



Thanks to the following people for their support in making this panel possible:

- The Honorable Robert Garcia, Mayor
- Arturo Sanchez, Deputy City Manager
- Linda Tatum, Planning Bureau
- Sean Crumby, Department of Public Works
- Carrie Tai, Planning Bureau
- Mark Taylor, Mayor's Office
- Charmaine Atherton, Gail Goldberg, ULI Los Angeles

Long Beach, California

Transforming the Boeing C-17 Site



Image Landsat

Google earth

The Rose Center
FOR PUBLIC LEADERSHIP

NATIONAL
LEAGUE
of CITIES



Urban Land
Institute

Mission:

To encourage and support excellence in land use decision making.

“We should all be open-minded and constantly learning.”

--Daniel Rose



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Urban Land
Institute

Mission:

Helping city leaders build better communities

Elected officials and staff from more than 19,000 US cities, towns and villages are members of NLC or its 49 state municipal leagues





Urban Land Institute

Mission:

Providing leadership in the responsible use of land and in creating and sustaining thriving communities worldwide

36,000 members worldwide:

- Developers
- Investors, Bankers and Financiers
- Architects, Designers and Consultants
- Public officials
- Academics



Rose Center Programming



- Policy & Practice Forums
- Education for Public Officials: webinars, workshops, and scholarships to attend ULI conferences

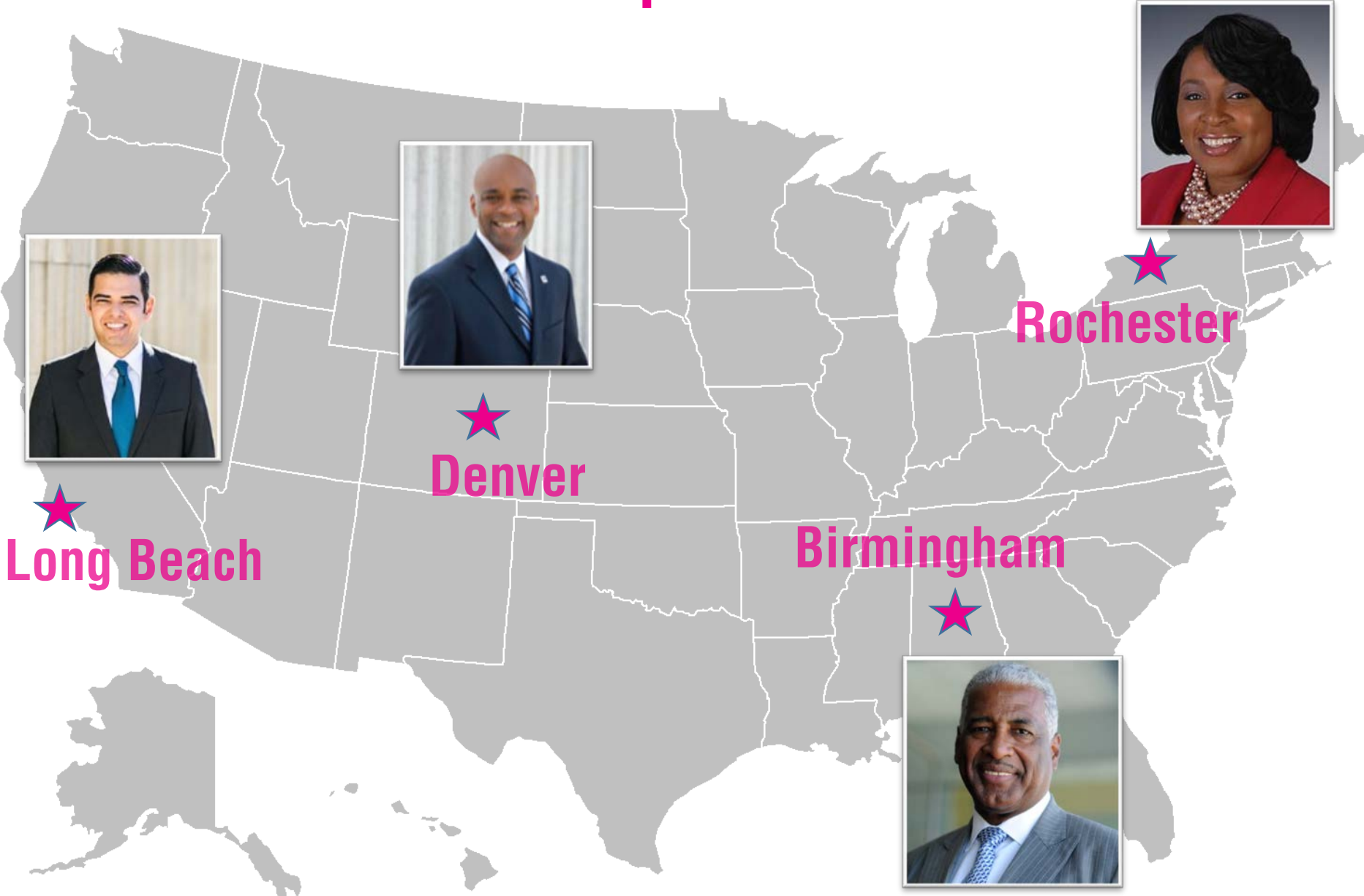


- Four cities selected for yearlong program of professional development, leadership training, assistance with a local land use challenge
- Mayor selects 3 fellows and team coordinator
- Participating cities to date:
Austin, Boston, Charlotte, Detroit, Hartford, Honolulu, Houston, Indianapolis, Kansas City, Louisville, Memphis, Minneapolis, Nashville, Oakland, Omaha, Philadelphia, Phoenix, Pittsburgh, Portland, Providence, Sacramento, Seattle, Tacoma & Tampa



