

**CITY OF MANHATTAN BEACH  
DEPARTMENT OF COMMUNITY DEVELOPMENT**

**TO:** Planning Commission

**FROM:** Marisa Lundstedt, Community Development Director  
Nhung Madrid, Senior Management Analyst

**DATE:** March 25, 2015

**SUBJECT:** Prioritization of Urban Land Institute (ULI) Recommendations

**RECOMMENDATION:**

Staff recommends that the Planning Commission accept the presentation of the prioritization of the Urban Land Institute (ULI) recommendations.

**BACKGROUND:**

The community has been engaged in an ongoing discussion of the future of downtown. In June 2014, The City issued a Request for Proposal (RFP) for a Downtown Plan to study and recommend improvements of the area. In September 2014, the City reissued an RFP for a Downtown Specific Plan to recommend and implement downtown improvements. Interviews were held and Pacific Municipal Consultants (PMC) was selected to complete the plan. During the RFP process, the City had also engaged the Urban Land Institute (ULI) in a discussion regarding their Technical Assistance Panels which includes an “immersion week” of study in the form of a five-day charrette, followed by recommendations. The City engaged ULI to conduct their charrette in early 2015 with the premise that PMC would develop the implementation tool designed to carry out the vision and recommendations for Downtown.

During the week of January 12-16, 2015, the City, in collaboration with ULI, held a five-day Advisory Services Panel comprised of various land use experts to engage community stakeholders and evaluate the Downtown area. On January 16<sup>th</sup>, the recommendations from ULI’s evaluation were presented to the community in a public presentation. The recommendations were then summarized in a memorandum to Council distributed on January 20, 2015 (Attachment 1).

**DISCUSSION:**

Categorizing ULI Recommendations

Based on the visioning action items presented by ULI, Staff prioritized the recommendations into four categories for the City Council to approve, which occurred at the February 23, 2015 City Council Study Session. This will keep the momentum going for those items that are either underway, on-going, or are within close reach. The categories include recommendations for both the Public Sector (City) and the Private Sector (Community) to lead and are defined as follows (Attachment 2):

**Category 1: Low Hanging Fruit** (1-3 months)

Requires fewer resources to implement and has lower value

**Category 2: Quick Wins** (4-12 months)

Requires fewer resources to implement and has higher value

**Category 3: Big Hitters** (12-18+ months)

Requires more resources to implement and has higher value

**Category 4: Money Pit** (non-starters)

Requires more resources to implement and has lower value

Staff has already begun initial steps towards carrying-out some of the ULI recommendations within Category 1, as further described below. These recommendations have been categorized in order to quickly accomplish short term tasks while identifying longer-term / higher-value action items.

**Category 1: Low Hanging Fruit****Public Sector Recommendations:**

- Evaluate Pricing and improvements to the parking system
  - The City has begun initial conversations with the key Downtown businesses / owners / associations on demand based pricing for metered parking, additional valet programs, and parking options.
- Identify opportunities for public-private partnerships to develop key Downtown redevelopment sites
  - The City Traffic Engineer is currently identifying locations in the public right-of-way where a pilot outdoor dining area and/or parklets can be implemented.
- Be proactive: Conduct outreach to businesses to ensure a healthy Downtown commercial base
  - Staff will continue to attend the monthly Downtown Business and Professional Association (DBPA) meetings and provide updates on the Downtown Specific Plan process/project.
- Construct streetscape improvements
  - The City has awarded a Public Works contract for the replacement of the blue granite tiles with a stamped colored asphalt pattern and a slurry seal in the Downtown area as an interim improvement measure. This work is considered the initial steps towards a future comprehensive streetscape project.

### Private Sector Recommendations:

- Create informal Downtown Residents group
  - Staff anticipates reaching out to the eight Downtown Residents that participated in the ULI Stakeholder interviews to begin the formation of a Downtown Residents Group.
- Create a public arts plan (initiate)
  - Engage the community by utilizing the Cultural Arts Commission's monthly meetings as a platform to initiate a public art plan with interested stakeholders. Although the initial steps of this recommendation can begin immediately, completion of a public art plan will take 6-12 months, which would fall into the Quick Wins category.

