

Aquarium of the Pacific

The Pike At Queensway Bay *A Panel Discussion*

April 10, 2006

Douglas W. Otto
Jerry R. Schubel





ACKNOWLEDGMENTS

We thank the panelists—Linda Congleton, Suzanne Frick, Alan Pullman, Wayne Ratkovich, and Mark Winogrand for participating in this important discussion and for their valuable insights. We thank artist James Oswald for recording the flow of the discussion in real time on the wall of the Honda Theater for all to see. We also thank Kathie Nirschl, Cecile Fisher, and Erica Noriega for creating the closing summary, and Fahria Qader for assembling the report and converting the presentations into a form that could be incorporated into this report.

PREFACE

This evening's panel discussion is the culmination of the Aquarium's first series on architecture and urban planning that began in July 2005. The series has consisted of two lectures by Long Beach architect, Rick Meghiddo; a lecture by Joel Kotkin on his new book, "The City: A Global History"; a lecture by Cara Mullio and Jennifer M. Volland on their new book, "Long Beach Architecture: The Unexpected Metropolis"; and the "Architecture and Urban Planning: Challenges and Opportunities in Long Beach" panel discussion chaired by David Abel (business consultant and publisher of *The Planning Report* and *Metro Investment Report*) with panelists George Economides (publisher of the Long Beach Business Journal), Daniel Iacafano (independent consultant and professional facilitator on urban issues), Brenda Levin (architect), and Rick Meghiddo (architect).

We write this preface shortly after the death of Jane Jacobs, the author of the classic book on cities "The Death and Life of Great American Cities". Since her death there have been a number of articles that have tried to put her views on urban planning in perspective. One of the most enlightening of these was "Urban Planners Are Blind to What Jane Jacobs Really Saw" by Leonard Gilroy (Wall Street Journal, May 2, 2006). There are places in great cities for neighborhoods with the qualities Jane Jacobs felt so passionately about—short blocks, narrow streets, neighborhoods alive with activity throughout the day and evening because a diversity of people live and work there. There also are places in great cities for impressive and vast public spaces with edges defined by towering buildings with imaginative architecture.

We also agree with Jane Jacobs that most great cities evolve over time through a series of fits and starts by trial and error, and few result directly from some grand initial unifying vision. Rather there are a kaleidoscope of grand unifying visions that appear and disappear over decades and even centuries through creative conflict of prevailing ideas and ideals. As Leonard Gilroy observes "You can't 'create' a vibrant city or neighborhood. The best cities and neighborhoods just happen, and the best thing we can do is to step out of the way of innovators and entrepreneurs."

The Pike at Queensway Bay that we have today won't be the Pike at Queensway Bay a decade from now. The Pike then will be different and better than the one we have today and it will evolve incrementally. The residents of Long Beach and the marketplace will drive it. The Aquarium of the Pacific will remain the anchor, but it too must grow and evolve as a major aquarium, as an informal science center, and as a cultural hub as it grows in relevance to Long Beach and all of Southern California.

Jerry R. Schubel
Douglas W. Otto
Long Beach
2 May 2006

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INTRODUCTION

In 1992, the Disney Corporation decided not to bring the DisneySea theme park and development to the Long Beach urban waterfront. As a result, the City of Long Beach took it upon itself to make a plan to develop its under-utilized downtown shoreline. The City hired the internationally known architectural firm, Ehrenkrantz & Eckstut, to prepare a master plan. The plan had three components: Rainbow Harbor, the Aquarium of the Pacific, and the Pike at Queensway Bay. With a \$40 million loan from the Economic Development Administration of the federal government, Rainbow Harbor was dredged and a wonderful esplanade and docks created. The Board of Directors of the Aquarium of the Pacific sold \$120 million in revenue bonds and partnered with Kajima Urban Development to open the Aquarium in 1998. The Pike at Queensway Bay has been the most difficult component to successfully complete.

Initially, there was much discussion about the relationship between that development and upper Pine Avenue, north of Ocean Blvd. Through a series of charrettes by the then-developer, OliverMcMillan of San Diego, the Pike at Queensway Bay Project evolved from a stand-alone entertainment/retail zone to an extension of the downtown, including thorough streets and a 2,100-car parking garage. In 2001, OliverMcMillan entered into a joint-venture agreement with Cleveland-based REIT, DDR to complete the project, but eventually OliverMcMillan was bought out and DDR saw the project to completion.

Since its opening in 2004, the Pike at Queensway Bay has been largely unsuccessful. The restaurants on the south side of Shoreline Drive have experienced enormous parking issues and, with some exceptions, the architecture there has been indistinctive, failing to take advantage of the shoreline setting. There have been difficulties in leasing the retail space and much of the square footage remains empty. As a result, the project has never been the Southern California destination for families that it was planned to be, and the Aquarium of the Pacific has not enjoyed the anticipated boost in attendance of approximately 100,000 visitors per year that was expected with a successful Pike at Queensway Bay Project.

Since its opening, the Aquarium of the Pacific has been a convener and facilitator of discussions about issues facing the Pacific Ocean and the relationship of Long Beach to the Pacific Ocean. In furtherance of that responsibility, the Aquarium assembled a

distinguished group of experts in urban planning, real estate, retail analysis, and development to address the problems at the Pike at Queensway Bay and to propose solutions. The panel met at the Aquarium on Monday, April 10, 2006, at the Honda Theater to explore these issues. What follows is a transcript of those proceedings and the conclusions reached as a result of the panel's work. The Aquarium provides this report to the public to further the discussion of these issues.

The following is a verbatim transcript of the Pike Panel discussion that took place at the Aquarium of the Pacific on 10 April 2006.

PIKE PANEL SUMMARY

*Moderator*¹: Douglas W. Otto

Panelists: Linda Congleton, Suzanne Frick, Alan Pullman, Wayne Ratkovich, Mark Winogronde

Artist: James Oswald

Doug Otto: The Aquarium of the Pacific has attained a reputation as a convener and facilitator of discussions of important issues not only about the Pacific Ocean, but also about Long Beach's relationship to the Pacific Ocean. We are called Long Beach for a very good reason. We are here tonight to extend the conversation to Long Beach and its relationship to the Pacific Ocean as it relates to the Pike Project at Queensway Bay.

In 1992 after Long Beach lost Disney's Sea Development, the city leaders sat down and came up with a three-part development project which was later approved by the City Council. The three components were

- Rainbow Harbor
- The Aquarium of the Pacific
- The Pike at Queensway Bay

We have an outstanding panel with an amazing array of experience and expertise in projects across the country combined with local knowledge of Long Beach.

Our first panelist, Mark Winogronde, will outline some general planning principles. Our second panelist Allen Pullman, will provide us with a site analysis of the Pike Project. Our third panelist, Linda Congleton, will share with us her expertise about commercial retail. Our fourth panelist, the Director of Planning and Building for the City of Long Beach, Suzanne Frick, will respond from the City's perspective. Our final panelist, noted developer and Urban Land Institute Trustee, Wayne Ratkovich, will present the developer's point of view—what would it take to get a developer interested in coming in at this point and how could you attract the capital. Each will have 5-7 minutes.

¹ Brief bios of the panelists appear in Appendix A

Doug Otto: My first questions to the panel are: Is there a problem or is the Pike at Queensway Bay exactly what we wanted and expected it to be? Second, are there things we should focus on to make it better? But, first let me make a few comments to set the stage for the evening.

Long Beach has long had this storied relationship with the water, but if you look at this project its relationship to the water is tortured at best. The Pike Project turns its back on the water. The blank wall of the theaters that looks out over Rainbow Harbor is unfriendly. There are many vacancies in the Project. Some believe they will be filled over time; others believe they are unattractive and will never be leased. There are parking problems, not the availability of parking, but the way it is managed. Another constraint is that big urban projects require large investments of public funds and Long Beach, and most other cities, do not have hundreds of millions of dollars to put into these kinds of developments.

With those preliminary thoughts in mind, Mark, what can you tell us about general planning principles and what you know about Long Beach.

Mark Winogrand: I am honored to be here. I liked Long Beach and have come to truly love Long Beach through my work over the past one and one-half years. I love what it is doing to try to grow and enhance itself...to build something new, and to recapture some of its past. It's a fascinating time to be part of Long Beach. (Power Point...postcards of Pike). I am trained as a city planner and urban designer and when I come to a community I look for its historic DNA, its underlying bone structure, what urban designers call a community's morphology of place...patterns, typologies, how it was built originally. I am a firm believer that the natural organic growth of a community is often quite good as it happens historically, and frequently as good as it can get. It often is done very thoughtfully. It always is important to look at it to see if it is good. In the earlier days of Long Beach, the city's relationship to the water was strong, healthy and an essential part of its identity. Look to the name—Long Beach. It flowed without real interruption from the water to the town...sometimes a little messily, sometimes it was kind of a flotsam and jetsam along the waterline...flowing up to the high tide mark...up to more pristine things on the bluff, but that's quite common for a lot of waterfront communities.

But it had an organic health to it. As with many other cities in the United States it got disconnected from its waterfront. This is not unique to Long Beach. It happened in San Francisco, New York, Chicago. Many of us know places where the waterfront and the water's edge which were organically connected were cut off, often by construction of parallel systems--major highways, freeways that act as enormous barriers and disconnect them. Lots of things have happened in Long Beach, many good. Land was filled in...in many other cities, the fill was used to reconnect to the water such as in San Francisco where the street grid was laid right on top of the fill...the Exploratorium, the Palace of Fine Arts were reconnected by extending the grid. That didn't happen here in Long Beach. Here, good things were done...fill created new land for development, but the city was disconnected from its waterfront and that disconnect continues...It was followed by a period of individual projects, not doing a master plan for the waterfront. Until Suzanne

got here it was not even thought of as a major issue....strengthening the waterfront was not taught of as an important subject.