Daniel Rose Fellowship: alumni mayors

Daniel Rose Fellowship: class of 2016

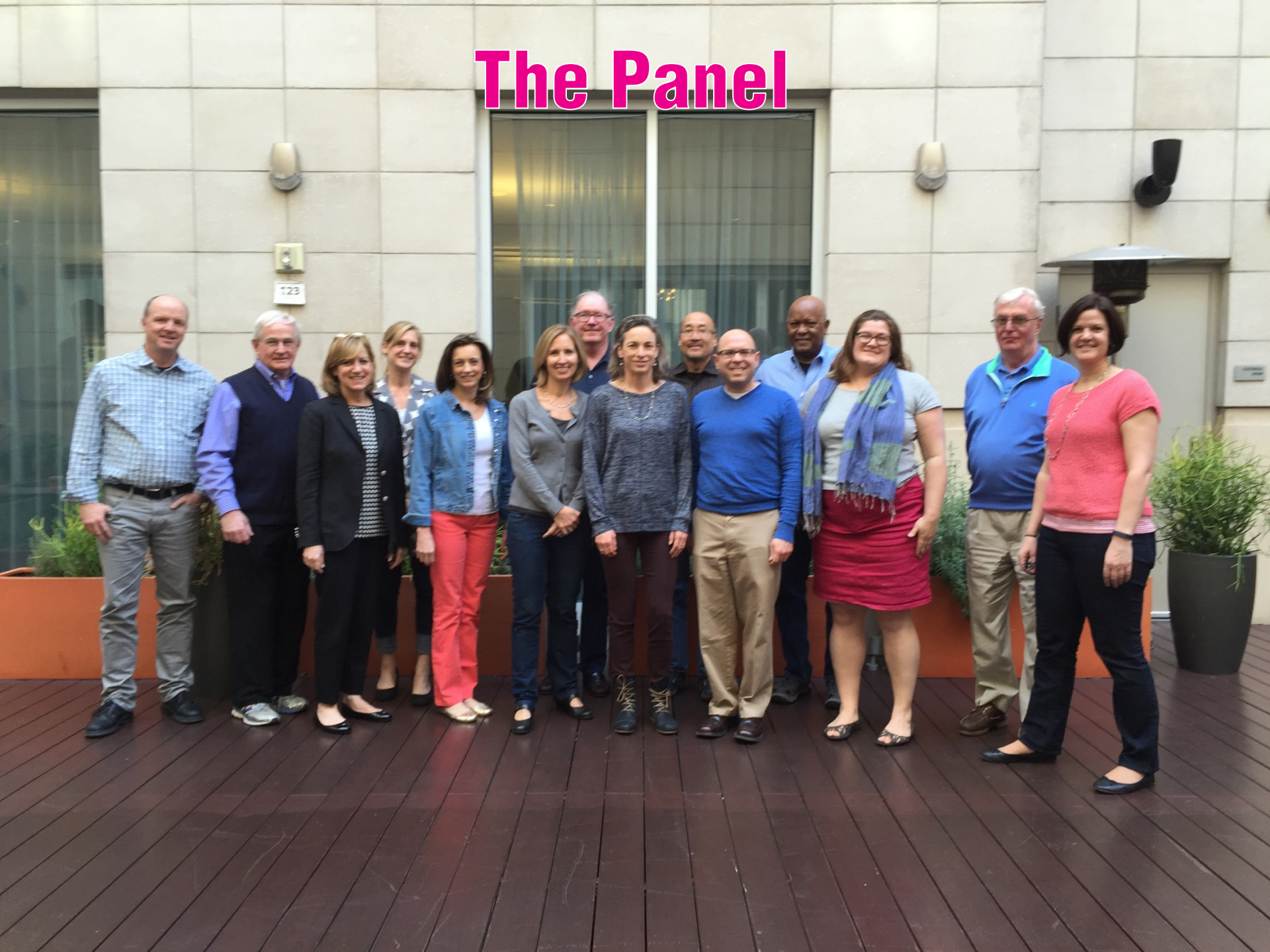


City Study Visits

- Assemble experts to study land use challenge
- Provides city's fellowship team with framework and ideas to start addressing their challenge
- Part of yearlong engagement with each city



The Panel



The Panel

- **Co-Chair:** Laura Aldrete, Matrix Design Group, Denver, CO
- **Co-Chair:** Christopher Kurz, Linden Associates, Baltimore, MD
- Denise Bell, Department of Planning, Engineering & Permits, City of Birmingham, AL (Rose Fellow)
- Crissy Fanganello, Department of Public Works, City & County of Denver, CO (Rose Fellow)
- Ana Gelabert-Sanchez, Gelabert-Sanchez & Associates and former planning director of Miami, FL
- John Griffin, Greenberg Traurig, Boston, MA
- Anne Haynes, MassDevelopment, Boston, MA
- Zina Lagonegro, Department of Neighborhood & Business Development, City of Rochester, NY (Rose Fellow)
- Tom Murphy, Urban Land Institute & former mayor of Pittsburgh, Washington, DC
- Paul Okamoto, Okamoto Saijo Architecture, San Francisco, CA
- Chris Wilkes, Holladay Properties, Indianapolis, IN
- Roger Williams, RW & Associates, Potomac, MD

