

*"Balboa Village Fun Zone - a unique piece of the heart and soul
of Newport Beach"*

City of Newport Beach

BALBOA VILLAGE IMPLEMENTATION PLAN

May 2012



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City of Newport Beach Balboa Village Implementation Plan May 2012

INTRODUCTION

As part of its budget planning process for FY 2011-12, the City Council identified several priority objectives to be addressed. To accomplish these key objectives in a timely fashion, the City Council appointed three of its members to serve on the Neighborhood Revitalization Committee (NRC) to study and develop recommendations for the City Council on various improvement projects in five areas: West Newport Beach, Mariner's Mile, Santa Ana Heights, Lido Village, Corona del Mar, and Balboa Village. The type and level of study and improvements in each of the areas varied widely, ranging from a landscape median design to a more comprehensive land use and parking study for both Lido Village and Balboa Village.

The City Council appointed a five-member Citizen Advisory Panel (CAP) in June 2011 to set a new vision and implementation strategy for the revitalization of Balboa Village. A map of the study area for purposes of this report is shown below as Figure 1. The members of the CAP are all residents of Newport Beach, and include: Mark Hoover, Terri Pasquale, Ralph Rodheim, Craig Smith, and James Stratton. The City Council representative to the CAP is Council Member Mike Henn.

Since its inception, the CAP has met monthly at the Nautical Museum. Meetings were well attended by area residents and business owners, and their interest in the future of Balboa Village was evident by their comments, suggestions, and regular participation. Additional meetings were held with Balboa Village property owners and business owners in an effort to obtain more specific information about their needs and concerns in the area. Further, residents within the Central Newport Beach Neighborhood Association played a key role in the development of the proposed parking management plan.

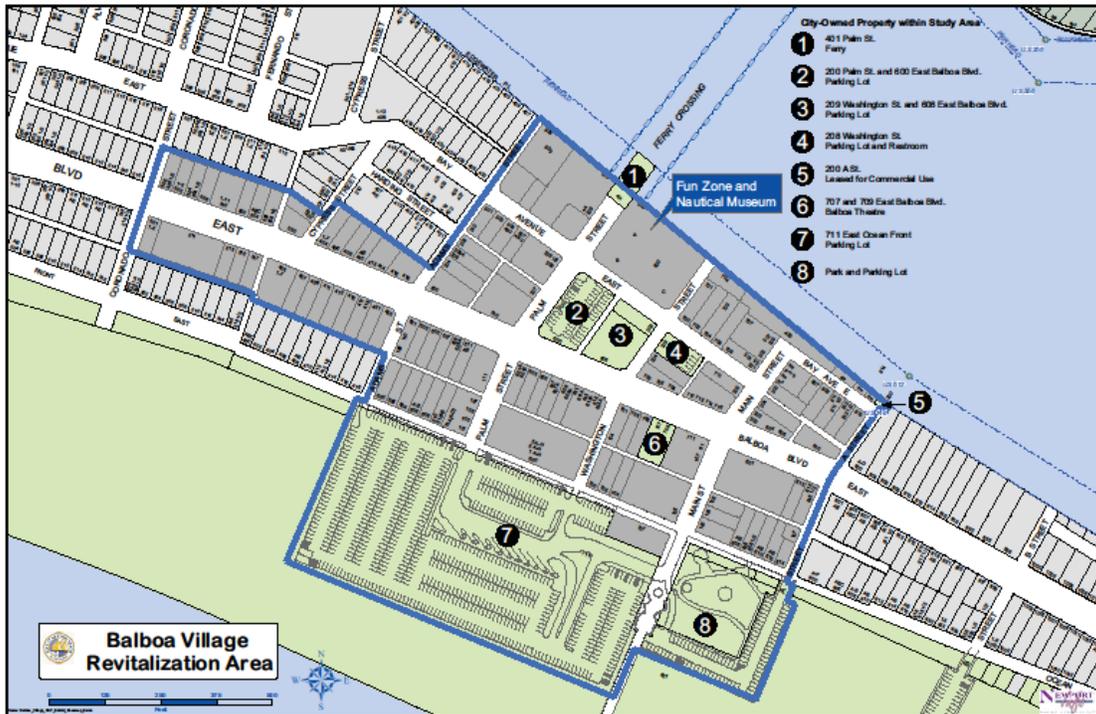


Figure 1 - Map of Revitalization Area

The City engaged the firm of Keyser Marston Associates and Nelson/Nygaard Consulting to conduct two key studies for the area: 1) a market analysis of the greater Balboa Peninsula area along with a specific feasibility analysis and implementation strategies for future development opportunities in Balboa Village; and 2) a parking analysis to specifically identify actions to address current and future demands in the area.