The barriers are there and many of you know them better than I. Many other places have solved this. This slide is of San Francisco showing the edges of the freeway and how it was turned into a boulevard. They rediscovered the waterfront and found lots of new open spaces and strengthened their waterfront economy in the process. It happened along the Hudson River in NYC, in Chicago in Millennium Park. These examples matter only to say that it can be done and that many sources of funding do exist and that it is too easy to say it cannot be done. I am a strong believer that if you don't agree on the problem, you are not going to agree on the solution...that something needs to be done. In Long Beach there is not consensus on the existence of a major problem. Part of the issue is the lack of a coalesced leadership willing to identify these issues, to embrace them together and to work with the community to find solutions, both short-term and long term. That's where the problem starts: Is there leadership that is willing to stand up to make a difference?

Then, there are the physical issues that I have mentioned. This sets the stage. It's one person's viewpoint. Others may have completely different viewpoints. My simple perspective is that in Long Beach a city which historically was as connected to the waterfront as any city on the west coast got disconnected and this is a core part of the problem.

Doug Otto: Alan Pullman you have looked at the relationship of Long Beach to the water and you have also looked at this particular site. Do you have some observations?

Alan Pullman: I will talk a little about site planning and about this specific site. I will repeat many of the things Mark has already mentioned. I will start with an old postcard from the historic Pike that shows the connection to the water which was a fundamental element of Long Beach. It's something we have lost. I think we can do much better. In hindsight it's easy to say this is what's wrong, let's fix it. Once in a while you look at a project and say it was a case of good intentions gone bad, but I don't think this is the case here.

Here's an image of the Pike at Rainbow Harbor and it illustrates clearly many of the problems. Rainbow Harbor is attractive, but look at the nature of the streets. This is Shoreline Drive. It is like a freeway. I was at the Grand Prix last weekend and it was great, but we can't design our streets for two days of racing each year and then have all the other days be a throwaway when the streets become freeways and destroy linkages. Cities are all about linkages. Another problem is seen in the earlier renderings.....Look at the portion of the project facing shoreline. You see blank walls. This is a project that is "inside out". Successful urban retail projects have to address the streets. This project does not....The most important part of an urban project is the streets. Here the streets are treated like blank walls. The Project turns its back on people driving by and does not invite you in. This is one of the largest urban design problems of the Pike in its present configuration.

Even the internal spaces are disappointing. Here's an artist rendition of what the central space was to become—a space filled with vibrancy and activity—and here's how it turned out. The lesson is “never trust an architect's renderings.” Another postcard of the old Pike. Mark talked about the DNA of a city. It's easy to confuse the real DNA of a city with a nostalgia of what a city once was. We had a past in which we were a seaside place, a resort. Yes, it had a roller coaster...but I think it's a mistake to try to recapture and replicate the past and I think that's another problem with the Pike Project. Look at the roller coaster bridge. It's a clichéd “knock off” of the original roller coaster. The Pike fails in part because it doesn't reflect the vision of the city today...the aspirations of the residents today. Long Beach is not a city that always needs to look to the past.

Lastly, here's another image of Pike Place in Seattle. Instead of an incremental, messy, vibrant kind of urbanism that is found in Pike Place, we got shallow, Styrofoam urbanism. The Pike project is going to be here for a while; isn't going to go away tomorrow. We need to take some small, easy steps and take them soon. (PowerPoint) Here are some thoughts of things we could do now.

- ***Quick Fixes***

- Better Maintenance/Operations
 - Improve way finding, especially to the Aquarium It's a confusing place to be, confusing to find parking.
 - Improve parking management and maintenance. I have been here when elevators have not been working and it's impossible to get down with a stroller.
- Traffic Calming and Creating Street Presence
 - Add diagonal parking on Pine would increase parking and slow cars down.
 - Add curb bulb outs
 - Add safety islands and medians. It would make it much nicer for pedestrians to cross Ocean, and Shoreline. If you have ever tried to cross these streets, you know how challenging it can be.
 - Start turning facades inside-out. Start addressing the streets as much as possible.
- Make it look better
 - Add lots of pots, planters, street furniture, color. These would make a huge difference.
 - Add graphics, video walls, and temporary art to add vibrancy to the Project.
- Make it feel better
 - Put in temporary tenants or storefronts. There's too much vacant space. Give space to artists to create phantom galleries. Program some of the unused areas.

We can do all of these things. They are important and we should do them soon, but we should recognize that we would be jerry-rigging it unless you do things in larger context. I want to plug into what Mark said about connecting with the City. (Series of slides showing different street grid patterns) It all begins to break down along Ocean Boulevard at the Civic Center. We need to begin to work on creating a new grid that reconnects the City back to the ocean. It also would solve a lot of our traffic problems. Look at Pine

and Seaside and make some connections along these streets. The linkage to Pine starts to break down at the connection of Pine and Ocean. I would also activate Pine in front of the Convention Center. You can't have a good retail street if it's one sided. Add some retail to the other side of the street. Shoreline Drive needs to become a wonderful urban boulevard rather than an extension of the 710 freeway. We need to make a much stronger connection to the Aquarium by adding a new road. Right now there is an alley here. I also suggest lining the parking structures with some active uses whether it's a youth hostel or something else. I think it's horrible when you come down Shoreline and the image you are struck with is two giant looming parking structures. We need to communicate active uses. It's kind of criminal that we have taken this great aquarium and made it almost impossible to find from Shoreline.

Over time, we need to look at how to make the Pike incrementally a better place with new uses. The last image is of Vancouver. We need to reclaim our waterfront from some bad planning. Many other cities had to reclaim their waterfronts from industrial uses. We just have to reclaim ours from bad planning.

Doug Otto: But it's a retail center. I don't know what a retail center should be any more in an urban setting. This is more like an entertainment district than anything else. Worse, it's more like a club district that starts on lower Pine.

Linda, tell us what you think about retail in downtown Long Beach.

Linda Congleton: I'm going to take a different approach, perhaps a more practical approach to retail in downtown Long Beach and what we can do and can not do in the short-term. We have known for 12 years that the plan that would disconnect Long Beach from the water. And that we don't have the money for a major public investment. Some of you in the audience probably want to know what can we do now. I'm going to approach it from this perspective and discuss two areas that can be addressed immediately.

First, the large vacancy rate at the Pike, and, second, parking issues. In all the retail projects I have worked on, parking is a major issue. If the customer perceives that parking is a problem and if they go into a parking structure and have a bad experience you will not get them again. There are things we can improve upon, so let's go back to some of the positive things about this project that should be enhanced. First, I think the retail ignores the people who live in Long Beach. You have a wonderful, eclectic, population. You have a wonderful level of energy. People want to be part of a vibrant downtown but when you look at the retail you have it's retail for conventioners and tourists and not for people who live here. About 10 years ago I was hired by the owners of Shoreline Village to do an intercept survey to find out who the shoppers were. The perception was that they were tourists from out of town. We found that nearly 98% of the customers came from within a 20 minute drive of Long Beach. They weren't tourists. Yes, we have the Convention Center, but conventioners pale in importance to the people who live here in terms of retail potential. The residents are always here. We are not paying enough attention to the kinds of retail uses that the residents would like to have. In filling the space we should redirect uses to meet community needs. There is a

saying in retail that if you make a project exciting to the locals, then the tourists will come. Think about the best projects you know all over the nation. It's usually friends saying "hey, you have to go see this place." That's the attitude you need to take for the Pike.

We need to ensure easy, convenient, hassle-free parking that is a pleasant experience. We need to make sure that restaurant valet parking is top notch.

For anything that needs to be done in the Pike, we need not to think in terms of grand projects, but rather in smaller, incremental projects. The big projects just don't work in today's economy. If you think about what happened in Pasadena and Santa Monica, it didn't happen over night with a million square feet of retail. It happened incrementally over 20 years.

Encourage people to buy housing in downtown. The more you have people living downtown who own their homes, the greater their stake in the community. Retail follows residential. Not the other way around.

Doug Otto: Suzanne, you've been here for a year. You stopped the General Plan Amendment Process when you arrived because you thought it could be done better. You hired new consultants and now are ready to launch it again. What are your thoughts about the Pike project?

Suzanne Frick: I think Long Beach has great bone structure. Cities evolve over time. One contract does not make or break any city. It is through lots of good incremental changes that you make a great city. In cities like Pasadena and Santa Monica the incremental projects were all part of a bigger vision and that's where I come from. It's critical to have a grand vision of where you want to go to guide development so that all of the proposed projects fit into a larger, coherent vision. Each project then is tailored to contribute to reaching that vision. The Pike Project is still in its infancy. There are still outstanding certificates of occupancy. The spaces are not leased out. It's too early to tell if this Project will be a success or a failure in Long Beach. It has potential, but it certainly is not perfect. But, if we can make some changes to it, it can be a success. We have about 6,000 residential units already developed, under construction, or in planning in the downtown. Four thousand of them are for sale, the rest are rentals. These provide the potential, but again we have to have a plan, a vision of how it all fits together. It's all about connections. It's not about isolated projects. It's about how they all fit together. How they are connected by the streets. How comfortable it is for pedestrians to walk. Can you get there easily in your vehicle? Can you park in a convenient place and walk around? These are all elements that make a great city.

The other thing we need to do is to begin to look at the City in a three-dimensional way. Most of our projects have been looked at only in plan view...looking down from the sky. When we do this we sometimes fail to understand how projects relate to the streets. We will take the City to this next step. This new tool that I am going to demonstrate for you is for the downtown and the visioning project we will launch for the downtown. I'm here to tell you there is hope. We can now look at the City in a three-dimensional way and see

how they all fit together, and we can take different perspectives to better understand the connections. This tool will help us avoid making mistakes that lead to disconnections. We will be able to reconnect. This doesn't happen in isolation. Great planning involves public participation. It's critical for us to hear from the community, about what is working and what is not working so we can move ahead in our plans to create a great city. People have the ability to make change and to transform Long Beach into a fantastically wonderful city

Doug Otto: Wayne, you do this for a living. You put your money, your reputation, and your expertise on the line every day to do projects like this. In Long Beach in the late 1980s you teamed up with Jim Rouse and proposed the Pike Project on what is now the site of the Camden Project. As a developer, what would you do with the Pike at Queensway Bay?