The Challenge

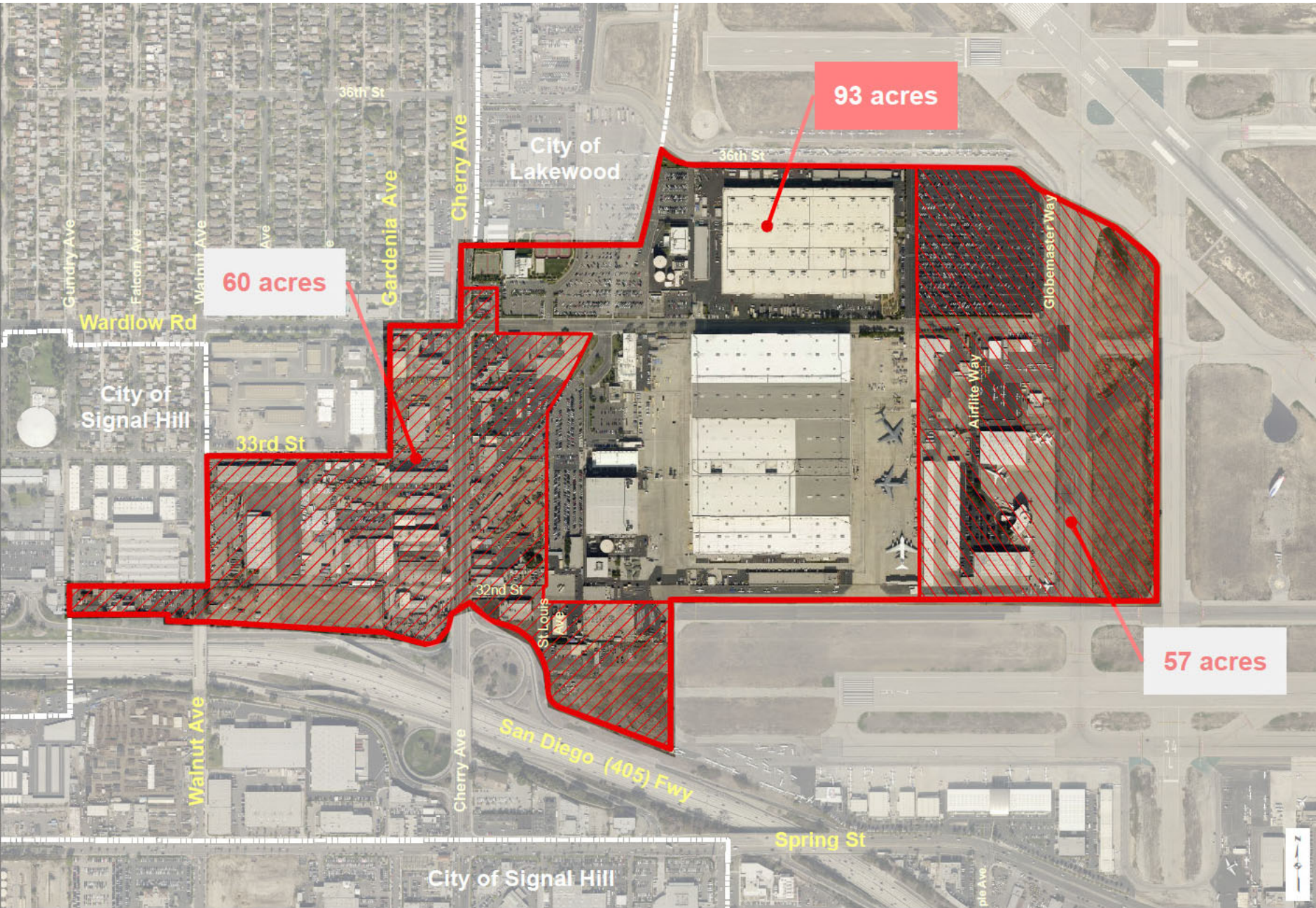
HOME OF THE C-17 GLOBEMASTER III



How can Long Beach create a redevelopment strategy for Boeing's C-17 manufacturing site that attracts jobs and leverages the assets of the airport area?

What should happen to the Boeing site, but through our analysis the more appropriate question may be what should happen to the airport area including the Boeing site?

- What could that look like?
- How does the City achieve that?



93 acres

60 acres

57 acres

City of Lakewood

City of Signal Hill

City of Signal Hill

Spring St

San Diego (405) Fwy

32nd St

33rd St

36th St

36th St

Globemaster Way

Airflite Way

Cherry Ave

Gardenia Ave

Walnut Ave

Wardlow Rd

Gundry Ave

Falcon Ave

Walnut Ave

Ave

14th Ave



Presentation Outline

1. Observations & Framework

2. Today's Context

3. Planning (6 months)

4. Activation (2 years)

5. Development Strategy (by 2019)

6. Conclusion & Homework



Observations



Observations

- Airport area is located strategically (e.g., adjacent to the 405 with airport access 20 minutes from downtown LA and Orange County)
- City has excellent precedent in leading success in the Downtown & Port
 - Organized for success
 - Focus
 - Demonstrable outcomes
- Airport area is the third component of the City's Economic Development Strategy
- Time is of the essence

Observations on the Airport Area



Observations on the Airport Area

- Potential environmental contamination on the 90-acre Boeing site will be known in Spring
- Timeline for disposition appears to be Q1 2019 based on environmental remediation with expectation that the property will be sold as-is
- Noise restrictions limit number of commercial aircraft that can land at the airport--no expectations that these regulations should change or be challenged
- Workforce retraining/ career programs coupled with the Bloomberg Initiative are well-developed functioning structures
- Douglas Park has created 3,000+ jobs
- There is community support for thinking comprehensively about the greater Airport area
- Airport area has multiple land owners – public and private
- 3 jurisdictions in the Airport area

Framework

Q1
2019

Today's Context

- Identify a senior level point person
- Establish an internal steering committee

Planning

- Strategic market analysis
- Plan
- Governance

Activation

- Business attractiveness Assessment
- Infrastructure
- Policy: entitlement & zoning
- Finance strategy