The CAP was clear in its intention to recommend implementation strategies that were feasible and could be realized within a reasonable time frame. The CAP identified several key areas to be addressed which are discussed in further detail in this report, including parking, zoning, appearance and new commercial investment.

VISION FOR BALBOA VILLAGE

The initial discussions of the CAP focused on the vision for Balboa Village. The CAP and community residents/businesses are very desirous of maintaining the unique character and history of Balboa Village. Enhancing the family-friendly environment is important, as well as providing quality dining, entertainment and shopping experiences to visitors and area residents. Following the initial visioning exercise, a draft vision statement was created: **"Balboa Village...a unique destination between the bay and sea where history meets the excitement of the future."** Gary Sherwin of Visit Newport Beach subsequently made a presentation to the CAP on the vision and brand promise for the entire city as it relates to visitor attraction. Balboa Village is viewed as a key player in the overall experience one has when spending time in Newport Beach. It is, therefore, important that the vision for Balboa Village be consistent with the overall vision/brand for the city. The CAP formed a working group, comprised of Ralph Rodheim, Jim Stratton, and Council Member Henn to work with Visit Newport Beach to further refine the Balboa Village vision and develop a brand promise for the area. The City engaged the firm of Destination Consulting Group to conduct opinion research on the area to assist in developing a consumer research-based vision that would lead to creative execution of the proposed Implementation Plan.

Effective destination/district branding is about defining an experience that leaves visitors and residents with a clear memory of a unique occasion that connects with them emotionally. It is important to engage in a brand visioning exercise in order to affect image building, create a greater competitive advantage, and enhance awareness and market conversion. An effective brand vision strategy will result in increased spending, new investment, and enhanced experiences, as well as improve the quality of life in Balboa Village.

The data collection was comprised of three surveys sent to visitors, Newport Beach residents, and business owners/operators in Balboa Village. A summary of the process and data collection is attached as Exhibit 1. Below are key highlights resulting from the surveys:

- The Top 6 descriptive statements for Balboa Village were: good weather, unique destination, beautiful nature and scenery, peaceful and relaxed, safe, many opportunities for marine recreation.
- The Bottom 6 statements were: a variety of shopping options, nightlife and entertainment, affordable accommodation choices, interesting cultural activities, a good variety of accommodation choices, and a well-developed infrastructure is in place (i.e., clean, attractive public areas).
- The Top 10 attractions were: Balboa Island Ferry, the Wedge, Balboa Peninsula beach, Catalina Flyer, Balboa Pier, the Pavilion, Fun Zone harbor cruises, Balboa Fun Zone and boardwalk, Balboa Inn, and ExplorOcean/Newport Harbor Nautical Museum.

- 90% of the visitors come to Balboa Village for the day (average stay of approximately 4 hours)
- The majority of visitors and residents identify the area as Balboa, Balboa Island or the Fun Zone; none to few selected Balboa Village.
- If given their choice, the preferred name identifier for the area would be Balboa Fun Zone.

The survey results validated issues that were raised by CAP members, area residents, and businesses during the initial visioning exercise. Overall, one's experience when in Balboa Village is a pleasant and memorable one. Areas of opportunity include: upgrading the general appearance of the area; creating additional dining, shopping and cultural experiences; and providing enhanced wayfinding signage and parking. Another area of opportunity is creating reasons for visitors to extend their stay in the Village.

A final key point resulting from the survey results and discussion with the Branding Working Group is that the assumed boundary of the "Fun Zone" should be expanded as the new vision and brand promise encompasses the entire commercial district of Balboa Village (see Figure 2 below). The effects of such a change will have an impact on wayfinding signage (both Citywide and within Balboa Village), monument signage (existing and new), and various other marketing related activities and collateral.