### **Category 2: Quick Wins**

#### Public Sector Recommendations:

- Focused zoning text amendments
  - Staff to immediately begin focused zoning text amendments related to prohibiting consolidation of lots and limitations on ground floor uses in the Downtown area. This recommendation will require thoughtful public outreach to the business / retail community and several public meetings at the Planning Commission and City Council.
- Design Streetscape Improvements
  - Through public outreach and community meetings as part of the Downtown Specific Plan process.
- Develop Downtown Urban Design Guidelines
  - Review and amend existing Downtown Urban Design Guidelines through the Downtown Specific Plan process.
- Fill Economic Development Manager Position
  - Human Resources Department to recruit and fill the Economic Development Manager position within the City Manager's Office.

#### Private Sector Recommendations:

- Property and Business Improvement District (PBID) formation
  - Staff will work with the Finance Department, City Attorney's Office, Commercial Property Owners and Business Owners to begin discussions on the formation of a PBID to focus on economic development.
- Downtown retail strategy
  - Staff to work with the Downtown Business and Professional Association and other Downtown retailers to prepare a retail strategy.
- Local retail marketing strategy / Downtown events strategy
  - Staff to collaborate with the Parks & Recreation Department and Downtown Business and Professional Association and other Downtown

businesses to prepare a marketing and events strategy for additional events in public spaces throughout the Downtown (Farmers Market location).

- Create a public art plan (completion)
  - Complete a public art plan that has been publicly vetted and supported by the Cultural Arts Commission and City Council.

### **Category 3: Big Hitters**

#### Public Sector Recommendations:

- Create a Downtown Specific Plan
  - The Professional Services Agreement with Pacific Municipal Consultants (PMC) to prepare the Downtown Specific Plan was awarded on February 23, 2015. Staff is currently working with the consultant team on a project timeline and kick-off meeting.
- Construct streetscape improvements
  - Through the Downtown Specific Plan process, streetscape improvements will be identified and implementation of these improvements are considered long term (24+ months) due to funding requirements and length of time to construct the improvements.
- Invest in City's future: Issue a bond to fund key infrastructure improvements
  - In order to fund key infrastructure improvements staff will work with the Finance Department and Public Works Department to plan for improvements through the CIP, as well as look at other revenue sources other than property taxes.
- Adopt a Parking Management Plan
  - The initial steps to evaluate pricing and improvements to the parking system have already been initiated, and these improvements will be incorporated into the larger Parking Management Plan for long-term implementation and success.

#### Private Sector Role:

- None

### **Category 4: Money Pit (non-starters)**

No ULI recommendations have been included in this category.

As described above, these initial recommendations were presented by the ULI Panel Members at the public meeting at the end of the week-long visioning charrette.

#### Downtown Specific Plan

Over the last year, the City Council has been presented with options on next steps for the future of Downtown which has included a proposal for a Downtown Plan and a

Downtown Specific Plan. Through the ULI visioning charrette, the Advisory Services Panel has recommended a Downtown Specific Plan as the preferred approach with implementing change in the Downtown. Based on these recommendations by ULI, the City Council approved moving forward with the preparation of a Downtown Specific Plan and awarded a Professional Services Agreement with Pacific Municipal Consultants (PMC) as the next step in the process.

The Agreement with PMC to prepare a Specific Plan will include the following as summarized below:

1. **Introduction and Background:** Plan area, purpose and relationship to other important City documents.
2. **Existing Conditions:** Synopsis of Downtown's current setting, conditions and key issues.
3. **Downtown Outreach / Visioning and Public Input:** Describes the engagement and visioning process and "shows" rather than "tells" the 20+ year vision through illustrations, images and/or graphics.
4. **Land Use Plan:** Clarifies the allowed and identifies strategic zoning provisions to be implemented through standards.
5. **Private development standards and private property design guidelines:** Includes standards and guidelines that will aim to address land use and design issues currently present in Downtown project applications and projects.
6. **Downtown Economic Revitalization Strategies:** Includes a list and description of promotional, organizational, business retention and business expansion strategies for Downtown.
7. **Parking, Access and Multi-modal Circulation:** Includes a parking, access and linkage study, and parking management strategies as the basis for updating the Downtown Parking Master Plan and Downtown Parking Management Plan.
8. **Public Streetscape Improvement Plan and Recommendations:** Includes public realm recommendations for urban form and cross sections of Downtown streets for auto, bike and pedestrians, and streetscaping demonstrated in a 3D SketchUp model with animation and still frame graphics.
9. **Infrastructure Plan:** Includes analysis of the water and sewer systems to determine any deficiencies in the systems, and develop a mitigation projects, as well as estimated implantation costs.
10. **Implementation Strategy and Funding Plan:** Provides a toolbox of prioritized implementation strategies (projects, actions, policies, and programs) with

financing mechanisms available to achieve each of the major components of the Downtown Specific Plan.