Wayne Ratkovich: Thanks for including me. I have a great deal of affection for Long Beach. I had my first ethical, moral dilemma right here in Long Beach. As a teenager in Long Beach I came to the Pike, but my mother attached a condition to it. She said you can go to the Pike, but you can't go on that damn rollercoaster. Of course, my friends and I came to the Pike for the same reason. We wanted to meet some lovely young ladies. We did and the first thing they wanted to do was to go on the rollercoaster. I had a tough moment, but decided in favor of my mother. Being here evokes memories of the old Pike.

My job is to feign ignorance and pretend I just arrived in town and the first question I would ask isFor the past ten years or so there has been a great deal of interest by developers and capital investors in urban markets. In the mid-1980s, urban was almost a naughty word. Capital markets didn't understand cities. But that has all changed today. Today, urban is a hot word. There are a number of reasons for this, but chief among them is changing demographics and the emergence of what used to be called non-traditional households. Today 75% of all households are non-traditional. That is they aren't households with a mom and a dad and some kids. Non-traditional households are more likely to want to live in urban environments than in suburbia. So today, there's plenty of capital. Today, there is no need to subsidize developers who want to do projects in urban markets. Cities need to look at their responsibilities in terms of planning and infrastructure. If a project can't stand private financing, it probably should not be built. Among the questions I would ask are (1) What is downtown Long Beach? Or is it downtown South Bay? Or something even grander? (2) Who can be attracted? (3) What is the history of whom it would attract?

Great cities start with their own people. A convention center has never made a great city. The people in the city are responsible for the natural organic growth of the city. Is Long Beach running counter to this organic growth? Has development by command along the waterfront retarded the real urban revitalization that is characterizing San Diego, Pasadena, Baltimore....virtually every city from coast to coast that is undergoing urban revitalization?

How does it balance out here in Long Beach?

What's the leadership and unity of the community? How strong are they? If they are going to do something different from the past, how tough are they and the community in going against opposition? Does the City have the will to implement the plan? Does it have the resources? Is it willing to acquire those resources?

If Shoreline Drive should be a boulevard and not a freeway, that seems to me to be something very reasonable for a city as large and as powerful as Long Beach. A commitment needs to be made to make it happen and get it done.

What is the certainty of land use? If we—the developers and the investors—come into town and the property is zoned for some use, can we be assured that we will be able to build for that use...will other permits and approvals be needed? How extensive are they and how prolonged is the permitting process? Do we have to do the EIR or has the City done it? Are the rules clear so that if we abide by those rules we can start construction without prolonged delays?

Those are the kinds of questions we should discuss here as a panel?

Doug referred to Jim Rouse who I think everyone would put at the top of the list of someone who cares about urban development. He was the first developer who had his picture on the cover of Time Magazine. That was back in 1980 or 1981. In that article, he was quoted as saying "The only legitimate purpose of a city is to provide for the life and growth of its citizens." It says a lot about where we should focus.

Doug Otto: Whom are we planning for? Some idealized past? Some hopeful future? We have moved up on the poverty list...from 24th thirty years or so ago to 6th this year. That doesn't seem like a very good direction. But, these are the people we need to plan for.

Linda Congleton: In terms of retail uses we need to plan for the people who live here first and foremost and ignore entirely the touristy component. When I look at the Pike Project it's almost like any place in America. It doesn't reflect the wonderful diversity and excitement of Long Beach. You have a very unusual mix of ethnicity, of demographics. You have people who have embraced living downtown.... I don't see any of that reflected in the Pike. When I go to Berkeley, I know I'm in Berkeley. When I go to Carmel, I know it's a coastal town. When I go to the Pike, I could be anywhere. It could be in Orange County.

Alan Pullman: It doesn't make sense to plan for tourists. Someone came up to Doug, Linda, Jerry, and me in Borders in the Pike a couple of weeks ago and said "I came to Long Beach to live in the City. I came for the excitement of being downtown. I didn't come here to live in suburbia. I want it to feel like a city."

Linda Congleton: I had the opportunity to work on Pine Avenue and in Pasadena when they were just getting started. What is missing here is the fun edginess that used to be on Pine. We've lost it with the introduction of the Pike.

Doug Otto: What happened to the vision? We said that when Queensway Bay was finished there would be 5 million people coming to Long Beach every year, mostly families, coming to visit the Aquarium, to enjoy the restaurants. What happened to that vision? What we have now is an entertainment district. I've been to V20 three times in the past six weeks and it's filled with young adults, mostly Asians, drinking as fast as they can, dancing to go-go dancers. It's the same on lower Pine...what happened to the vision? It doesn't seem very family-oriented.

Is there anything good to this?

Linda Congleton: Allan and I debated the advantages and disadvantages of an entertainment district. If you go to So-Ho in New York, there's great entertainment there. I think what's different here is that there should have been some debate over what kind of entertainment Long Beach really wants. If you did this, the locals would come. There is nothing wrong with an entertainment district. Look at "The Grove," at Santa Monica and Pasadena. First, you need to give entertainment an authentic and organic feeling so it appeals to the residents. You want longevity. Otherwise, clubs can become a fad. Two years later the young people are two years older and want a different club. It needs to be a repeat business and that's why you design it for the residents.

Wayne Ratkovich: I would modify the position of planning for locals vs. visitors. I'm not sure it's an either/or proposition. But, it is what your priority is and that priority should be the citizens of the City. Cities spend a lot of money, energy and time on developing plans. That problem has been solved here tonight. The plan Allan put on the screen tonight is the plan this city should endorse tomorrow morning. Over time, the Pike isn't the worst thing that will happen to this City. Things can be torn down. Freeways have been torn down. Look at the "Big Dig" in Boston. Baltimore Harbor was an industrial harbor and today it is one of the liveliest urban centers in the country. Before they decided to do this they had spent \$7 or 10 million (\$20-30 million in today's dollars) on a parking structure in downtown Baltimore. When they realized they had to do something radically different, they had to tear it down. They did.

Mark Winogrand: Riverfront that goes through Providence, RI is another dramatic example. The river had been covered over since the early 1800s. As part of the city's urban revitalization that cover and the streets were removed and the City reoriented itself to that historic river. Now in the middle of the river there are eight locations where bonfires can be created to light up the river as it snakes through the city. These are used for holidays and special celebrations. Opportunities are here for Long Beach. Saying the costs are too great makes about as much sense as saying people don't come to Long Beach to go to the beach because there are no waves. Beaches with no waves have appeal to people learning to snorkel, to mothers with young children, etc. There is something else going on. Speaking as an outsider, there is a hesitancy of leadership for the community to have an open, candid discussion about the relationship of Long Beach with the waterfront, the water and the beaches. These are complicated issues and that's why I said in the end it's all about leadership and people agreeing that there is a problem, agreeing on the problem...then the solutions aren't big obstacles....

I live a couple of blocks from Venice Beach. Last week a small one story stucco house that dates back to the 1940s sold for \$1.4 million. Beaches in Venice are filled with locals and with people from everywhere else in LA County. People go to the beaches of Venice Beach because it's fun, because it's quirky, because there are other things to do. The beach is integrated into the town. You can walk up town to eat or shop.

Doug Otto: What's the relationship between good paying jobs and the success of downtown Long Beach?

I'm not sure the use of the Venice Beach waterfront is tied to the quality of jobs in the community. Santa Monica struggles with jobs in the community and intentionally left their waterfront somewhat quirky to make it appeal to all kinds of people. They left many uses on the Pier to have broad appeal. Long Beach is one of the most fascinating job study places in the country. It has about the same number of jobs it always had; the same number it had during some great heightened period, but a dramatic number of the top paying manufacturing jobs have been lost and have been replaced with service jobs.

Linda Congleton: I will be much more fundamental. I worked with Jim Rouse for years and we found that downtown workers rarely accounted for more than 15% of salesthe residents are much more important....the people who live within 20 miles say.

Suzanne Frick: We need to focus in on more than one sector. We need a range of jobs and residential opportunities. An eclectic mixture makes an area successful. It's like a stew. You hope some great recipe will make a great gourmet meal. We shouldn't be going after only one area, we need to be going after all of the sectors.

Alan Pullman: Great cities have people in them all the time, every hour of the day. Some of those ingredients are in downtown Long Beach, but they need to be accentuated.

Wayne Ratkovich: This reminds me of what the University of Pennsylvania did in Philadelphia. It is instructive. They found themselves in a very run down part of the city. They couldn't—or wouldn't—relocate so they embraced the community and did a number of things to turn the community around. They developed one of the better grade schools in all of Philadelphia right next to the University. They also developed a number of residential and commercial retail projects, including a hotel, along the margin of the campus. They recognized that Philadelphia, like Long Beach and every city, is a rich city and a poor city, a racially-divided city and an ethnically diverse city. They embraced the local community and invited them in. They gave them job training and other opportunities and turned this section of the city around. We should look at Long Beach in a similar way. We can accommodate a variety of uses and stimulate them.

Doug Otto: I'm confused about what downtown retail is....I remember when we had on Pine Avenue Desmond's Department Store, Buffum's Department Store, and Hardy's shoes. Is that what we are looking for? Is urban retail today that kind of shopping? If not, what is it?

Linda Congleton: There isn't one answer that fits all cities. I will give you my answer for what I think works in Southern California's highly competitive market. We have the mega malls and the big boxes that are taking away retail from mid-town locations. An urban site isn't meant to have a big box. Let's leave them along the freeways and suburban development and focus on what works in an urban setting. I worked for Disney and for the Queen Mary site at the same time....I learned from the WSJ that the two clients became one. I met with Disney and asked if they realized what a goldmine they had given this location. But, it didn't happen. The reality is that in Southern California if you don't have a super mega wow theme park, you won't have people from all over Southern California flock to your city. So serve your citizens. Create a village they love. Don't duplicate what you can get in the suburbs. It doesn't mean your retail needs to be on a grand scale...doesn't have to be millions of square feet or hundreds of thousands of square feet of retail space. It can be like a village. The downtown shopping often is concentrated in a 3 to 5 block area. Think of how far people want to walk. You need unique shops. The city needs to be committed to a full spectrum of housing to attract retailers. Here in Long Beach we need to encourage for sale housing to bring in the people from the suburbs. This tells the retailers the people are here to stay. These retailers want on street locations, a main street setting, so passers by will notice their storefronts.