Development Strategy

- Aviation related
- High tech
- Greenfield
- Hybrid

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1980s Downtown



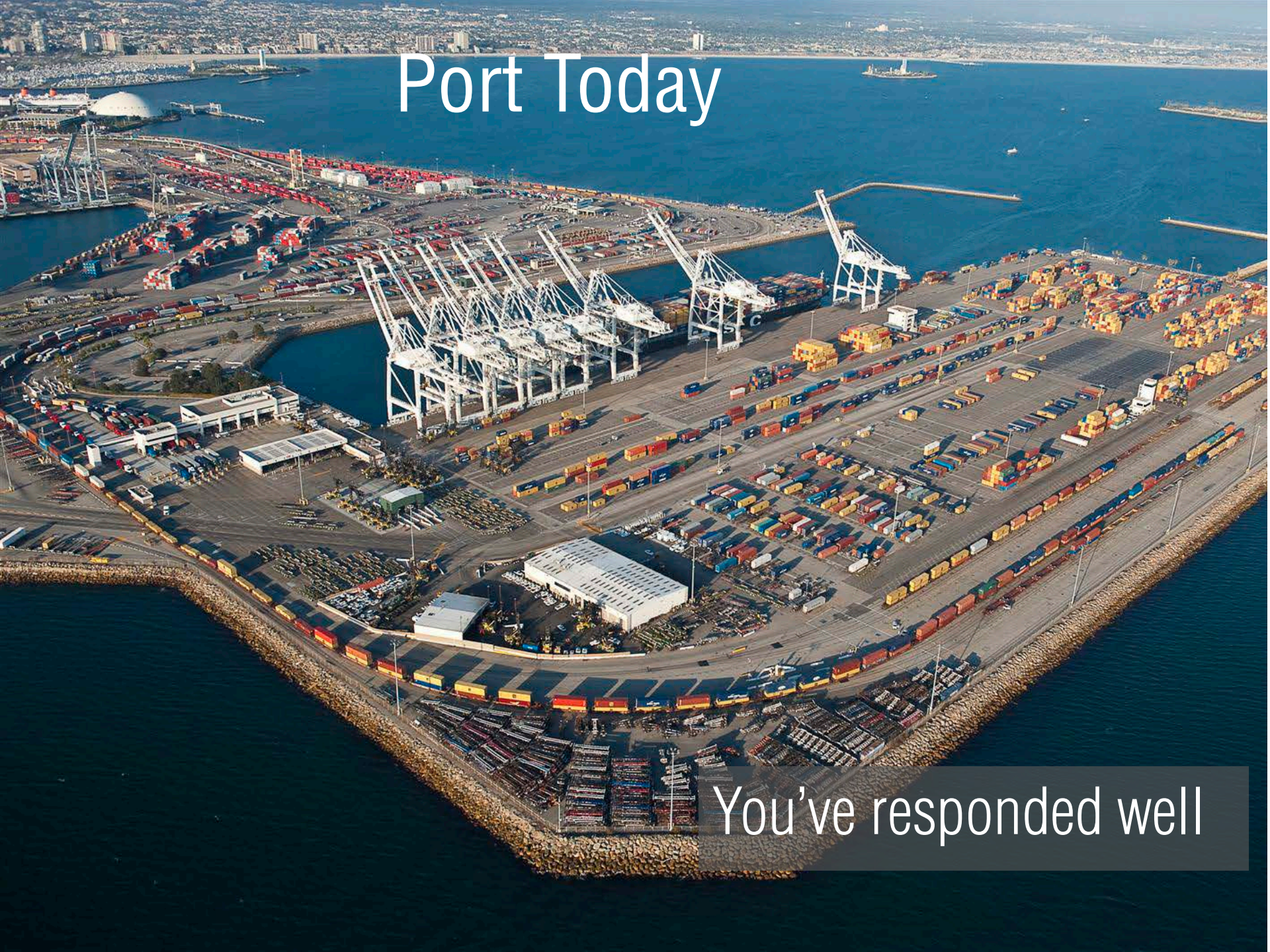


Today's Downtown
The world is changing

The Naval Ship Yard in the 1940s



Port Today



You've responded well

Major Job Drivers – Great Diversity

- Port
- Downtown
- Healthcare
- Airport area



Today's Challenge

- Airport area is your next big challenge
- Douglas Park – good beginning
- Boeing Site – the challenge and choices



First Choice

Does the city want to be proactive rather than reactive?
Strategic rather than transactional?

Urgency

- Boeing's timeline at the earliest makes these properties available in 2019
- **The city can't wait to think about this property**
- City should take advantage of remediation time to appoint a point person to assess the opportunities
- Early assessment of potential users of the building
- Land owner's desire to sell to single purchaser means universe of potential users or developers is small
- Establish the zoning map and expedite the approval process
- Begin to plan for redevelopment along Cherry Avenue in cooperation with Lakewood

Second Choice

Do Building 49 (paint building) & Building 53 stay or get demolished? Who makes that decision?

- Represent a unique competitive advantage that needs to be tested in the market
- Potential to attract an anchor tenant/ user that would bring a supply network with them
- Without the buildings, the site becomes an opportunity to develop a more traditional office/ industrial park

Third Choice

Does the City continue to struggle with the void created by the elimination of the redevelopment authority or the city becomes entrepreneurial?

Financing

- Identify public financing opportunities for infrastructure and other public amenities
- Examples: new market tax credits, historic tax credits, brownfields remediation financing, etc.
- Explore with Lakewood joint planning for Cherry Avenue and shared revenue from the ensuing development

Fourth Choice

Will the Airport area be connected to other opportunities or will this be an isolated development?

Connection

- Continue to lobby and advocate for light rail connection to the Airport area
- Better connection from the Airport area to downtown Long Beach, the Port, Long Beach neighborhoods and Los Angeles

Fifth Choice

Will Long Beach reach for the future or is the City comfortable where it is?

Goals:

1. Robust and diverse job creation
2. Increased tax revenue
3. Enhanced and inclusive quality of life
4. Strengthen the Long Beach identity

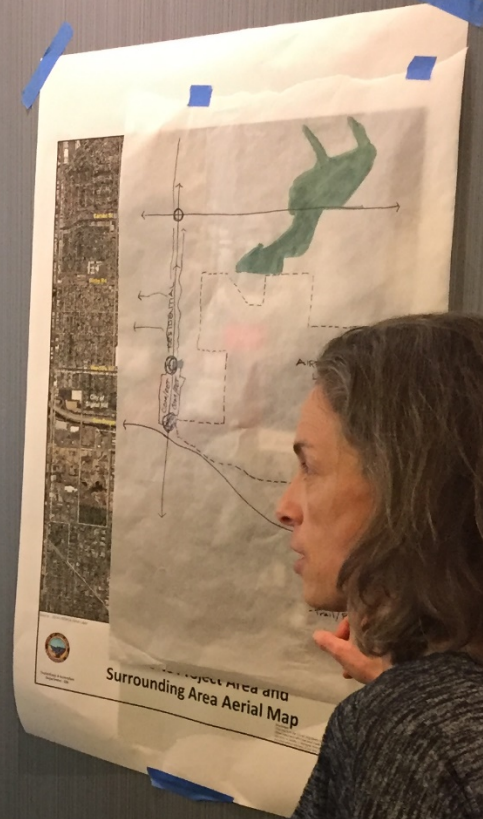
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The Next Six Months

