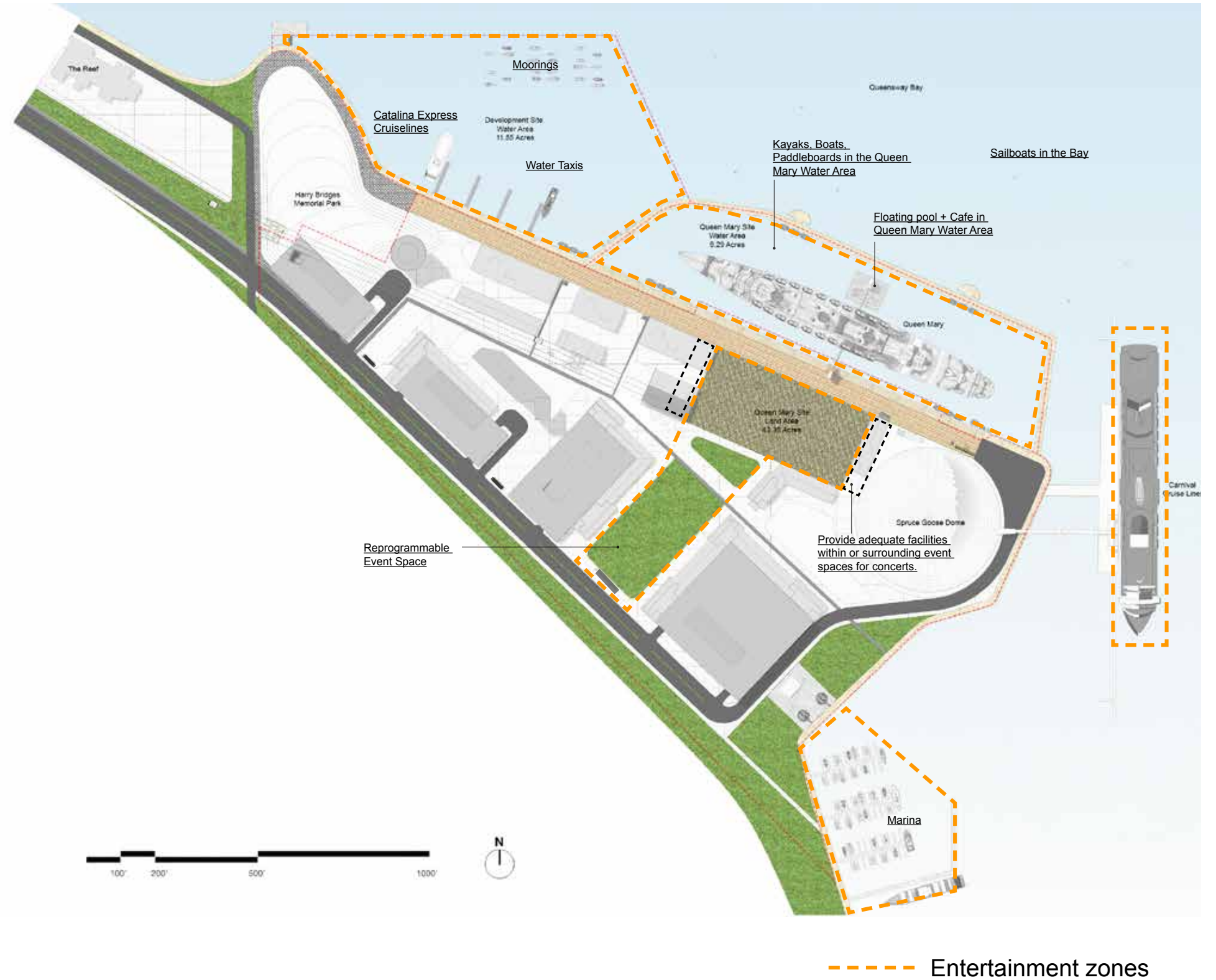
Bold iconic forms



Colorful lighting

ENTERTAINMENT ZONE(S)

- Boats, Kayaks, Paddleboards and Sailboats within and around the Queen Mary
- Re-programmable, accessible fun zones with paid rentals
- Visual attraction from across the Bay
- Attractive exercise facilities
- Public art interspersed throughout