Mark Winogrand: This is a discussion about the waterfront and I actually think it's a risky approach to be asking what the right retail is for the waterfront. I think when cities are re-knitted with their waterfronts and it's attractive with a combination of easy access, steady organic flow, walkways, reconnection to nature no matter how altered it is, cleanliness....then a variety of retailers will want to be near that setting. Some won't, but some will. For me, the discussion should be about "place making", about "city making" and when this is successful the people who profit off that which range from secondary parking to retailers to event people to restaurateurs to cart vendors...will clamor to be there. When the "place making" isn't the primary orientation you have these discussions and it's an uphill battle. What I'm saying has been demonstrated in cities across the world, not just in the U.S. As Wayne pointed out, virtually every city that has a waterfront is in an exciting revitalization compared with 20 years ago. It's an incredible period of demonstrating what we are talking about.

Wayne Ratkovich: Those of us in Southern California are the worst examples of dependency on our automobiles. We think of them as a necessity, and think we are entitled to 6 or 7 parking spaces around the city from our homes to our dry cleaners to our super markets. We also think we have the right to get from one place to another quickly so we end up putting a higher priority on the machine environment than on the human environment. In Southern California the uses will have to come closer together. We will have to travel less. The places we live and work will have to come closer together. If you live in Long Beach, and your best friend lives in Pasadena, you are in the market for a new best friend. We need an urban reorganization in which cars should be a lower priority than humans.

Doug Otto: I have three hypothetical related questions for DDR because apparently they are not here. How much say does DDR have in bringing retail to the Pike? Are they to

be blamed for part of the failure? Why has big retail stayed away? Are they capable of making it the place we had envisioned it would become?

Suzanne Frick: I'm new to this and can't address the issues of DDR.

Linda Congleton: The questions are good, but I think there are better questions that come back to what Mark said—questions that relate to city-making. I don't think you can heap all the blame on one project and one developer. We need to rephrase the question to "what can we do to build a great city?" If, as Mark said, we build a great place, people will come to it and retailers will follow.

Doug Otto: The strength of Long Beach is its neighborhoods ...the diversity and quality of its neighborhoods and the downtown is just one of those neighborhoods...and yet in a built out city where population is expected to increase, density needs to increase. Is density in our future? Where? Nobody wants it in their neighborhood. The public says maybe along corridors and certainly in the downtown. Is density in our future?

Suzanne Frick: Yes, density is in our future. There is no question about it. For the last two months we have been out in the community talking about increased density in the downtown by going vertical and resoundingly the community is saying yes. We know there has to be more density. The discussion is evolving and that's why we are reevaluating the downtown. We also need to respect the neighborhoods and the quality of those neighborhoods that exists today. We can't go into single family neighborhoods and try to change that. We need to look at opportunities along commercial corridors and downtown. We need to create villages where people can walk to their services in relatively confined areas.

Linda Congleton: I'm going to be very controversial. We have some older commercial areas that just aren't going to work. Think about some of your worst boulevards like Beach Boulevard in Huntington Beach and sections of Pacific Coast Highway. In the last 15-25-50 years these old commercial corridors have become useless. The retail has moved to more sophisticated malls. We should convert these into for sale housing, some mixed use, but mostly housing for people who embrace urban living.

Wayne Ratkovich: I think it's useful to look at downtowns as living rooms for entire cities. They give you an opportunity to enjoy a part of your city that isn't necessarily part of your every day life. It's where neighbor meets neighbor, where friend meets friend. Places where talents are shared, where restaurants are shared. That component of a downtown is an important part of the quality of life in a city. Density is in our future throughout Southern California, and there is probably less objection to it in downtowns than anywhere else. My guess is that DDR would probably like to sell out. The right buyer would be someone who knows how to do retail and who has successfully turned around properties like this.

Doug Otto: We have a question from the audience for Mark Winogrand. Mark, when did the separation from the water occur? Was it the breakwater or the pollution of the two rivers, or something else?

Mark Winogrand: I'm not sure I can answer it. I know you, Doug, know more about this than I do. Many of you older residents know that the water came much closer to the shoreline in the past. It was just the other side of major buildings on Ocean Boulevard until a lot of new land was created by fill. Uses of the land haven't maintained the connection to the city the way it did in San Francisco. Instead, separate and disconnected parcels were created that separate the downtown from the ocean. The other piece is Shoreline Drive. You catapult off the 710 freeway and the trajectory continues creating a parallel barrier that separates the City from the water. And it is continuing to happen. I love the Grand Prix, but estimates now show that the work extends over 5 months of the year when the barricades degrade the downtown experience and create another ugly barrier. We need to recognize how one of the city's most important events now extends the separation of the city from its waterfront.

Wayne Ratkovich: It's easy for us to criticize our predecessors....the development of the regional mall and the vacation of retail from downtown areas has been a pervasive problem. Cities tried a lot of things to counteract this. Perhaps the last thing this city should have done was to add more land to the city. It should have focused on making the best use of the land it had. You would still be connected to the water and you wouldn't have had the restrictions imposed by the Tidelands on land use.

Linda Congleton: This is a phenomenal time in our history. We have a housing boom and every retail project I'm working on has housing as an integral part of it. This is an opportunity for Long Beach to continue to add housing in its villages, in downtown, and along corridors. There is increasing interest not only by young people, but also by retirees or pre-retirees to move into cities where they can walk to everything. You want this to be for sale housing so they will have a stake in their city. They join home owners associations; they become the eyes and ears of the community. Renters are more mobile.

Mark Winogrand: But, let's not forget that 65% of Beverly Hills is renters, West Hollywood is closer to 70%, Santa Monica is 85% renters....many stay a long time. You want a balance.

Linda Congleton: I'm not disagreeing, but in Long Beach we have lots of rental housing and not much for sale housing. Many of the new projects are rental projects.

Doug Otto: When I saw the fly around that Allan created one of the things I was struck with there is a lot of density coming to downtown, but if you look at City Place, it's flat as a pancake. Does City Place contribute to or detract from the urban fabric? Has its retail impacted leasing in the Pike? What's the future of City Place?

Alan Pullman: We need more housing downtown, either rental or for sale and it must be at a higher density. City Place doesn't reflect the best use of urban space. One bold idea might be to take half of City Place down, move that retail to the Pike, and build high density housing around what remains. You'd have a more balanced city. Ultimately, you need to look at how to optimize land in the City....what would make a better city?

Suzanne Frick: I don't think the best strategy is to continue to chase after projects that exist, and say let's start over. I think the best approach is to take what we have, improve upon it, and as new projects come along, make sure they are integrated into the fabric...into a larger vision. This applies to City Place, to the Pike, and to the rest of downtown....let's ask what we can do to make the areas more cohesive, more connected.

Linda Congleton: I will be a little more blunt. It would have been easier to do the Pike without City Place. This comes from a bigger vision. If we were going to focus all of our retail in one concentrated effort in one compact areas, it would have been easier from a leasing perspective. There is no question that City Place impacted the Pike. With the vacancies at the Pike, it shows you have too much retail for the downtown resident population. If you look at the best neighborhoods, they have booming retail.

Alan Pullman: I think the City now has an opportunity to look at the city in a comprehensive, cohesive way. That is what's exciting about Long Beach right now. You have the General Plan and it can be the vehicle.

Suzanne Frick: Yes, and let's remember Long Beach is a work in progress. We have close to 6,000 units coming on line in the next few years. It will completely change the downtown. We need to wait and see how those residents will affect the downtown.

Doug Otto: I'm going to go out on a limb. We haven't solved the problems of the Pike this evening. It's going to take a lot more work in the future, but what are your thoughts, Suzanne, concerning what you heard this evening.

Suzanne Frick: I've heard that there are some short-term solutions and options and some longer-term solutions and options, but the real solution is a long-term vision. We can use that vision as a guide and take an incremental approach to make Long Beach into something great and wonderful. This is an opportune time for Long Beach because we are updating the General Plan. We need everyone—the business community, the residential community, visitors—to participate in this process. All have a stake in it. We want to hear from all those voices to help shape and create a really great community.

This brings us to the end of our evening. While we have been having this discussion, artist James Oswald has been recording it along the wall of the theater and three Aquarium staff members—Kathie Nirschl, Cecile Fisher, and Erica Noriega—have been up in the AV booth creating a set of PowerPoint notes to summarize the major points. Let's look at those notes now and see if we all agree on them.

THE PIKE: PRINCIPLES FOR GOING FORWARD

If There is a Problem, How Do We Solve It?

- Must gain consensus there is indeed a problem concerning our connection to the waterfront
- Civic leadership must acknowledge and resolve to solve it
- Must reflect the Long Beach of today

- Improve way-finding through better maintenance and overall operations—not just The Pike, but all through downtown
- Traffic calming via parking redesign, safety stands and medians, etc.
- Improve the look—color, plants, street furniture
- Temporary tenants—i.e. free space to artists, and other programming
- Activate linkage in surrounding streets to promote community connection
- Make The Pike a better place to be with new uses
- Parking needs to be easy
- Focus on residents' preferences and the visitors will follow
- Focus on small incremental changes starting with a Grand Vision
- Retail follows residential; include for-sale (vs. for rent) housing. Strong need for a mix
- Grand Vision must include parking, pedestrian ease, and connection to the streets—3D, holistic approach

Who Are We Planning For?

- Diverse population vs. “Anywhere, USA”
- Non-traditional households are partial to urban environments
- Make it feel like a city
- Planning for locals or visitors? Not sure it's either/or. Rather, an issue of priority. Citizens first

Relationship Between Good Paying Jobs And Success Of Downtown?

- Venice Beach example: locals from all \$ strata come to the beach. Use of waterfront is not directly connected with the quality of jobs in the community.
- Downtown workers never contribute more than 15% to downtown sales. Resident \$ contribute far more.