- Governance
- Development strategy
- A plan of action



Governance

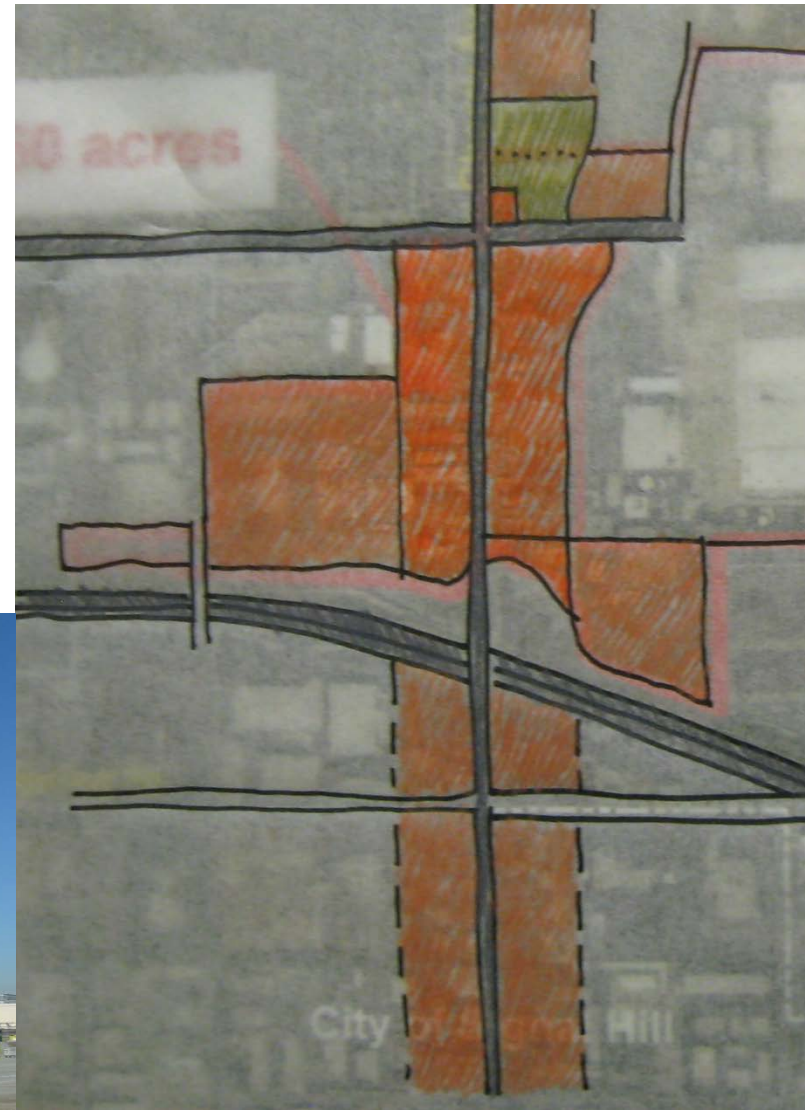


Governance

- Develop a clear vision that leads to the creation of a **GOVERNANCE STRUCTURE**
- Champion for the cause/leader
- Development czar with executive authority to coordinate all development effort—*vision keeper*
- Single point of contact
- e.g.: Port Authority structure-framework

Strategy

- Market analysis
 - Viability of existing buildings on Boeing site
 - Development opportunities along Cherry Avenue



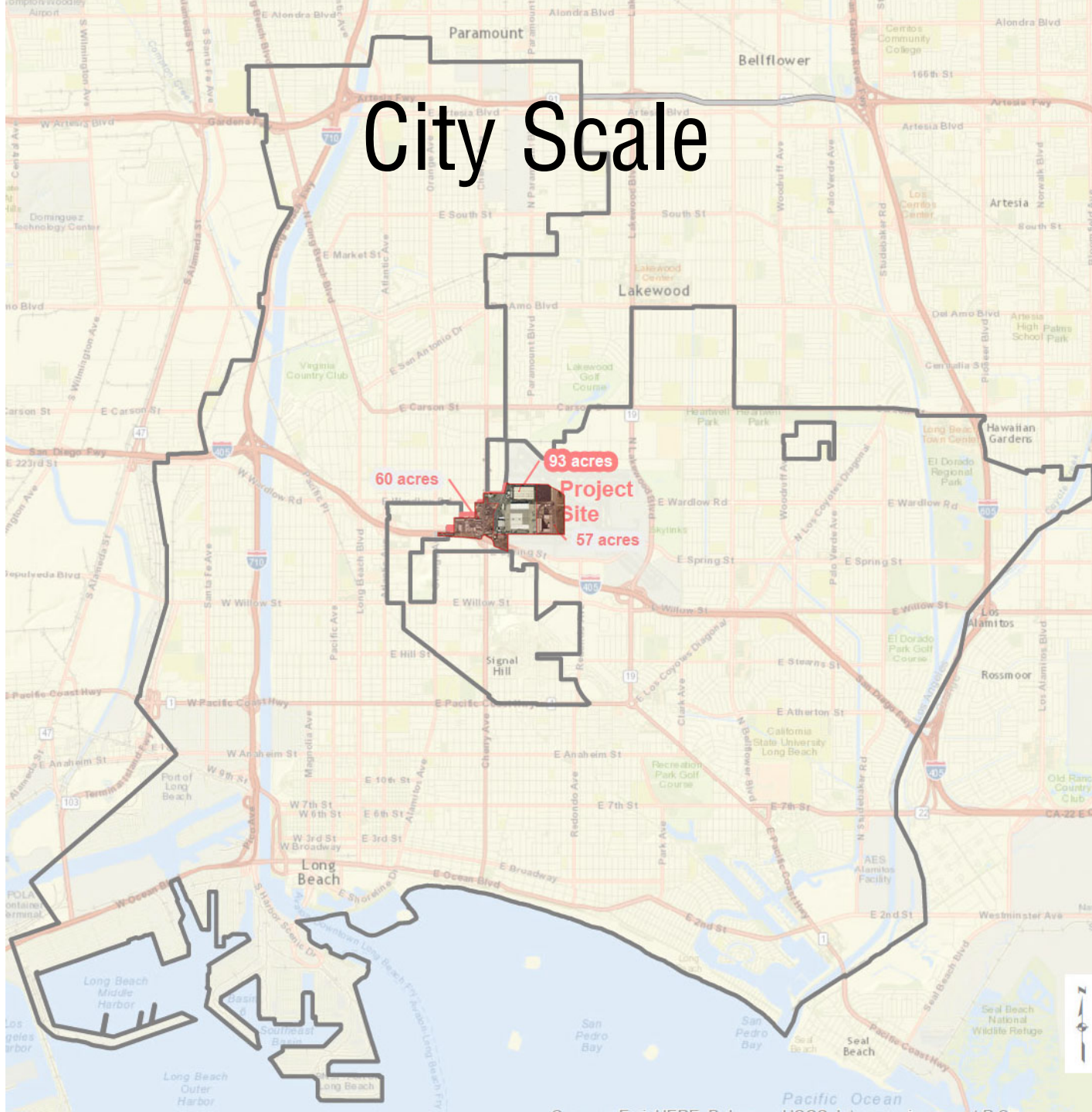
Strategy

- Assess competitive advantages
 - Airport area
 - Long Beach
 - Regional

Neighborhood Scale



City Scale



Strategy

- Community engagement
 - Stakeholder/ focus groups
 - Anchor institutions (hospitals, airport, universities)
 - Business community (big & small)
- Sample questions to consider: free trade zone, connectivity to city and region, role of Cherry Avenue as gateway to Airport area and neighborhoods