PRELIMINARY CONCEPTUAL SITE PLANNING PRINCIPLES

Queen Mary Land Development Task Force

ENTERTAINMENT ZONE(S) - REFERENCE



Boat moorings



Floating art to activate evenings



Encourage fitness opportunities



Floating walkway as an art element



Paddleboard yoga



Swimming pool

ENTERTAINMENT ZONE(S) - REFERENCE



Kayaks



Sailing



Fitness and children's amenity



Pool in bay



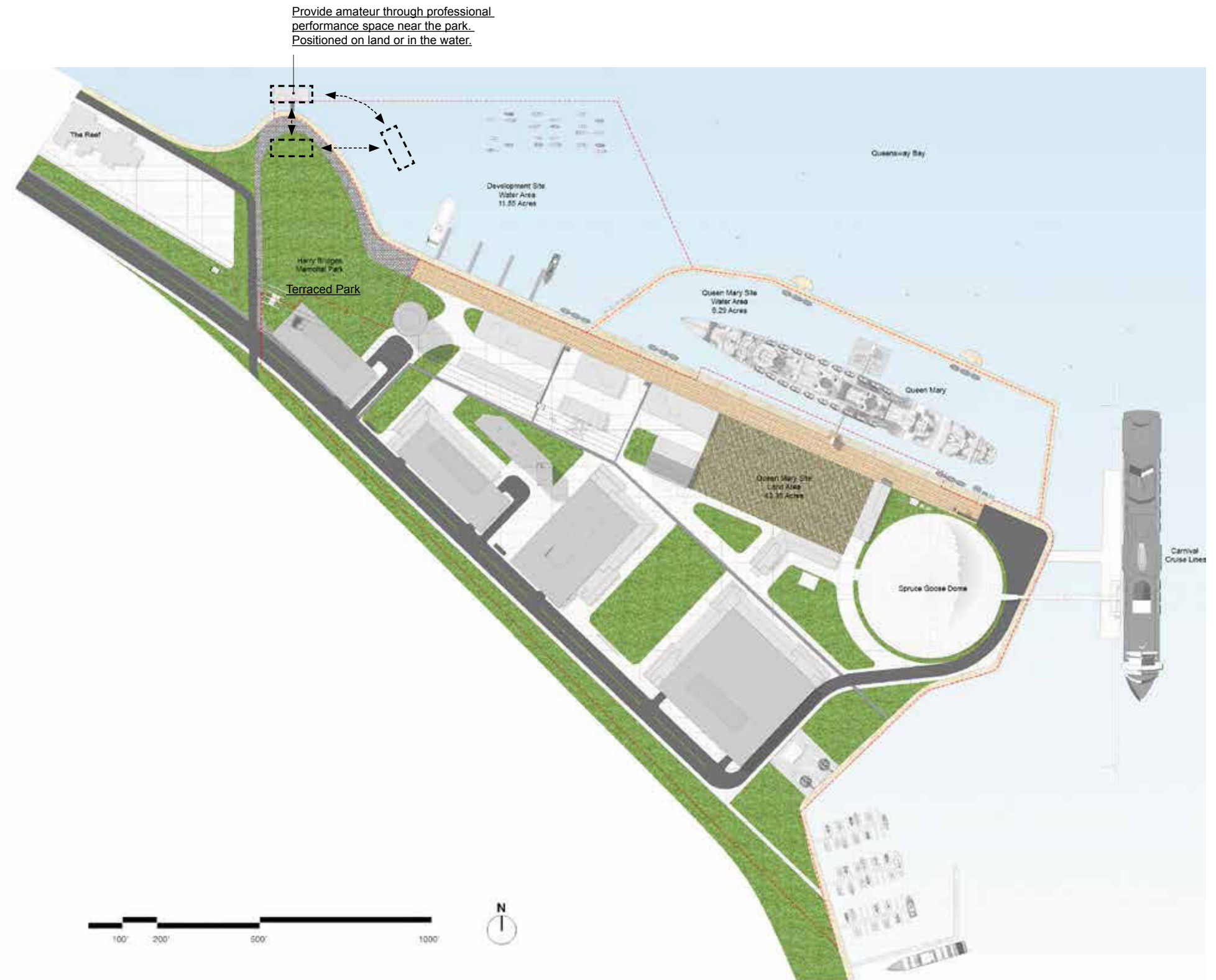
Family amenities



Kayaking

TERRACED PARK & GREEN SPACES

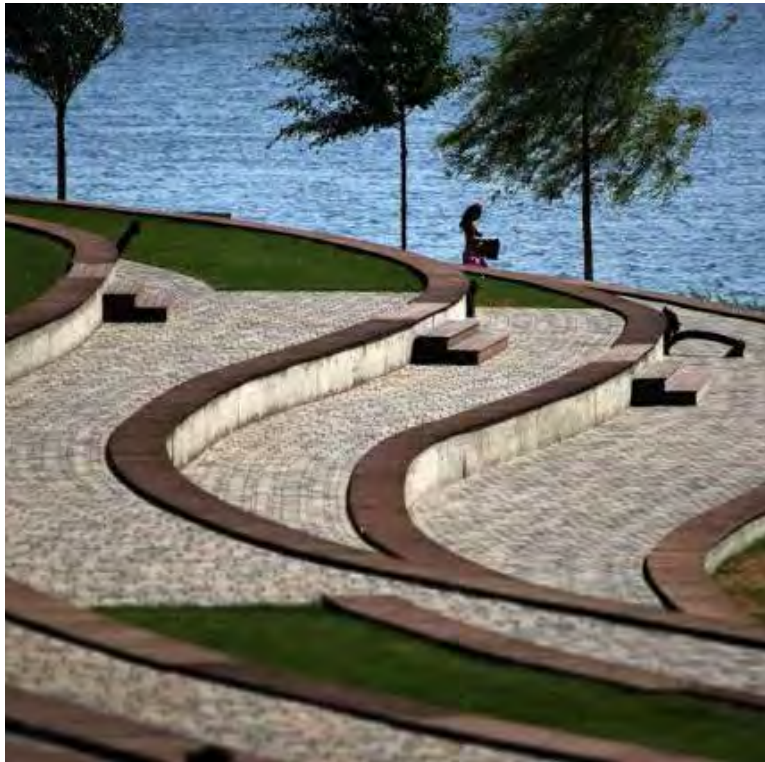
- Elevated views of the city and events
- Destination at the end of the promenade
- Provide Amateur through Professional performance venue within the park or nearby to accomodate events



TERRACED PARK - REFERENCE



Community screenings



Hard seating amphitheater



Terraced amphitheater



Children's play area



Soft seating



Outdoor movie night

TERRACED PARK - REFERENCE



Temporary stage



Provide a variety of activities



Terrace to water



Connected park



Open events