What Retail Solutions Are Good Retail Solutions?

- No “big boxes”—leave those to the freeways and suburbs
- Create the “village that you love”
- Eclectic, unique mix of village retailers
- Concentrated between 3-5 blocks
- Stores not found in malls. Appeal to locals as well as out-of-towners

Our people in the booth apparently did a very good job of capturing the essence of the evening's discussion. We have no substantive changes.

Thank you all for coming this evening. We will prepare a summary report in a timely way and make it available on the Aquarium's website. We intend to keep these ideas “in play.”

CONCLUSION

What have we learned after a stimulating two-hour discussion, not only about the Pike at Queensway Bay, but about downtown Long Beach and, indeed, all of Long Beach and its relationship to its waterfront? While there are no immutable rules, several observations stand out.

First, great cities start with planning for their own people. As Jim Rouse said in 1981, “The only legitimate purpose of a city is to provide for the life and growth of its citizens.”

Second, Long Beach has a storied relationship to its shoreline that has been lost and needs to be re-established.

Third, Downtown Long Beach has a bright future as the “living room for the entire city” because it can accommodate growth, serve as an entertainment center, and provide opportunities for urban living that Long Beach’s neighborhoods cannot. The existence of 6000 new residential units built, under construction or on the drawing boards portends a successful transformation of the Downtown, especially since 4000 of those units are to be for sale.

Fourth, the Pike at Queensway Bay is, to date, unsuccessful. The challenges of Shoreline Drive and the configuration of the buildings north of Shoreline Drive are daunting, but must be addressed in order to reconnect Long Beach to its shoreline. Some excellent suggestions were offered, including better maintenance and operations, traffic calming measures, creating a more distinct and friendly street presence and trying to reorient the development to better acknowledge the Long Beach shoreline.

Fifth, and finally, great planning involves public participation, not only by architects and city leaders, but also by average citizens. There are challenges to make sure that all Long Beach stakeholders come to the table to discuss these issues, especially those who have not been heard from before.

APPENDICES

Appendix A Brief Bio-Sketches of Panelists

Appendix B PowerPoint Presentations by Panelists

- Mark Winogrand
- Alan Pullman
- Suzanne Frick

Appendix C The Record of the Evening by Artist—James Oswald

Appendix A
Brief Bio-Sketches of Panelists

PIKE PANELISTS' BIOGRAPHIES

Douglas W. Otto

Douglas W. Otto is an attorney in private practice in Long Beach. He has earned a B.A. from Stanford University; an M.A. jointly from Columbia University and Union Theological Seminary; and a J.D. from the University of Chicago. He has been a full adjunct professor of law at Southwestern University School of Law, where he taught for 16 years.

He has been very active in his home town of Long Beach. He is a Founder and Past President of both the Long Beach Foundation for Architectural and Cultural Heritage and Long Beach Heritage. He was named Preservationist of the Year in 1990. He chaired the City of Long Beach's Blue Ribbon Citizens Transportation Task Force, which developed a comprehensive transportation plan for the entire city (1989-1990). He was a member and Chair of the Long Beach Planning Commission (1992-2000). He chaired the Long Beach City Manager's Downtown Business and Development Advisory Committee (1998-2004). He is a founding Board member of the Long Beach Aquarium of the Pacific (1994), currently serves on its Executive Committee, and chairs the Long-Range Planning Committee. He also served on the City's Ethic Task Force in 2002.

From 1998 through 2000, Doug chaired Long Beach Strategic Plan 2010; a comprehensive city-citizen planning effort adopted by the City in 2000. For this and his other community work, he received the prestigious David Landry Memorial Award for Outstanding Community Service from the City of Long Beach.

He is a former President of the Long Beach Bar Association, which named him Lawyer of the Year in 2005. He is a member of the St. Mary's Medical Center Board of Trustees and Bio-Medical Ethics Committee, is the immediate Past President of the Long Beach Arts Council, and is a member of the California State Bar Association, Access to Justice Commission.

Wayne Ratkovich

President & CEO, The Ratkovich Company

Wayne Ratkovich is the founder and President of The Ratkovich Company (TRC), a Los Angeles development firm focused on producing developments that improve the quality of urban life. Specializing in urban infill and rehabilitation projects, his firm's accomplishments range from large-scale urban planning and entitlement endeavors to retail, office, entertainment and mixed-use projects. His Company engages in both new development and the imaginative reuse of existing buildings – including eight buildings of historic landmark status.

On behalf of The Urban Land Institute, Mr. Ratkovich has served on eight expert panels for ULI's Advisory Services Program, including six as the panel chairman. These panels were formed to tackle some of the country's most difficult and now successful urban development challenges including redevelopment of Navy Pier, Chicago, Illinois; Centennial Olympic Park in downtown Atlanta, Georgia; and a plan for the Southwest

Neighborhood of Washington D.C. Most recently, Mr. Ratkovich served as chair of the ULI Advisory Services Panel formed to study and create a redevelopment plan for the neglected inner city Parkside neighborhood in Philadelphia, Pennsylvania.

Mr. Ratkovich is Trustee of The Urban Land Institute and is an Emeritus Trustee of the National Trust for Historic Preservation. He is a member of the UCLA Foundation, a member of the Board of Visitors of UCLA's School of Arts and Architecture, and a past board member of both the Greater Los Angeles Chamber of Commerce and the Central City Association of Los Angeles. He is a recipient of the Medici Award from the Chamber for his contribution to the arts in Los Angeles. In 1997, Mr. Ratkovich and his firm were the recipients of The Parkinson Award from the USC School of Architecture for contributions to the urban environment in Los Angeles. Recent awards include the Legends Award from The Los Angeles Downtown Breakfast Club, and the UCLA / Los Angeles Times 2001 Real Estate Forecast Award for exceptional contribution to the real estate industry and the community. Recently he was awarded with ULI's prestigious Robert O'Donnell Award for his outstanding contributions to the organization's Advisory Services Program.

In his eleven years as a Trustee for the Urban Land Institute, Mr. Ratkovich has served as an officer and member of its executive committee. He has been a member of eleven ULI committees, Chairman of the Awards Jury, Chairman of an Urban Development/Mixed-Use Council, a member of the Inner City Task Force, a board member of the Urban Land Foundation and Chairman of ULI's Forum on Urban Neighborhood Revitalization. He has also contributed time as Co-Chairman of the Urban Land Institute Los Angeles District Council's Smart Growth Advisory Committee.

Suzanne Frick

Director of Planning and Building, City of Long Beach

Following an extensive, nationwide recruitment, Suzanne Frick has been appointed Director of Planning and Building for the City of Long Beach, effective April 18, 2005. Ms. Frick brings solid municipal planning and permitting experience to the City of Long Beach, along with exceptional expertise in administration and management.

Ms. Frick will lead the Department of Planning and Building, which is responsible for planning and overseeing the physical development and revitalization of Long Beach; and will manage a department of 119 employees with a budget of \$12.6 million.

With more than 25 years of experience in urban planning, Ms. Frick has spent the past 22 years with the City of Santa Monica where she began as an Associate Planner in 1983 and ultimately became the Director of Planning and Community Development in 1994. At the City of Santa Monica, her duties involved managing a multi-disciplinary staff, administering both planning and building codes, and analyzing and solving complex land use issues, in a context of significant public interaction. Ms. Frick has a record of developing creative, yet practical, solutions in a complicated political arena.

Ms. Frick has a Bachelor of Arts degree from the University of California, Santa Barbara and a Masters in Urban Planning from the California State Polytechnic University, Pomona.

Mark Winogron

Independent Consultant

Mark is a former CAO and Community Development Director of Culver City and in Lawndale and West Hollywood. He held numerous city management positions in the metropolitan area of Los Angeles, and has grappled successfully with the challenges of growth and urban planning. He revitalized the downtown area of Culver City, saved the historic fabric and developed cultural facilities, including theaters.

Linda S. Congleton

*Principal, Linda S. Congleton & Associates
San Juan Capistrano, California*

Linda S. Congleton has more than 20 years of experience in the retail real estate industry. She is principal of Linda S. Congleton & Associates, a national retail consulting firm that offers a broad range of services including market research, economic feasibility analysis, and development tenant mix strategies. Congleton was an instructor at the graduate school of urban and regional planning at the University of California–Irvine, and for several years she taught a business course at UCLA on microcomputer financial analysis for real estate. In addition, she has served on several Urban Land Institute advisory panels, and she is a frequent speaker on leading retail trends. Congleton holds an MBA from the Stanford Graduate School of Business and a BA from the University of California at Berkeley. She is a member of the Urban Land Institute and is on the ULI Commercial/ Retail Development Council.

Alan Pullman, AIA

Principal and Design Director, Studio One Eleven

As the design director for Studio One Eleven, Pullman leads the design team on urban design and mixed-use projects. A native of New York, where he learned to love cities, he brings with him more than 15 years of extensive national experience in architectural and urban design with a focus on mixed-use developments. His projects have garnered recognition, including Gresham Station, which was honored by the American Planning Association's Oregon Chapter. Pullman is a registered architect in the state of California and a member of The American Institute of Architects (AIA) and the Urban Land Institute (ULI). His interests lead him to active participation in civic and professional organizations. He is currently a member of the National Main Street Center, The California Redevelopment Association and The Smart Growth Network. He serves as a board member of the Long Beach Conservation Corp. and as an advisor to the Long Beach Village Arts District. Pullman received his bachelor of architecture degree from Syracuse University and has participated in continuing education courses at Arts Student League NY, Art Center Pasadena, and Harvard University Graduate School of Design.