Planning Outcomes

- Reflects the vision and input of stakeholders
- Provides roadmap to move forward
- Positions the city to be an active participant in discussions about future uses for the site and the impact on Long Beach and the region
- Defines clear path for the prosperity of the City of Long Beach and the region

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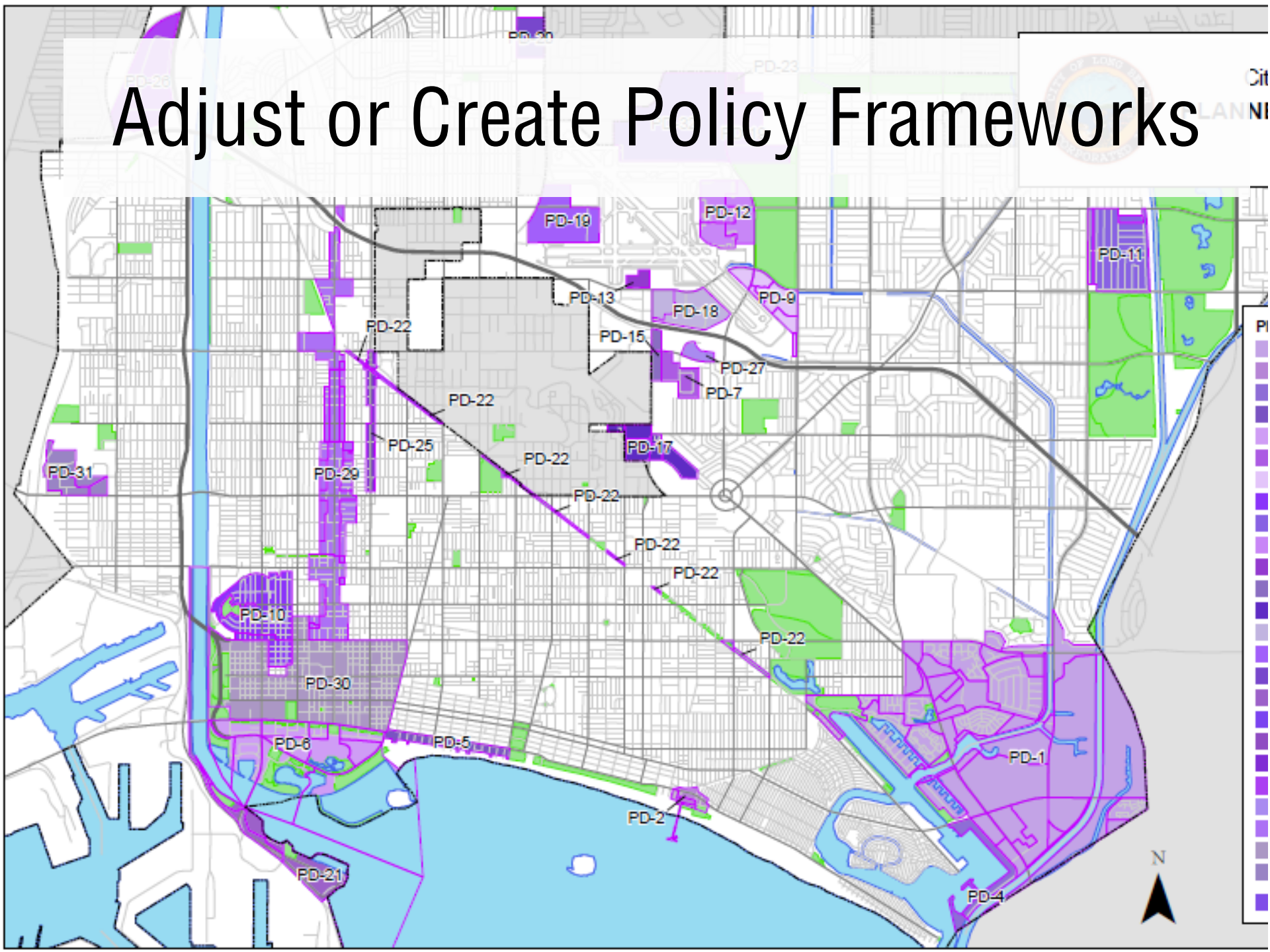
Activation – Next 2 Years

1. Turn up dial on business attraction
2. Adjust or create policy frameworks
3. Implement connectivity infrastructure

Turn up Dial on Business Attraction

- Proactive and targeted outreach, communicate area opportunity
- Coordinate strategy with breadth of economic development orgs—everyone should be on same page
- Explore finance strategies & incentives for area (e.g., entitlements, district energy, revenue sharing, improvement district)

Adjust or Create Policy Frameworks



Adjust or Create Policy Frameworks

- Align airport area growth that brings community benefits subject to noise ordinance
- Craft zoning to promote market strategy objectives
- Adjust equitable transportation policy to optimize existing infrastructure
- Shared parking policy
- If necessary or desired:
 - Infrastructure finance policy enhancement
 - Define free trade zone area
 - Structure multi-jurisdictional revenue opportunities

Implement Infrastructure

- Transit Connectivity
- Bike/Pedestrian Connectivity
- Implement Open Space Plan and recreation sites
- Unique new energy systems (like Port)



Bixby Rd

Lakewood E

New
Park/Recreation

93 acres

10 acres

Connect to
Metro

Connect to
Airport

Wardlow Rd

Cherry Ave

City of
Signal Hill

San Diego

57 acres

Spring St

(4051 St)