Based on the ULI presentation and findings, the approved Downtown Specific Plan Scope of Work was significantly reduced to account for ULI work to date, as well as shortening the project schedule by approximately four (4) months bringing the project to a 14-month timeline.

Below is an overview of the project phases and tasks:

**Phase 1: Project Commencement and Analysis**

- 1.2 Data collection, Review and Evaluation
- 1.4 Basemapping
- 1.5 Outreach and Engagement Strategy
- 1.6 Key Stakeholder Discussions and/or Focus Groups
- 1.8 Downtown Market Analysis

**Phase 2: Downtown Design Concepts**

- 2.2 Public Workshop #1 - Community Design Concepts
- 2.3 Internal Charrette - Preliminary Downtown Design Elements and Strategies
- 2.4 Develop Preliminary Downtown Alternatives
- 2.7 Public Council/Commission Study Session #1
- 2.9 Preferred Downtown Design Concepts and Strategies

**Phase 3: Specific Plan Development**

- 3.1 Assess Economic Revitalization Strategies

**Phase 4: Plan Adoption & CEQA Compliance**

- 4.6 Project Management (to account for reduction in project duration)

**CONCLUSION:**

To continue the positive support and energy from the ULI visioning charrette process, staff has already begun reaching out to various stakeholder groups to discuss implementation strategies on some of the ULI recommendations. Several of the recommendations will require review by the Planning Commission, and staff will keep the Commission well-informed of the project status, as needed. Staff recommends that the Planning Commission accept staff's presentation.

Attachments:

1. 1-20-15 Urban Land Institute (ULI) Downtown Visioning Week Recap Memo
2. Prioritization of ULI Recommendations



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 Telephone (310) 802-5000 FAX (310) 802-5001 TDD (310) 546-3501

**TO:** Honorable Mayor Powell and Members of the City Council  
**FROM:** Marisa Lundstedt, Director of Community Development  
**SUBJECT:** Urban Land Institute (ULI) Downtown Visioning Week Recap  
**DATE:** January 20, 2015

## **INFORMATION MEMO**

During the week of January 12, 2015 to January 16, 2015, the City, in collaboration with Urban Land Institute (ULI), held a five-day Advisory Services Panel comprised of various land use experts to engage community stakeholders and evaluate the Downtown area. The highlights of the week included the following events:

### **Monday, January 12, 2015**

An evening public reception was held at the Joslyn Auditorium with over 80 attendees present to participate in the event. ULI staff and panel members were introduced and the public had an opportunity to mingle with panel members as well as provide written comments.

### **Tuesday, January 13, 2015**

For a National Advisory Services Panel, the City broke the record with 123 stakeholder interviews over a one-day timeframe (see attached). Stakeholder interviewees included individuals representing various groups throughout the community including Downtown Business Owners, Downtown Commercial Property Owners, Downtown Residents as well as Residents from all parts of the City (Sand Section, Tree Section, Hill Section, Liberty Village, Manhattan Village, East Manhattan Beach), Brokers, Investors, Realtors, Architects, Non-Profit Organizations, Faith Organizations, Manhattan Beach Unified School District, Community Groups and Organizations and City Staff.

<b>Stakeholder Group</b>	<b>Council Directed Goal</b>	<b>Actual</b>	<b>Number of Interviewees</b>
Downtown Business Owners	20%	20%	24
Downtown Commercial Property Owners	20%	22%	27
Community/Faith/Non-Profit Groups, Residents	35%	33%	41
City Elected Officials and Staff, MBUSD Board	15%	17%	21
Downtown Residents	5%	4%	5
Brokers/Investors/Architects/Realtors	5%	4%	5
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>123</b>

## Friday, January 16, 2015

With over 100 stakeholders present, ULI Panelists presented their final report and highlighted the following implementation strategies.