Appendix B

PowerPoint Presentations by Panelists

Mark Winogrand

Alan Pullman

Suzanne Frick

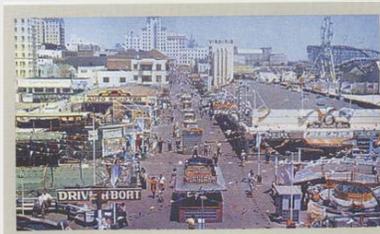
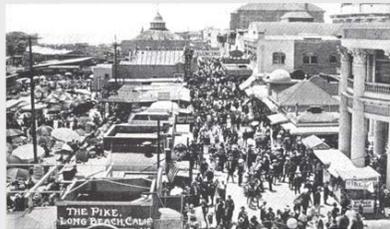
**Presentation
By
Mark Winogrand**

THE PIKE

**Long Beach and Its Relationship
To The Shoreline**

April 2006

CITIES GROW ORGANICALLY



THEY USUALLY STAY CONNECTED



DISCONNECTIONS: USUALLY NEW FREEWAYS



BARRIERS TO THE NATURAL CONNECTIONS



OTHER CITIES

FINISHED PROJECTS

- SBC PARK:** The \$357 million home of the San Francisco Giants, opened in 2000 with a new sort of public amenity: a walkway along McCovey Cove that allows glimpses of the action through part of the right-field fence.
- GAP TOWER:** This 15-story tower clad in brick and limestone opened in 2001 as headquarters for the Gap clothing chain. A portion of the site was once covered by ramps leading to the Embarcadero Freeway.
- RINCON PARK:** A two-acre open space built in conjunction with Gap headquarters across the street opened last year. It includes one of city's largest sculptures, a fiberglass bow-and-arrow, and two restaurant sites.
- HOTEL VITALE:** Joie de Vivre Hospitality, a local boutique hotel operator, will manage this new eight-story, 199-room hotel when it opens next spring on what formerly was a bus storage yard.
- FERRY BUILDING:** The venerable landmark reopened last year after a \$100 million makeover that placed food-oriented shops at ground level, offices above and a public walkway along the bay.
- PIER 1:** A \$40 million renovation completed in 2001 turned this former warehouse into office space. The lobby includes a historic display about the waterfront.
- PIER 45:** The Port of San Francisco in 1994 used \$7.6 million in earthquake repair funds as the basis for a \$13.6 million upgrade for the two waterside sheds that house the city's main fish processing facilities.

ON THE DRAWING BOARDS

- BRANNAN STREET WHARF:** Construction is set to begin next fall on a 51.5 million, two-acre grassy area that will protrude into the bay. Part of the funding will come from the sales of the Pier 30-32 condominiums.
- HOTEL:** Inland lots on Broadway at the Embarcadero are the site of a proposed six-story hotel with roughly 260 rooms and a three-story parking garage. The developer is Stanford Hospitality. Construction is scheduled to begin in 2006.
- INTERNATIONAL MUSEUM OF WOMEN:** A historic pier underneath Bay Bridge has been reserved for a nonprofit organization that hopes to open a museum in 2008 — but first must raise \$120 million.
- PIERS 27-31:** The port in 2001 selected developer Mills Corp. to turn a 19-acre site into a recreation-focused project with three acres of public open space, but Mills' emphasis on office and retail space has brought neighborhood opposition.
- PIER 30-32:** The 22-story residential tower inland should open by the spring of 2006. The largest piece of the project sits across the street, where plans call for the 13-acre pier to be transformed into a cruise terminal accompanied by commercial space. Construction on the terminal isn't likely to start before 2007, however.
- PIERS 1 1/2, 3 and 5:** Three historic bulkhead buildings are being renovated for office space and restaurants, with public walkways and a boat dock. The target opening date is spring 2006.

SAN FRANCISCO EMBARCADERO



Chronicle / Michael Macor



David Parker

OTHER CITIES



Chronicle / Michael Macor

LONG BEACH: a LONG beach!



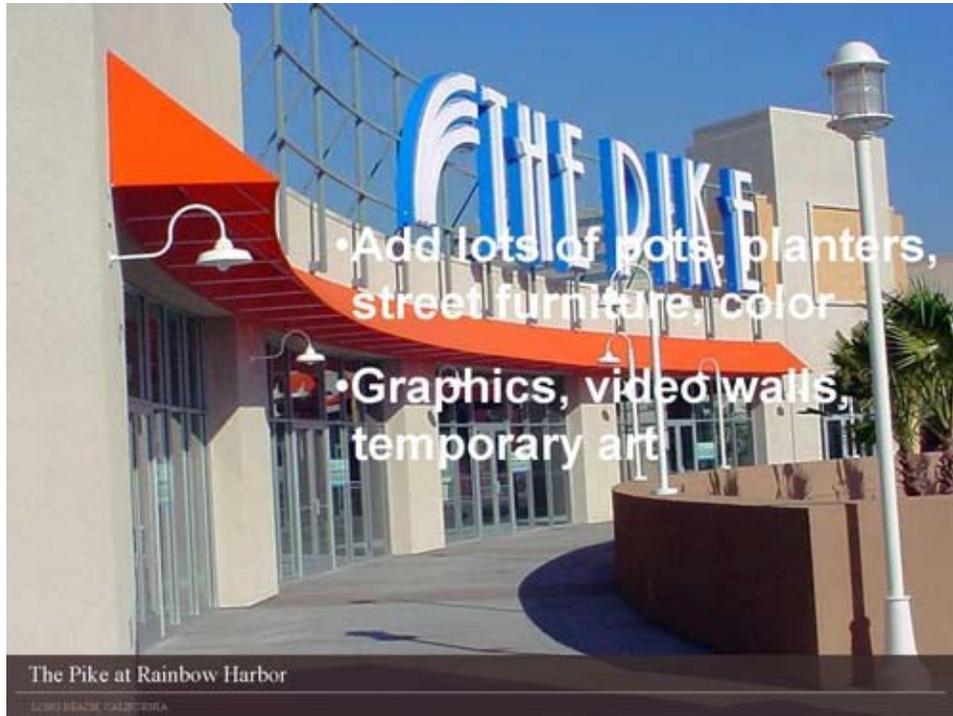
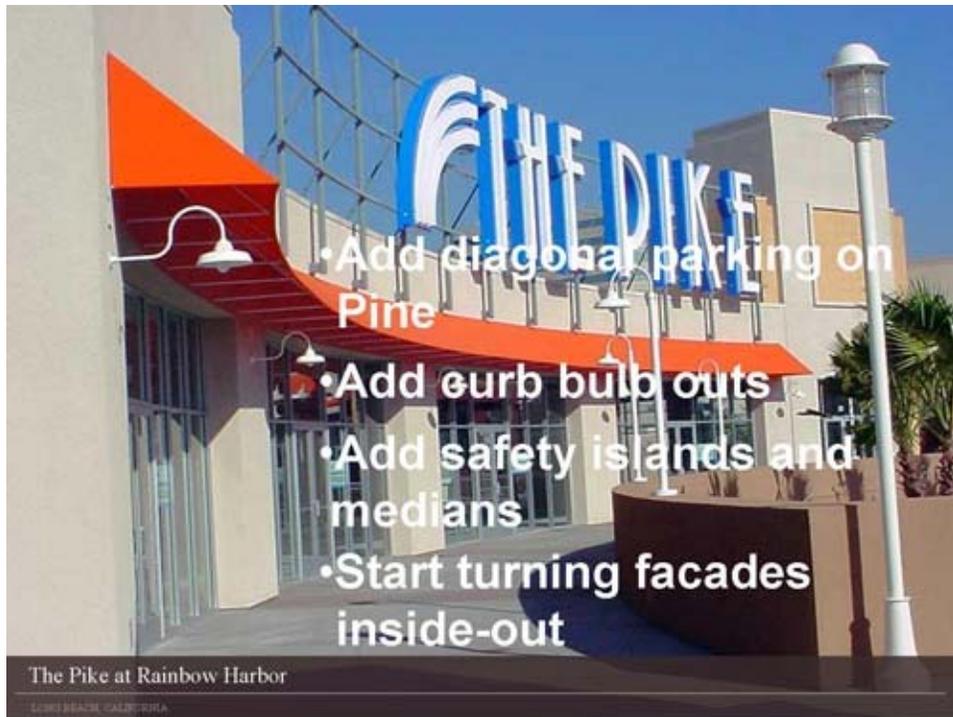
**Presentation
By
Alan Pullman**