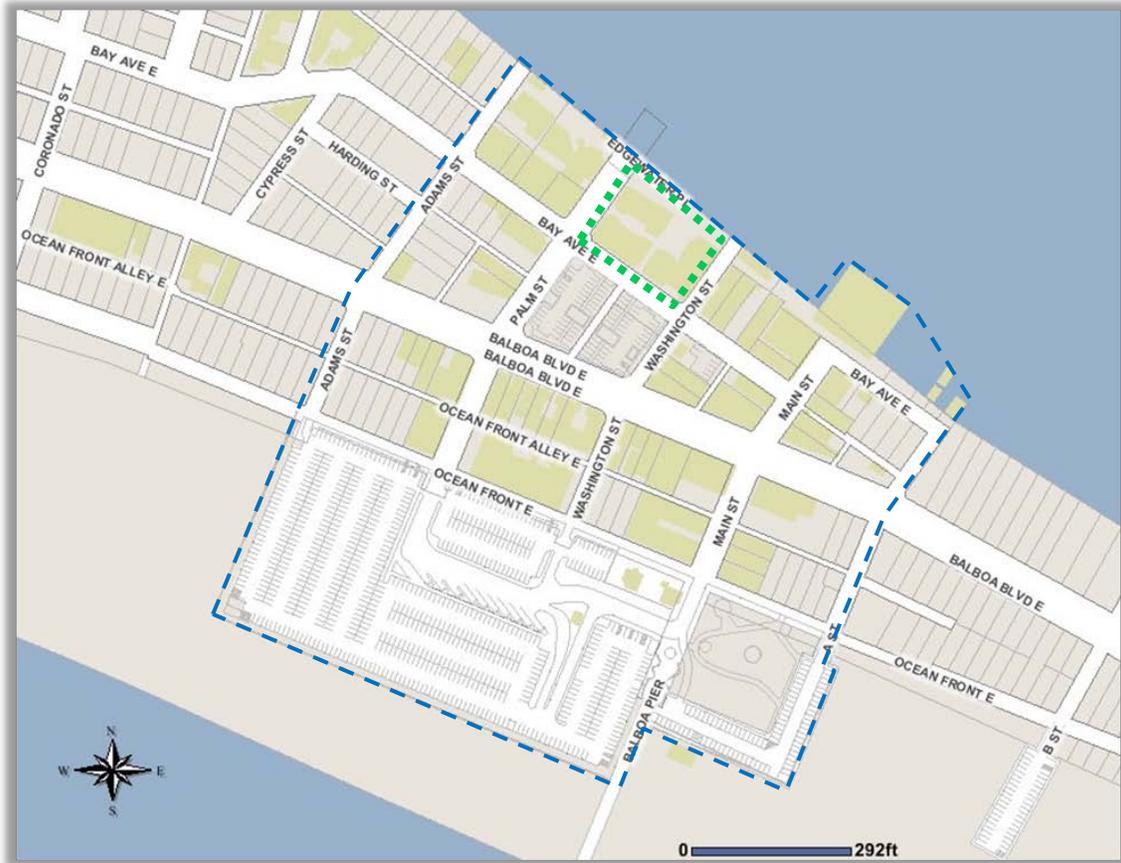


Figure 2 - Expanded Balboa Village Fun Zone

-  Existing Fun Zone
-  Expanded Fun Zone

Based on the research collected, and after further review by the Branding Working Group, the following Brand Name, 2020 Brand Vision Statement, and 2012 Brand Promise Statement are recommended to be endorsed by the City Council and incorporated into all marketing materials for the City of Newport Beach. **Most importantly, the brand vision and promise should serve as the guide post for all future policy decisions, programs and activities of the City, property owners, businesses and residents to ensure that the vision is realized for the area.**

Brand Name

Balboa Village Fun Zone

Brand Vision Statement - 2020

Balboa Village Fun Zone is a unique piece of the heart and soul of Newport Beach, and is an inviting, family-friendly entertainment, shopping and dining district. Recognized as Newport Beach's original town site, the revitalized neighborhood is anchored by a complementary mix of large and small scale attractions, including the dynamic new ExplorOcean interactive center, the restored Balboa Performing Arts Theater and event center, and the renovated iconic Pavilion. The expanded Fun Zone is a quaint and engaging environment that offers an array of harbor and beachfront activities for many age groups, and is a celebration of the classic Southern California beach life that is contemporary in personality yet steeped in tradition.

Brand Promise Statement - 2012

Balboa Village Fun Zone is a unique piece of the heart and soul of Newport Beach. It embraces the role of a classic Southern California beachside neighborhood that honors its entertainment heritage and provides a variety of active and passive harbor and beach activities, dining, and casual shopping. It is here that you can find an environment that offers a nostalgic and relaxed celebration of good times and family memories.