### Public Sector Role:

- ✓ Invest in your future—use your AAA bond rating.
  - Issue a bond to fund key infrastructure, plan for improvements in the CIP, look at other revenue sources other than property taxes.
- ✓ Balance the needs of residents, business owners, commercial property owners and visitors.
  - Be sensitive to resident concerns (noise, trash, deliveries), provide staff liaison to facilitate complaints and ensure consistent code enforcement.
- ✓ Be proactive.
  - Conduct outreach to businesses to ensure healthy downtown commercial base, actively engage the Downtown Business and Professional Association (DBPA) and the Commercial Property Owners Association (MBCPOA) to listen to their needs and work collaboratively to identify programs and incentives.
- ✓ Identify opportunities for public-private partnerships to develop key downtown redevelopment sites.
  - Seek out partnerships to encourage additional parking and desired development patterns and uses.
- ✓ Create a Downtown Specific Plan.
  - Give City Staff, developers, property owners and residents the certainty they desire for how Downtown will develop.
- ✓ Evaluate pricing and improvements to the parking system and adopt a parking management plan.
  - Use the PPIC to evaluate additional parking spaces, remote parking and use of trolley/shuttles. This also serves to enhance both the resident and visitor experience to Downtown.
- ✓ Design and construct streetscape improvements.
  - This is a critical component to enhance the Manhattan Beach vision and brand. Look at wider sidewalks, decorative elements, LED lighting, landscaping, public art and other amenities.
- ✓ Fill the Economic Development Manager position.
  - Address the traditional economic development activities citywide needed for an improved tax base, high quality jobs, etc. that will help to lessen the burden of property taxes for residents. It is also suggested to add a redevelopment scope to the job description.
- ✓ Develop Downtown Urban Design Guidelines.
  - Ensures that new and renovated buildings reflect the desired physical quality and culture of the community, serves to highlight the pedestrian nature of the commercial corridor, identifies categories such as building orientation and placement, access and driveways, parking, pedestrian access, materials, lighting, landscaping, street furniture and



signage. Consider contracting with an Urban Designer to review proposed project for compliance to the guidelines.

### Private Sector Role:

- ✓ Downtown Property and Business Improvement District (PBID) formation.
  - Formation of a PBID to focus on economic development.
- ✓ Downtown retail strategy.
  - A retail strategy can show prospective retailers a plan. No shopping center should be without one and with more and more Downtowns producing them.
- ✓ Local retail marketing strategy/Downtown events strategy.
  - Getting the marketing right is critically important. DBPA can handle promotions and events. Need to use Internet and Smart Phone apps. The events in Downtown are large, and some hurt rather than help Downtown retailers. Events are scheduled on weeks or days when Downtown retail already is successful.
- ✓ Create informal Downtown Residents group.
  - Downtown residents have a unique interest and their needs to be a balance of those interests with those of businesses. Informal Downtown groups should be formalized.
- ✓ Create a public art plan.
  - There is a lack of public art Downtown. Need a public art plan to enliven public plazas and improve blank walls.

### Next Steps

The City anticipates receiving the final report from ULI in late February. A City Council Study Session will be scheduled in March to present the final report, guidance on a contract for PMC consulting services to prepare either a Downtown Plan or a Specific Plan, and to receive direction from City Council regarding the report recommendations, as well as general guidance on the next steps.

### **Downtown Business / Owners**

Damira Bacic	Shade Hotel
Dana McFarland	Beehive/Wright's
David Levin	Lulu's (closed)
Jason Shanks	Nikau Kai
Kelly Hoose	3rd Gallery
Kelly Stroman	Downtown Business and Professional Association
Kevin Scott	SK Polymers
Kierston Allen	Dealer.com
Kris D'Errico	Bella Beach/Bella Beach Kids
Kyle King	Shorwood Realtors
Lee Blakos	Growing Wild
Les Silverman	Look Optomerty
Linda Mcloughlin Figel	{Pages} a Bookstore
Lisa Gallien	Growing Wild
Manny Serrano	Bank of Manhattan
Mary Kelley	23rd Street Jewelers
Maureen McBride	Tabula Rasa
Michael Zislis	Zislis Group
Mike Simms	Simms Group
Milo Bacic	Shade Hotel
Pete Moffet	Former Business Owner
Rebo McFadden	iRubMB
Ric Arrigoni	Hush Salons
Suzanne Lerner	Michael Stars