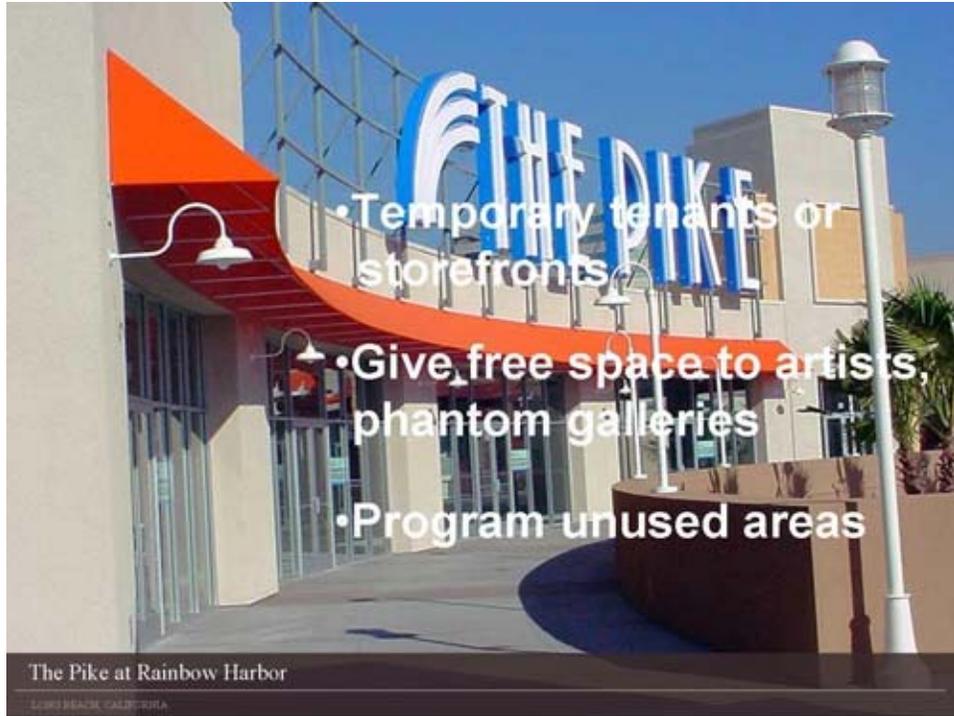


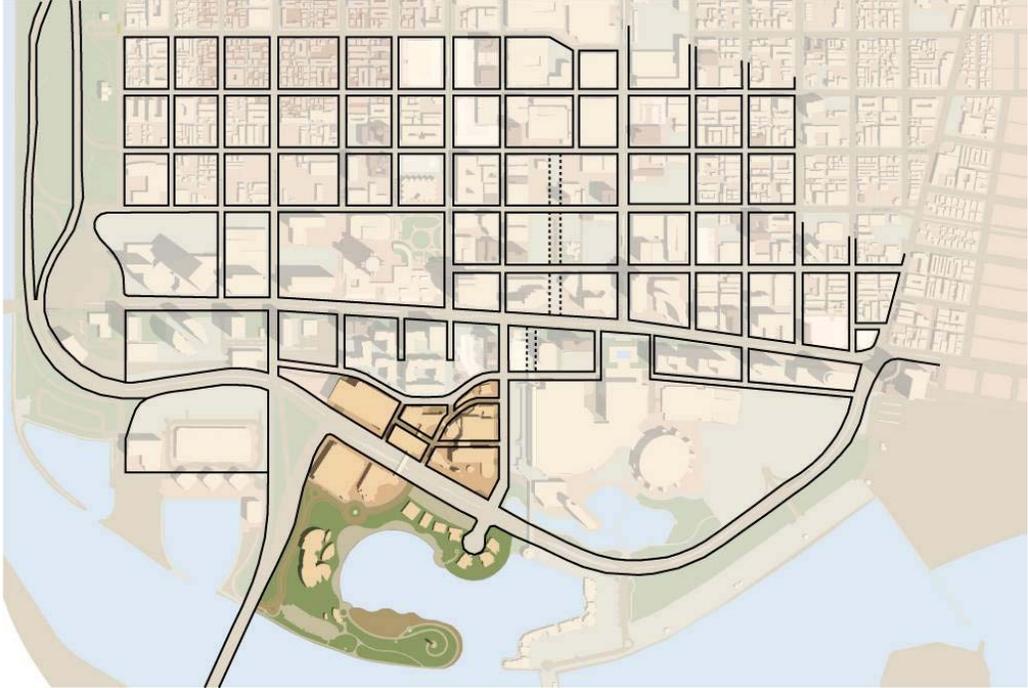


















**Presentation
by
Suzanne Frick**



Appendix C

The Record of the Evening by Artist—James Oswald

AOP PIKE PANEL

DISCUSSION

LONG BEACH AQUARIUM / APRIL 10, 2006

TONITE'S AGENDA

- INTRO/FRAMES
- GENERAL PLANNING PRINCIPLES (JULS OTTO, MARK WINDSPOND)
- SITE ANALYSIS/IMPROV SUGGESTIONS
- RETAIL ANALYSIS
- ID ISSUES/EP AMENDMENT
- DEVELOPERS POINT OF VIEW
- PANELIST DISCUSSION
- AUDIENCE QUESTIONS
- PRINCIPLES TO GO FORWARD BY