OVERVIEW OF MARKET CONDITIONS

Keyser Marston Associates (KMA) conducted a general market analysis of Mariner's Mile and Balboa Peninsula (including Lido Village and Balboa Village), and then further identified opportunities and constraints for future private and public investment in Balboa Village based on their findings in the marketplace, along with recommended implementation strategies based on market conditions. The full report is included as Exhibit 2. A summary of their findings as it relates to Balboa Village is noted below:

Constraints:

- Small, close-in population limits new commercial development
- Access and visibility constraints limit development opportunities
- There is a significant number of intervening commercial opportunities along the route to Balboa Village
- Parking is difficult during peak times
- The project entitlement process can be lengthy and complex due to Coastal Commission requirements.
- Existing parcel patterns and city parking requirements make it difficult to redevelop properties

Opportunities:

- Market support for a small, boutique hotel but City may need to provide assistance given the high cost of land in the area
- Strong market for residential rental and ownership housing

- Residential development is an economic engine for mixed-use development opportunities; carries the cost of ground floor commercial
- Cultural catalysts - ExplorOcean and Balboa Theater
- City-owned parking lot on Palm Street may be developed and serve as a catalyst to promote economic development in Balboa Village

Strategies:

- Pursue adoption of a Local Coastal Plan to expedite project review/permit issuance
- Eliminate parking requirements for new or intensified commercial uses
- Support/facilitate development of ExplorOcean/Balboa Theater
- Create financial incentive programs to encourage façade improvement and rehabilitation of commercial properties
- Support and encourage a variety of events and activities in the Village to improve community interest and increase business sales for local merchants
- Consider developing the Palm Street parking lot with a mixed use project, either hotel or residential with a small amount of ground-floor commercial
- Identify new revenue sources to assist in funding programs and projects recommended for Balboa Village

The following recommendations were made by the CAP in order of priority by category based on need and the ability to make the greatest impact with the limited resources available.

ECONOMIC DEVELOPMENT

A number of economic development related tools and strategies must be employed in Balboa Village to enhance its ability to be a viable commercial and tourist district. The following priority recommendations are ranked in the order provided:

1. Develop and Implement a Commercial Facade Improvement Program

There are approximately 55 commercial buildings located in Balboa Village, some of which contain residential units above the ground floor commercial space. Many of these buildings are in need of exterior renovations, such as paint, signage, awnings, window casings, and structural repairs. The KMA report concluded that, while commercial space rents in this area are adequate by market comparison, on balance, the property owners do not perceive that investing in exterior improvements will generate significant rent increases. The deterioration of these buildings is a key contributor to the overall declining appearance and appeal of the area to residents and visitors alike.

In an effort to incentivize property owners to invest in the rehabilitation of their buildings, it is recommended that the City Council create a facade improvement program and fund a portion of the costs to rehabilitate these commercial structures. These types of

programs are common in special districts such as Balboa Village, and the success of such a program would lead to a renewed sense of place.

As noted in the KMA study, there are several options the City could consider when developing such a program. The CAP is recommending that a tiered, matching fund grant program be created. The program would be designed to insure that City funds are not expended until such time as the owner's funds are available, such as requiring an escrow account for draw-down purposes. The City should consider a range of rebates based on the extent of improvements needed for a particular building, as suggested below:

Minor Building Improvements

These would include items such as sign removal and replacement, and exterior painting (no major repairs involved). The rebate would be based on scope as opposed to building frontage, with a not to exceed rebate of \$15,000 per building.



Major Building Improvements

| | |
|---------------------|----------|
| Up to 25' frontage | \$15,000 |
| 25' to 50' frontage | \$25,000 |
| 50' to 75' frontage | \$37,500 |
| 75' and above | \$50,000 |

Key to the program's success will be the targeting of initial funding to a model block that will have the most impact upon completion. This will demonstrate to the owners the potential for their buildings, and give tenants, residents and visitors renewed hope in the

revitalization of the area's commercial district. Often, these building improvements will lead to interior tenant improvements with existing businesses and/or attract new tenants to better serve the area. The specifics of such a program and potential funding sources will be developed if, and when, the City Council approves moving forward with such an incentive. A potential funding source would be the use of CDBG funding which is discussed in further detail below.



2. Develop and Implement a Targeted Tenant Attraction Program.

A complementary effort to the Facade Improvement Program is a key tenant, targeted marketing program. Based on the findings of the KMA market study, there exists a limited opportunity to attract a few key tenants and developments to the area (e.g., sit-down restaurant, quality boutique retail, and a boutique hotel). To do so, however, may require financial incentives on the part of the City to encourage such uses to locate in the Village. These might include fee waivers for plan check and building permits, and perhaps a tenant improvement loan program to offset the expense of opening a new restaurant in the area. Once the incentive programs are developed, a method to provide outreach will be needed to make potential tenants aware of the opportunities. First

priority should be given to implementing the Facade Improvement Program to make an immediate impact on the visual appearance of the area, followed by a targeted tenant attraction effort.