City of S
nal Hill

Connect to
Downtown

Willow St

Connect to
CalState

Ave

Ave





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Site Development Options

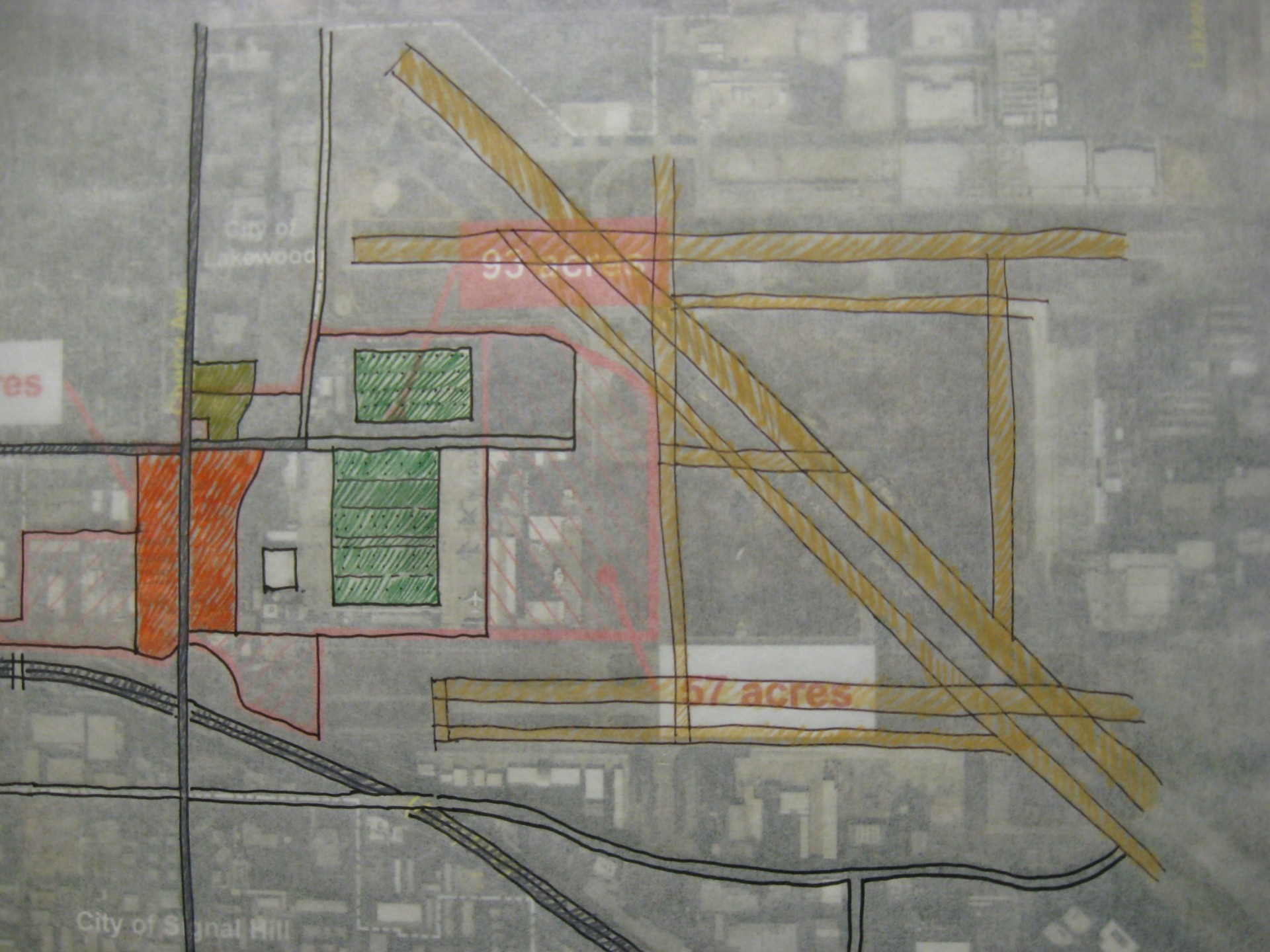
An aerial photograph of a large industrial or commercial building complex. The building has a flat roof with several sections of different colors (white, grey, and dark grey). A sign on the side of the building reads "BOARD OF THE CITY ENGINEERS". The building is surrounded by a parking lot with several vehicles and a paved area. In the background, there is a dense residential or commercial area with many smaller buildings and streets. The sky is overcast with some light breaking through the clouds.

- Preserve Buildings?
- Remove Buildings?
- Hybrid?

Preserve Buildings

Next 6 months of work need to focus on defining what the market is with an outcome of having a clear list of potential users for the Airport area under different scenarios, not just a plan:

- Relatively few potential users ... narrow market
 - Aviation or aerospace related user?
 - Non-aviation uses (e.g., Google, YouTube, tech user?)
- Narrowness allows for quick outreach
 - Airlines, manufacturing