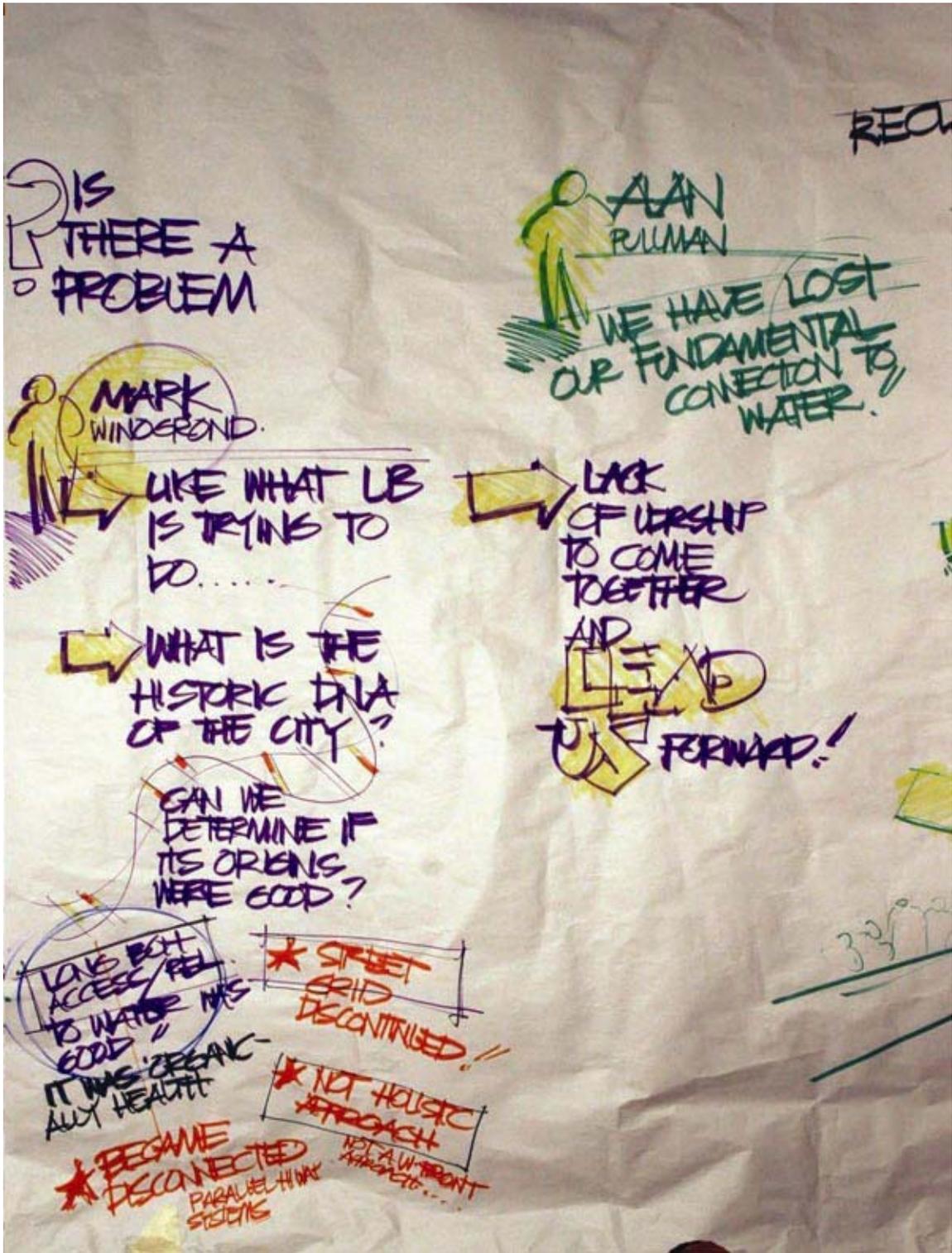
WAVE RAYORISH **MARK WINDSPOND** **ALAN PULLMAN**

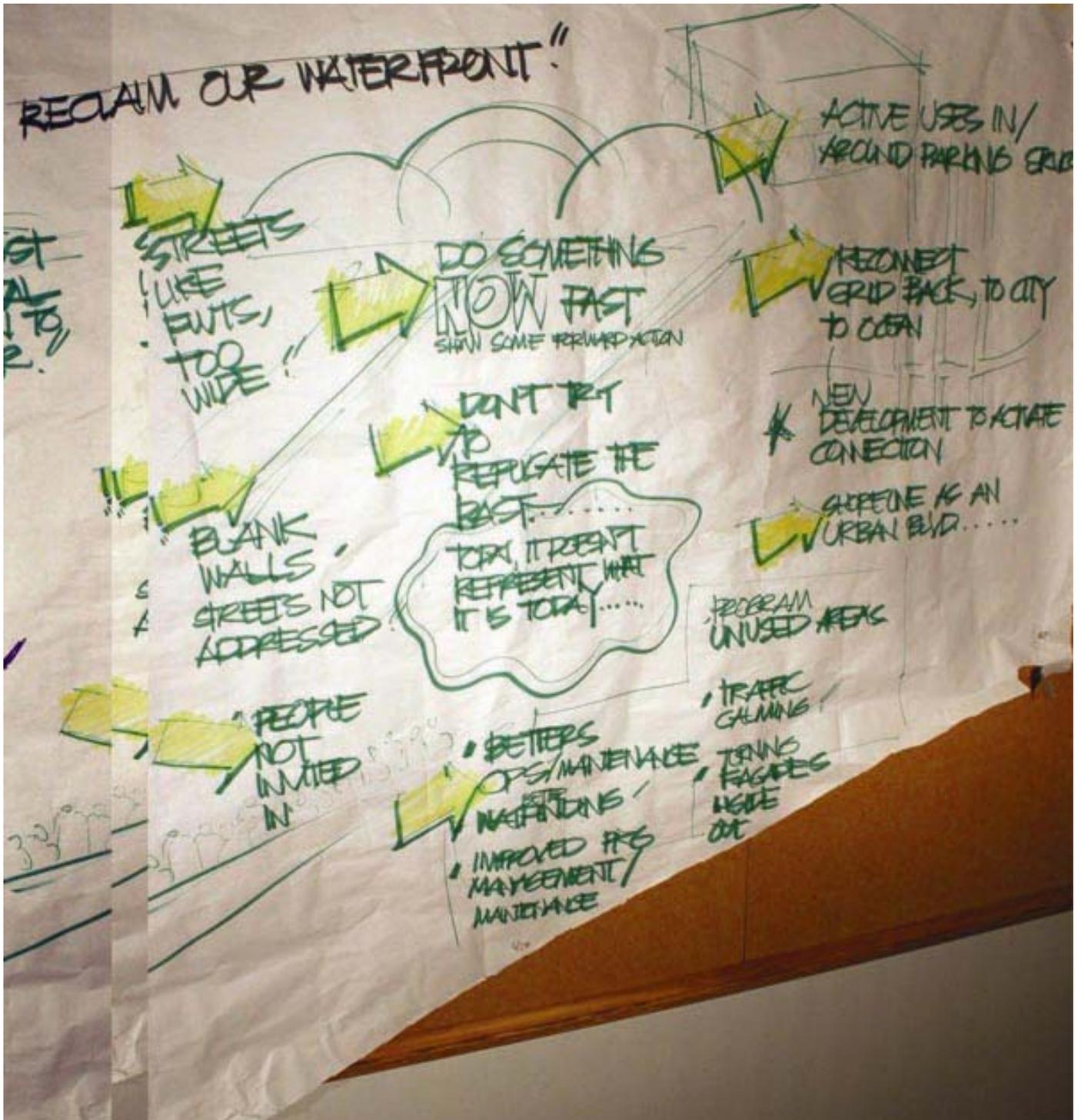
LINDA CONGLETON **SUZANNE FRICK**

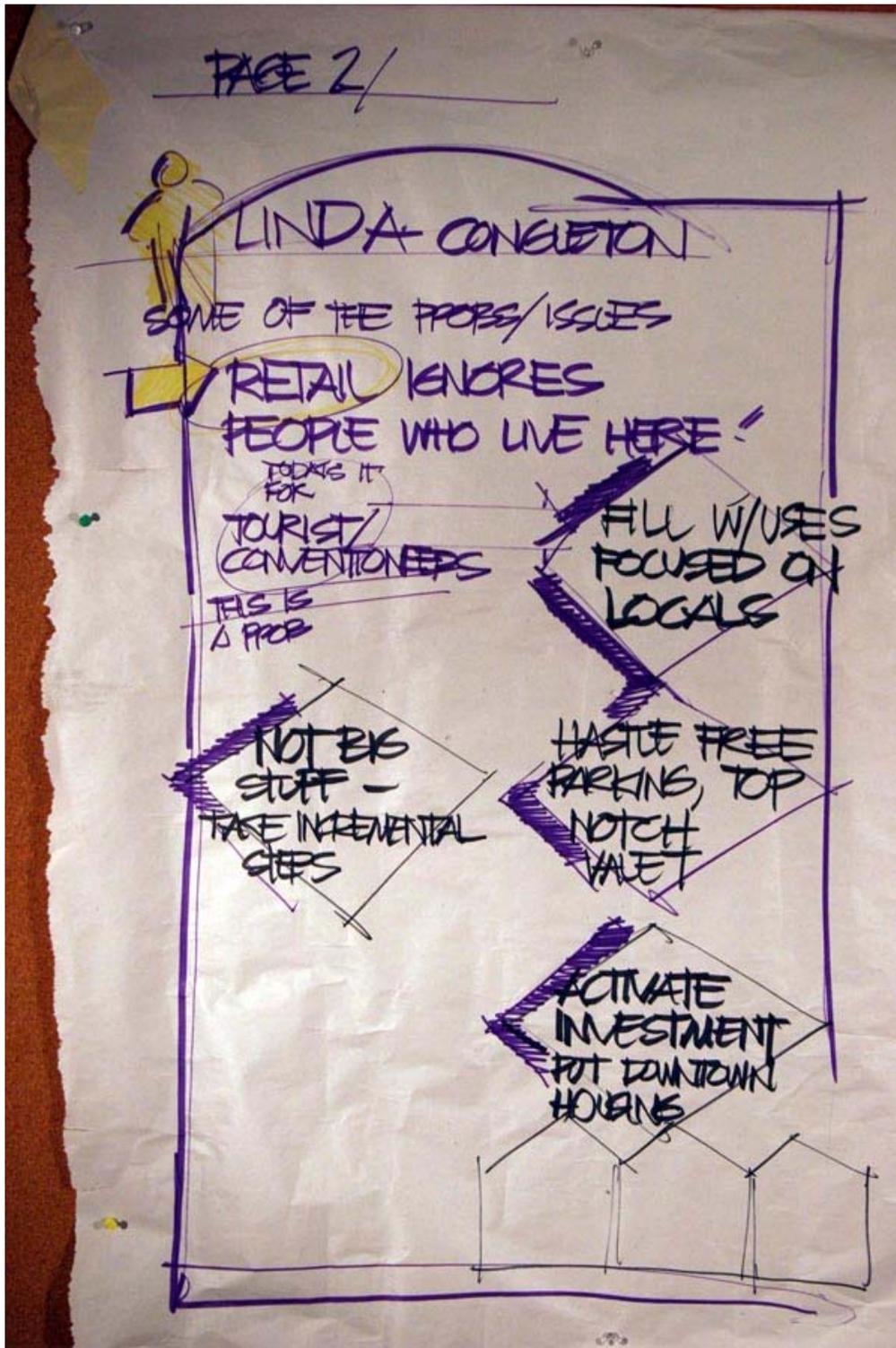
JULS OTTO

SOME ISSUES

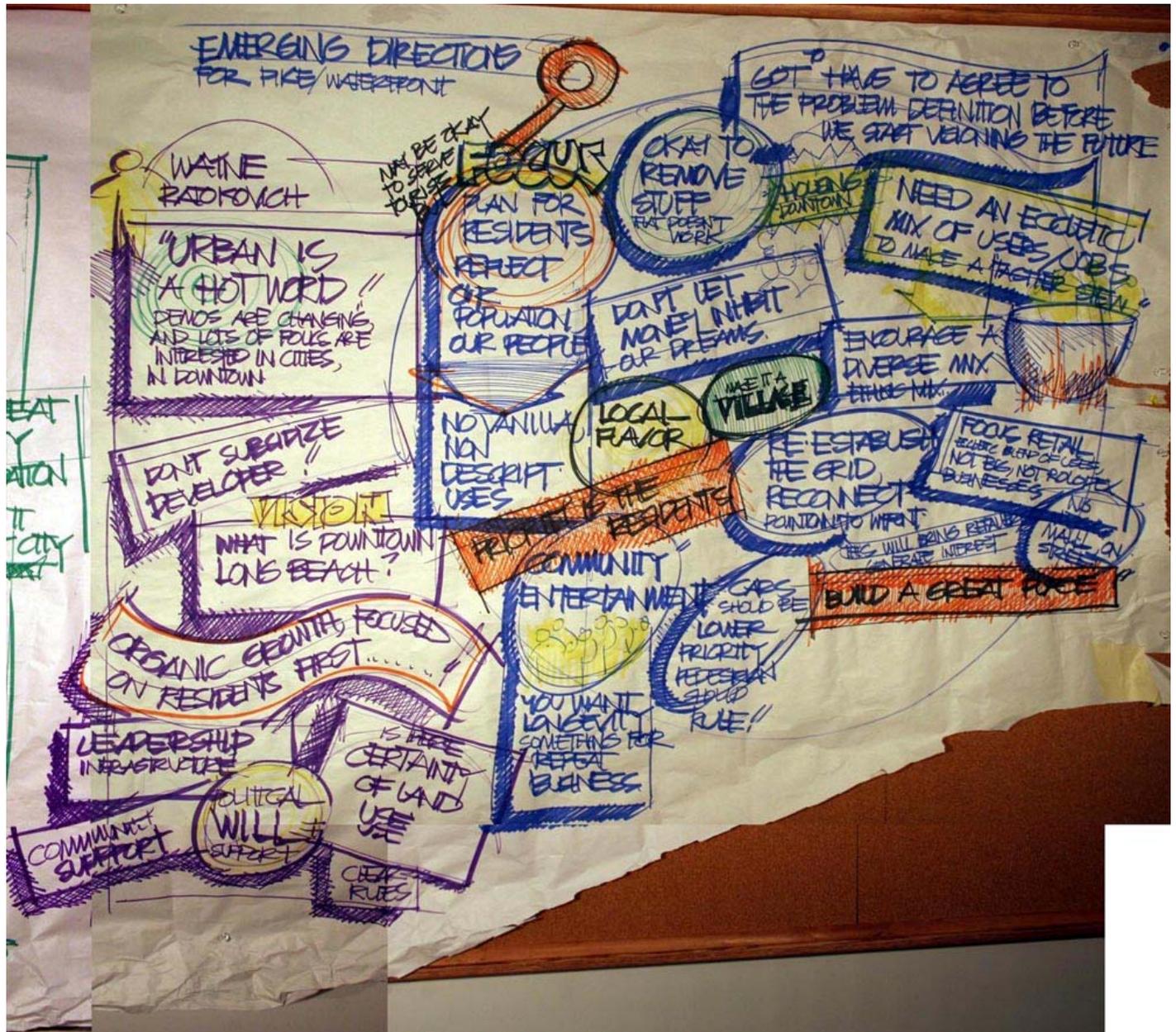
- PROJECT TURNS ITS BACK TO THE WATER
- VACANCIES
- PARKING MANAGEMENT
- LACK OF PUBLIC MONEY TO SUPPORT IT











PAGE 3 / ADD LIKE PANEL DISCUSSION

QUESTIONS

DENSITY

FIL/WATER SEPARATION

DOES CITY PLACE IMPACT THE RIVER?

NEED MORE HIGH RENSITY DOWNTOWN.

USE CITY PLACE FOR M. HOUSING...

"LESS LIKE AN ALLEY"



RICK

DO WE HAVE
✓ GOOD ENERGY
✓ GOOD PEOPLE

✓ TAKES TIME
(LOOK @ EVOLUTION OF ROME)

SHORT TERM
✓ SHOULD HAVE CREATED A PIAZZA NOT CAR INTERSECTION

✓ RECONNECTION TO SHORE...
• LET RIVER FLOW TO OCEAN...

WALK STREET
✓ MORE PEDERIAN FOCUS, LESS EMPHASIS ON CAR

✓ TAKE A 25-30 YR VIEW OF WHAT WED USE TO SEE...



LESTER

✓ "CONSTRUCTING PLANS"
✓ COASTAL PLAN...
✓ NOT PERMITTED RETAIL USES