3. Support new cultural amenities such as ExplorOcean and Balboa Theater.

Balboa Village is in need of catalytic projects to bring a new energy and vitality to the area. Cultural venues are often these types of opportunities, and two planned projects that can positively influence economic change in the Village—are ExplorOcean and the Balboa Theater.

Balboa Theater as a commercial music and theatrical venue should create new demand for dining experiences in the Village for both area residents and others. In addition, once completed, the Theater will become a valuable community asset for educational purposes (youth and adult) and become a local resource venue for area residents, businesses and non-profit organizations. The project is at a critical fundraising juncture, and the City should be open to lease modifications if needed, as well as provide necessary support to assist in their fundraising strategies and offer responsive city services as needed during the construction phase.



While ExplorOcean's construction horizon is some five years out, the time is now to build community understanding and support for the facility. These types of projects require a partnership between all the parties to fully realize their potential. The front and center location of ExplorOcean along the bay front is the cornerstone of visitor activity in Balboa Village. The City's support will be required in the interim to assist the museum staff in the improvement and programming of their existing space to demonstrate that positive change is in the making for all to enjoy. Please note below further discussion regarding events and programs in the area.



4. Develop a special events initiative for Balboa Village.

Balboa Village's unique location between the bay and sea creates a natural environment to host community activities and events to showcase the local business, recreation and cultural attributes of the area. A carefully planned and executed special events program will further support the new vision and brand promise for Balboa Village. It is especially timely given the status of the Balboa Theater and ExplorOcean projects. Many of the comments made during the visioning discussions centered on creating more opportunities for families to come and enjoy what the area has to offer. Key is developing a plan that does not regularly attract hoards of new visitors to the area during peak season. If anything, the events and activities should be programmed during non-peak season when parking is readily available and the merchants could benefit from the customer support.

The major challenge with such an initiative is identifying events and activities that are not a drain on city resources, both staff and financial, during difficult economic times. Both Balboa Theater and ExplorOcean are embarking on their own marketing plans to raise funds and awareness for their projects. The City should capitalize on these efforts, and expand the opportunities where possible. To that end, it is recommended that the city engage a professional promoter to develop the framework for a special events initiative in Balboa Village. It is estimated that the cost to prepare such a plan is approximately \$15,000 to \$20,000.

5. Develop an operating budget and implementation strategy for a non-peak season recreational vehicle use program for the main beach parking lot.

It is important to identify new ways to generate revenues to improve the physical and economic condition of Balboa Village. General fund dollars, parking revenues and other

resources are difficult to garner for projects, programs and activities identified in this Implementation Plan. One new revenue opportunity is the operation of a recreational vehicle park on a certain number of spaces in the main beach lot as is done by a neighboring beach community -- Huntington Beach. Preliminary research shows that, after the initial capital investment for the required infrastructure (approximately \$800,000), the City could generate **net** annual revenues in the range of \$200,000 per year, assuming 35-40 spaces available for RV use. The actual costs and operational aspects of the program will be developed once direction is given by the City Council to pursue such an opportunity.

An RV park in this location has strong potential. A nearby RV park, Newport Dunes, has proven the viability of offering such an amenity in the community. It is felt that Balboa Village has an added advantage with its proximity to shops, dining and cultural amenities, as well as having the option of the bay or the ocean at your disposal. The off-peak use will also create an offset to the economic losses of the business community during that particular time of year.



6. Consider development of the City-owned Palm Street parking lot for future mixed-use development to generate additional revenues for the area.

The KMA report identified three development scenarios for the City-owned parking lot, including 1) a stand-alone parking structure that would require an annual City subsidy of \$532,000 per year; 2) a 45 room hotel above a level of structured parking would potentially yield the City \$26,000 in annual ground lease income; and 3) a mixed-use retail/residential project that would generate \$206,000 to \$250,000 per year in ground lease payments but would not provide any additional public parking.

It is recommended that a final decision as to the development of the City-owned parking lot not be made until the development plan for ExplorOcean has been refined and a financing plan is in place for the project. It is critical that whatever gets developed on the City parcel is complimentary to the ExplorOcean and that the project feasibility study concurs that adequate parking exists in the area to support the project should the City lot be developed.