City of Lakewood

95 acres

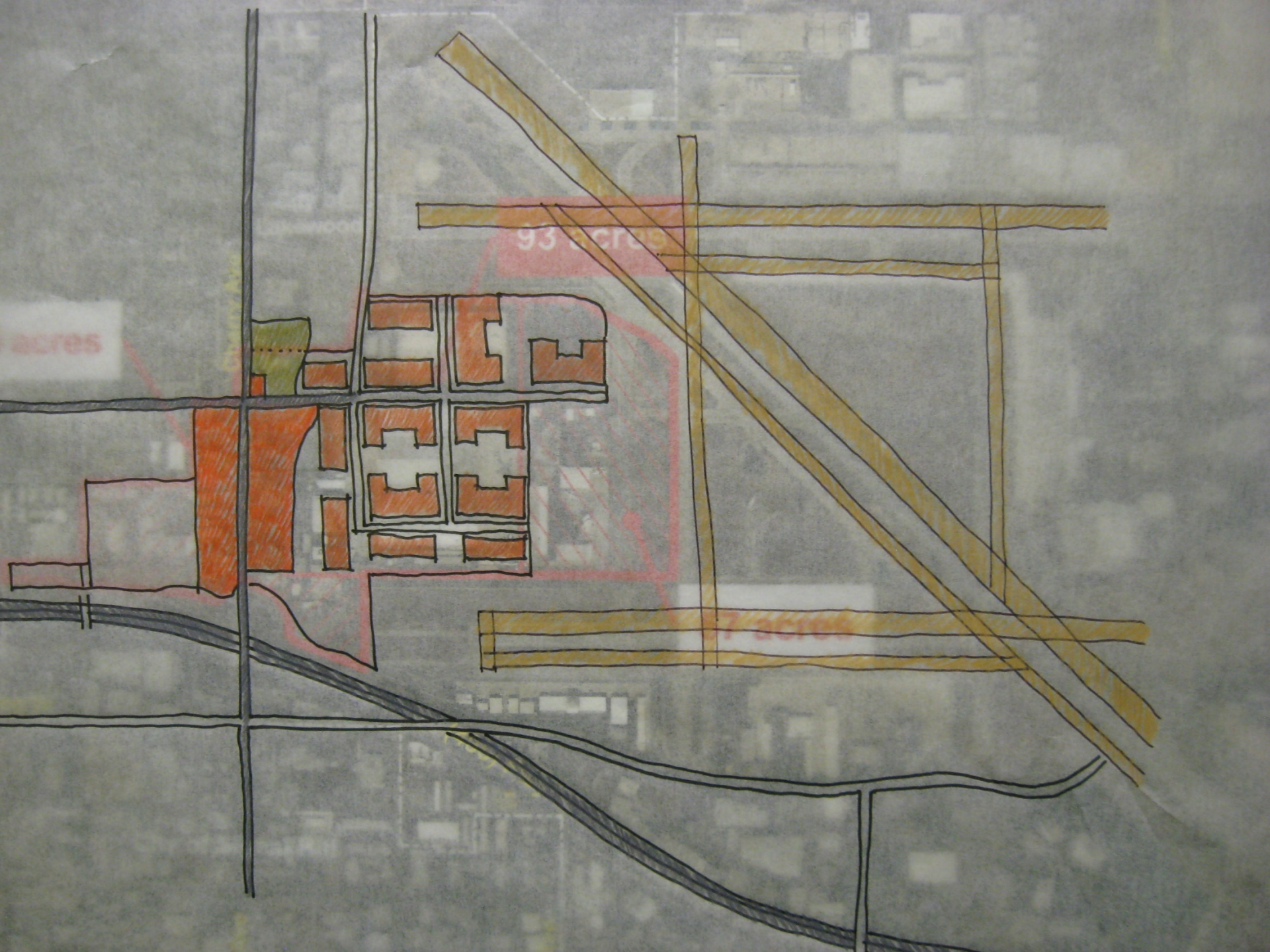
res

57 acres

City of Signal Hill

Remove Buildings

- Douglas Park West
- University-based research park (e.g., La Jolla) or science/technology park
- Sports Park (e.g., StubHub)
- Destination retail (e.g., Ikea)



93 acres

7 acres

ACRES

Hybrid

- Combination of building preservation, removal or partial demolition to attract and promote a complimentary mix of uses
 - E.g., Preservation of the North Building (single user or multiple-users)
- New development site (clean slate) to the south
 - Mixed-use along the west with support services for nearby residential neighborhoods (park, retail, restaurant, beauty salon, health club, etc.)
 - Aviation related along the east near airport, or used for airport expansion
 - Middle to be developed with light-industrial, hotel, mixed-retail, corporate headquarters, etc.)

Implementation -- 2019

- Boeing has completed remediation and is ready to sell
- City has clear vision for land use and public investment in airport area and established set of entitlements for area
- Potential users are ready to purchase and work with City

Developer Perspective

- This is a land project, developed over a number of years
- Plenty of uncertainty—with the buildings and other elements
- Direct relationship between uncertainty and activation of site
- But, City can make a difference—can shorten that timeframe
- You have a great opportunity—and time to prepare for it
- Take advantage of it—this can be an “equation changing site”!

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Conclusions

- The closing of the C-17 site creates an opportune time to activate the airport area as a key component of the city's economic strategy
- This area cries out for leadership and a vision
- To achieve the economic potential of the airport area it needs to better connect to and complement the adjacent community, the city and region
- You have choices: proactive or reactive; define your destiny or let destiny define you
- The City has 36 months to adopt this strategy – however **time is of the essence** so use it wisely

Homework

1. Establish mayoral relationships with CEOs of major land owners and anchor institutions in Long Beach and region
2. Assign development czar with executive authority to coordinate all development effort—vision keeper
 - 1 point of contact is empowered to get consensus at the highest level
3. Form Internal Steering Committee comprised of key department heads
 - vet policy for Airport area
 - drive process to prepare for planning and redevelopment
 - resolve internal City discrepancies

Eyes on the Prize: Next 6 months of work need to focus on defining what the market is with an outcome of having a clear list of potential users for the Airport area under different scenarios, not just a plan.

Next check-in:
Rose Fellowship Retreat
Philadelphia, April 19

Thank you to the following people; their assistance was essential to the panel's work:

Ryan Altoon, Anderson Pacific | Mike Conway, Department of Economic and Property Development | Frank Dispalatro, Boeing Corporation | Steven Fischer, Boeing Corporation | Jeff Fullerton, Edgemore Development | Randy Gordon, Long Beach Area Chamber of Commerce | Elisabeth Gutierrez, Long Beach Career Transition Center | Karen Highberger, Long Beach Heritage | Melissa Infusino, Long Beach City College | Reg Javier, Public Consulting Group | Shannon Kimball, Dudek | Jeremy Klop, Fehr & Peers | Claudia Lewis, City of Long Beach Airport | Hugh Little, California Heights Neighborhood Association | Juan Lopez-Rios, Department of Economic and Property Development | Claire McLaughlin, Public Consulting Group | Paul Moore, Nelson\Nygaard | John Moreland, California Heights Neighborhood Association | Stacy Morrison, California Heights Neighborhood Association | Mike Murchison, Murchison Consulting | Alan Pullman, Studioeleven | Cliff Ratkovich, Ratkovich Properties | Kevin Riley, Department of Public Works | Mitra Rogers, Boeing Corporation | Peter Rooney, Sares-Regis | Christine Schachter, City of Long Beach District 5 | Nick Schultz, Pacific Gateway Workforce Development Board | Rajeev Seetharam, Department of Public Works | Vivian Shimoyama, Pacific Gateway Workforce Development Board | Mollie Smith, Long Beach City College | Melani Smith, Next Phase LA | Ruta Thomas, Dudek | Alfredo Valenzuela, California Heights Neighborhood Association | Karl Zittel, City of Long Beach Airport