**Downtown Commercial Property Owners**

Barry Deziel	224, 225, 227 MBB
Corine Laurence	1125-1131 Manhattan Ave
David Zislis	Zislis Group
Dennis Maloney	805 Manhattan Ave
Don Swanson	1200 Block Manhattan Ave
Donald Spencer	312-320 MBB
Dwight Robertson	1125-1131 Manhattan Ave
Edward Laurence	1125-1131 Manhattan Ave
Ezra Choueke	
Greg Laurence	1125-1131 Manhattan Ave
Guy Gabriel	317, 323 MBB
Heath Gregory	117 MBB
Helen Ristani	909, 1001, 1005, 1007, 1009, Manhattan Ave; 1311 10th Pl
James Wellbaum	Rep for David Piory 1141-1151 Manhattan Ave
Jay Haskell	
Jennifer Honey	
Joan Deziel	224, 225, 227 MBB
Kyle Ransford	213, 232, 300 MBB
Lando Saad	229 13th St
Matt Van Amburgh	1301 Highland Ave
Michael Goldstein	321, 323, 325, 327 MBB
Michael Greenberg	Sketchers
Nicole Fitzgerald	213, 232, 300 MBB
Phillip Cook	818 MBB
Robert Stahl	1103 Highland Ave
Tony Choueke	324/326 13th St; 1141,1143 & 1145 Highland; 116 & 324 MBB
Yolanda Baltazar	Rep for David Piory 1141-1151 Manhattan Ave

**Community/Faith/Non-Profit Groups, Residents**

Andrea Giancoli	Beach Cities Health District
Angie Silverman	FOLA/Tree Section Resident
Ann Kelly	Hometown Fair Association
Bill Victor	Sand Section Resident
Craig Cadwallender	Surfrider Foundation
Dan Constant	Neighborhood Watch Rep/Tree Section Resident
Debbie Wick Keen	East MB Resident
Don Gould	LA County Library
Don McPhearson	Hill Section Resident
Don Rowe	LA County Library
Ed Caprillian	Tree Section Resident
Eve Kelso	City Staff/ Dial-a-Ride & Older Adults Programs
Farnaz Flechner	MBEF
Gary McAulay	Sand Section Resident
Henrietta Mosely	League of Women Voters
Jan Buike	City Staff/Older Adults Programs
Jan Dennis	MB Historical Society/Hill Section Resident
Jennifer Jovanovic	Growing Great/Sand Section Resident
Jeri Martin/Elaine Trotter	Neptunian Womens Club/Tree Section Resident
Jim Dillavou	Sand Section Resident
Jim O'Callahan	MB Chamber of Commerce
Joanne Kreindel	East MB Resident
Jon Chaykowski	Hill Section Resident
Julie Gonella	MB Botanical Gardens/Downtown Resident
Julie Harrison	Sand Section Resident
Karol Wahlberg	MBRA/Downtown Resident
Kim Martin	Grades of Green/Tree Section Resident
Larry Kosmont	MVM Consultant
Larry Scanlan	Leadership MB
Leda Madison	East MB Resident/Downtown Business Employee
Liz Griggs	MVM Representative
Lynne Gross	Roundhouse/Sand Section Resident
Marie Colmey	Sand Section Resident
Mary Jo Ford	Beach Cities Health District/Tree Section Resident
Michael Lohnert	Hill Section Resident
Mike Murphy	Sand Section Resident
Paul Gross	Sand Section Resident
Paul Silva	The Beach Reporter
Roger Lamont	East MB Resident
Victor Algaze	East MB Resident
Wally Siembab	SBCCOG

**Elected Officials/Staff/MBUSD Board**

Amy Howorth	Councilmember
Bill Fournell	MUSD Board Member
Cheryl Cleamons	Library Commissioner
Christine Cronin-Hurst	MUSD Board Member
David Lesser	Councilmember
Ellen Rosenberg	MUSD Board Member
Fred Manna	P & R Commissioner
Jennifer Cochran	MUSD Board Member
Laurie Jester	Planning Manager
Loli Ramezai	Cultural Arts Commissioner
Marisa Lundstedt	Community Development Director
Mark Burton	Mayor Pro Tem
Mark Danaj	City Manager
Martha Andreani	PC Commissioner
Nadine Nader	Assistant City Manager
Quinn Barrow	City Attorney
Steve Nicholson	PPIC Commissioner
Steve Ortmann	PC Commissioner
Tony D'Errico	Councilmember
Tony Olmos	Public Works Director
Wayne Powell	Mayor