Any revenues generated from the sale or lease of the City-owned lot may be available for future capital improvements or City approved programs in Balboa Village in furtherance of this proposed Implementation Plan, subject to City Council direction.

7. Allocate additional funding to the Balboa Village Business Improvement District to enhance its marketing program for the area.

The Balboa Village BID currently generates approximately \$35,000 per year in revenues to be used for capital improvements, marketing and promotions on behalf of the business community in the area. This level of funding is really not adequate to engage in a thoughtful and professional marketing program. The City is in the process of securing a Business Improvement District Administrator who will have daily management/oversight of the 5 BIDs in the city, as well as be responsible for developing an overall BID vision and brand for the 5 areas that will be in keeping with the City's vision and brand developed by Visit Newport Beach.

If the recommended strategies are adopted by the City Council, then an enhanced marketing and communications plan will be warranted for the area, and the BID seems to be the likely organization to carry out that plan with input from staff and the selected BID Administrator. Such a plan should be carefully executed in partnership with the City's proposed special events plan, ExplorOcean and Balboa Theater to capitalize on each other's resources and strengths.

It is recommended that an additional \$25,000 per year be allocated to the Balboa Village BID for specific marketing, communications and events as jointly agreed to by the BID Advisory Board and City Council.

8. Modify the boundaries of the Balboa Village BID to delete the area between Adams and Coronado Streets.

During deliberations on the Residential Permit Parking Plan, it became apparent that certain residential properties are included within the BID boundaries that should be removed. The BID only collects assessments from business licenses associated with commercial businesses. There are approximately 24 residential properties and 2 legal, non-conforming commercial properties in the proposed area to be deleted. The BID Board has indicated its desire to initiate the requisite public process to make these modifications, subject to final City Council approval.



Figure 3 - Balboa Village Business Improvement District



Residential area recommended to be removed from the Business Improvement District

PLANNING/ZONING

Design Guidelines: The City Council adopted Design Guidelines for Balboa Village in November 2002. These guidelines are not contained in the City's zoning code as development standards; rather, they are intended to guide owners, developers and staff in the review of new development in Balboa Village whether it be new construction or substantial rehabilitation of an existing building. The guidelines address building form, setbacks, architectural features and signage considerations.

The CAP appointed a working group to review the existing Design Guidelines in context with others, such as the recently approved Design Guidelines for Lido Village. The conclusion of the working group was that the current guidelines are still applicable, and further change is not warranted. Further, when reviewing projects, staff should ensure that the project design is in keeping with the Brand Vision and Promise.

In addition, the CAP discussed whether a design "theme" was appropriate for Balboa Village. Places like Solvang, California and Leavenworth, Washington were discussed as

examples of areas with much defined theme architecture. The CAP felt such an extreme application of design standards was not appropriate for Balboa Village, and preferred the eclectic mix of architecture that exists in the Village today. However, it was felt that enhanced streetscape treatments would be a better option to improve the appearance of the Village. This could be accomplished through concentrated code enforcement efforts, enhanced maintenance of the public right-of-way, and the creation of an incentive program for facade improvements on the commercial buildings. These topics are discussed in further detail below.

Zoning Recommendations

Considerable discussion took place regarding existing parking requirements and their impact on future development in Balboa Village. The KMA report also identified the off-street parking requirements for commercial uses as one impediment to new development and tenant attraction in the area. As a result, the CAP recommends the following strategies:

- 1. Eliminate parking requirements for new commercial development and intensification of use applications.** The parking study affirmed that there is adequate parking in Balboa Village to meet the demands of commercial users, current and proposed for the future. A major challenge with the recycling of commercial properties in Balboa Village is the burdensome off-street parking requirement that currently exists in the city's zoning code that is reinforced by Coastal Commission guidelines and practices. Removing this barrier will greatly enhance future opportunities for new investment, and can be viewed as an incentive to stimulate new private investment in the area.
- 2. Eliminate the in lieu parking fee permanently (a moratorium currently exists) for those properties in Balboa Village, and those paying annually in the program should be terminated concurrently.** It should be noted that the City currently collects \$13,500 per year from Balboa Village business or property owners participating in the citywide in lieu fee program. These revenues will no longer be available should the program be terminated.
- 3. Within five years after initial implementation, evaluate Strategies 1 and 2 above to determine if they have had a favorable impact on new investment in Balboa Village.**
- 4. Continue to encourage mixed-use development pursuant to recently adopted land use designations in the City's General Plan.** New stand-alone commercial development is not economically viable as confirmed by KMA. Limited new commercial uses can be supported, but only if incorporated into a mixed use development such as residential or hotel.
- 5. Pursue adoption of a certified Local Coastal Plan to streamline the development review process.** The current entitlement process requires the review of projects by the Coastal Commission, which can significantly extend the review period and have a