Enclosed events

OVERVIEW FROM SOUTH



OVERVIEW FROM NORTHWEST



OVERVIEW FROM NORTHEAST



VIEW FROM DOWNTOWN



6. ACKNOWLEDGEMENTS

Mayor and City Council

Dr. Robert Garcia, Mayor
Lena Gonzalez, Councilmember, 1st District
Suja Lowenthal, Vice Mayor, 2nd District
Suzie Price, Councilmember, 3rd District
Daryl Supernaw, Councilmember, 4th District
Stacy Mungo, Councilmember, 5th District
Dee Andrews, Councilmember, 6th District
Roberto Uranga, Councilmember, 7th District
Al Austin, Councilmember, 8th District
Rex Richardson, Councilmember, 9th District

Task Force

Michael Bohn, Chair
Jeff Hoffman, Vice Chair
Ryan Altoon
Stuart Ashman
Becky Blair
Julia Huang
Kathleen Irvine
Ken McDonald
Cheryl Perry
Kelly Ruggirello
Steve Sheldon
Jan van Dijs

City of Long Beach, Department of Development Services

Amy J. Bodek, AICP, Director of Development Services
Linda F. Tatum, AICP, Planning Bureau Manager
Fern Nueno, AICP, Planner
Olivia Joncich, Intern

Gwynne Pugh Urban Studio, Consultant Team

Gwynne Pugh
Brian Nelson
Linda Jassim