**Downtown Residents**

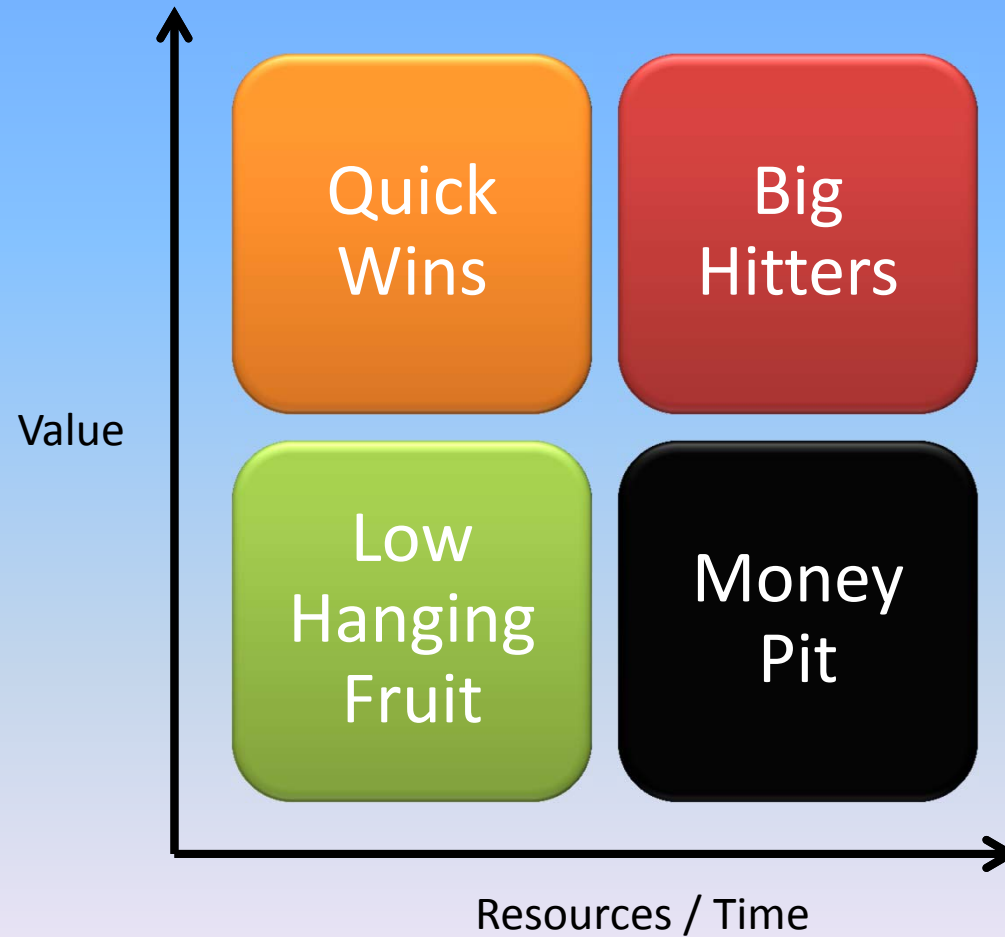
George Kaufman  
Jackie May  
Jim Quilliam  
Joy Curry  
Neil Leventhal

**Brokers/Investors/Architects/Realtors**

Gary Horwitz	Jones Lang LaSalle
Jim Fasola	Architect
Jon Tolkin	Tolkin Group
Louie Tomaro	Architect
Sheri Fejeran	SBAOR

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# Prioritization of ULI Recommendations



ATTACHMENT B

# Low Hanging Fruit

( 1-3 months)

## Public Sector Role

- Evaluate pricing and improvements to the parking system
- Identify opportunities for public-private partnerships to develop key Downtown redevelopment sites
  - Wider sidewalks (outdoor dining/parklets)
- Be Proactive - Conduct outreach to businesses to ensure a healthy Downtown Commercial base
- Construct Streetscape Improvements
  - Crosswalk/tile replacement

## Private Sector Role

- Create informal Downtown Residents group
- Create a public art plan (initiate)





# Quick Wins

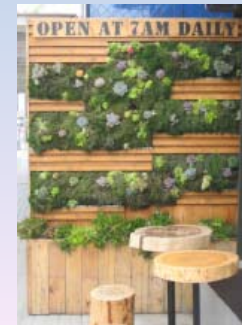
( 4-12 months)

## Public Sector Role

- Design streetscape improvements
- Develop Downtown Urban Design Guidelines
- Fill Economic Development Manager Position
- Focused zoning text amendments
  - Consolidation of lots
  - Ground floor uses

## Private Sector Role

- Property and Business Improvement District (PBID) formation
- Downtown retail strategy
- Local retail marketing strategy/Downtown events strategy
- Create a public art plan (completion)



# Big Hitters

( 12-18+ months)

## Public Sector Role

- Create a Downtown Specific Plan
- Construct streetscape improvements (24+ months)
- Invest in City's future: Issue a bond to fund key infrastructure
- Adopt a Parking Management Plan



## Private Sector Role

- N/A