resultant impact on the economic viability of a project. If the City obtains certification of a Local Coastal Plan (LCP), then all new projects that meet the requirements contained in the LCP will only require City review and approval, thus eliminating the risk of unknown conditions imposed by an outside agency such as the Coastal Commission. There is an extensive amount of staff work required to develop such a plan; hence, this recommendation is noted as a mid-year objective in the Implementation Matrix.

PARKING SUMMARY

As part of its scope of services, KMA engaged Nelson/Nygaard Consulting Associates to study the current parking needs and issues in Balboa Village, taking into account previous parking studies, including the 2008 study conducted by Walker Parking as well as the Central Newport Beach Neighborhood Association response to the Walker report. The general boundaries of the parking study were Coronado Street to the west, the Newport Bay to the north, B Street to the east, and the public beach parking lot to the south. A complete copy of the Nelson/Nygaard report is attached as Exhibit 3. A summary of their key findings is noted below:

- Balboa Village has a large supply of parking, the majority of which is located in off-street facilities.
- Balboa Village's parking supply is underutilized for all but the busiest summer weekends.
- While the parking supply is underutilized, various "hot spots" of demand exist, even during non-peak months.
- Balboa Village exhibits a drastic seasonal peak parking demand with capacity highly constrained on summer weekends.
- Current pricing schemes discourage the use of off-street facilities, encourage excessive "cruising" for available on-street spaces, and cause parking spillover into surrounding residential streets. During peak summer months, these trends are exacerbated.
- Parking turnover is relatively low, as most vehicles stay parked in off-street spaces for long periods of time.

The report further finds that parking has been built at an average rate of 1.84 stalls per 1,000 gross square feet of development within the commercial core. This rate provides approximately the right amount of parking for commercial land uses which generate parking demand ratios of approximately 1.78 vehicles per 1,000 gross square feet during peak times. Parking demand during the balance of the year is far below 1.78. This finding is key to one of the implementation recommendations noted later in this report.

Recommendations

The following summarizes the CAP's recommendations with regard to parking after extensive discussion and input of the CAP, area residents, staff, consultants and preliminary discussions with the Coastal Commission staff¹:

1. Remove time limits for all metered spaces. Implement demand-based pricing for on and off street parking facilities.

It is proposed that summer rates (peak periods) for on-street meters be increased to \$2.00 per hour up to 2 hours; and \$2.50 per hour thereafter. Off peak rates would be \$1.00 per hour up to 2 hours; and \$1.50 per hour thereafter. Off-street parking would be \$1.50 per hour, no maximum, during peak periods; and \$0.50 per hour, no maximum, during off peak times. The rates can be adjusted with the current meters and the City will need to periodically evaluate parking utilization and the effectiveness of the new rates and make adjustments as needed. The goal is to ensure that adequate parking exists for business patrons, while carefully managing the impacts from long-term users (e.g., beach parking).

2. Establish a commercial parking benefit district in Balboa Village to create a permanent, ongoing revenue source for eligible programs and activities.

Parking benefit districts (PBDs) are defined geographic areas in which any revenue generated from on-street and off-street parking facilities within the district is returned to the district to fund area improvements. There are two Neighborhood Enhancement Areas (i.e., parking districts) established along the Balboa Peninsula, including those in Balboa Village (see Figure 4). The revenues collected in those districts are used to improve and maintain public parking within those areas, as well as offset ongoing capital and maintenance costs for Tidelands operations. Revenues from Neighborhood Enhancement Area B that encompasses Balboa Village are presently directed to the General Fund for the next several years to reimburse costs associated with the purchase and construction of the expanded Palm Street parking lot. The redirection of revenues for new activities in Balboa Village would require a shift in current City Council policy; however, the CAP felt strongly that a permanent, ongoing source of revenue was critical to ensure the proposed recommendations are implemented within a reasonable time frame. The CAP is recommending that a portion of the parking revenues within the study area boundaries be set-aside annually for eligible programs and activities identified in this report as well as additional programs and activities that may be needed in the future. The proper legal mechanism to accomplish this will need to be determined once City Council direction is provided.

¹ Consultation with Coastal Commission staff did not include a detailed discussion of the recommendations provided in this report and should not be viewed as any form of endorsement or approval of recommended parking strategies by the Coastal Commission or their staff.



Figure 4 - Neighborhood Enhancement Areas A & B

3. Establish an overnight residential parking permit program.

The primary goal of a residential parking permit program (RPPP) is to manage parking "spillover" into residential neighborhoods. This has been a long-standing issue in Balboa Village for area residents, particularly during the peak season from Memorial Day to Labor Day. The following program parameters are recommended:

- District boundaries: All residential streets between 7th Street and Adams Street, except for on-street metered stalls on Balboa Boulevard. In addition, Bay Island is included in the boundary in order to offer the residents permits to park their vehicles on streets within the area (see Figure 5 below).
- Program eligibility: All residences (homes, condos) within the proposed zone may purchase permits, including rental homeowners. City residents living on boats and who store their vehicles in the district would not be eligible to purchase permits.
- Hours of Operation: No parking 4 p.m. – 9 a.m., 7 days per week, excluding holidays. Permit holders exempt.
- Maximum number of permits: 4 per household; guest permits to be studied further to determine the most appropriate pricing and issuance structure.
- Permit Type: Rearview mirror "hangtag" that is a solid color (to change annually) and clearly indicates the year of the permit issued.

- Permit Cost:
 - 1st Permit: \$20 per year
 - 2nd Permit: \$20 per year
 - 3rd Permit: \$60 per year
 - 4th Permit: \$100 per year

The implementation of an RPPP will require the review and approval of the Coastal Commission. The recommendations suggested are mindful of this process, and modifications to the proposed plan may result.



Figure 5- Proposed RPPP District

4. Establish an employee parking permit program.

Employers or employees may purchase a permit for priority parking in a designated area. The following program parameters are recommended:

- Eligibility: all employers and employees within Balboa Village
- Designated area: approximately 100 spaces in the north western portion of the Balboa Village municipal beach parking lot
- Hours of operation: 6 a.m. - 10 a.m., weekdays
- Number of permits issued: 1 per employee
- Permit Cost: \$50 per year, no proration
- Compliance with California Coastal Commission

5. Revise minimum parking requirements for new development, and terminate in lieu parking program for existing participants.

As noted above, there is adequate parking in Balboa Village to serve existing commercial uses as well as proposed future development opportunities, such as the Balboa Theater, ExplorOcean and the limited amount of new commercial development that might occur. This also takes into consideration the intensification of existing land uses, e.g., retail converting to restaurant. See recommendations in the Planning/Zoning section below.

6. Formally establish Balboa Village as a shared parking district.

Shared parking is the most effective tool in parking management. Due to different periods of peak demand, uses can easily share parking facilities, thereby limiting the need to provide additional off-street parking. Key policy recommendations are noted below:

- Work with existing owners and businesses to ensure private parking is made available to the public when not needed for its primary commercial use
- Develop mutually agreeable operating and liability arrangements for public use of private parking facilities
- Require as a condition of approval that all newly constructed private parking in any non-residential development or adaptive reuse project be made available to the public.
- Allow parking to be shared among different uses within a single mixed-use building by right.
- If new public parking supply is needed in the future, first purchase or lease existing private parking lots or structures from willing sellers, and add to the public parking supply before building new lots/garages.

7. Develop a coordinated wayfinding program for Balboa Village.

Wayfinding signage helps orient visitors, shoppers and residents alike, pointing them to area parking facilities, restaurants, retail establishments, pedestrian and bicycle routes, and other important destinations. Parking wayfinding signs can also display real-time availability data.

The City of Newport Beach currently has a theme wayfinding sign program for key areas of the city. Further study of this program is warranted to identify additional signage needs in Balboa Village to enhance the effectiveness and visibility for visitors, customers, and residents.



8. In coordination with the City's Bicycle Safety Committee, identify and implement targeted improvements to bicycle and pedestrian facilities in Balboa Village.

The City's Bicycle Safety Committee is currently in the process of developing a plan and set of strategies to improve bicycle safety and conditions, including Balboa Village. Their recommendations should be implemented in collaboration with the strategies identified in this plan.

PUBLIC INFRASTRUCTURE/STREETScape

The streetscape and public rights-of-way in Balboa Village are generally in good condition, but there is room for improvement. Since 2000, the City has invested over \$12 million in the area, including new decorative sidewalks, street trees, and planters. In addition, the City acquired property and expanded the Palm Street public parking lot. A walking tour of the area revealed the need for new or improved streetscape, street furniture, wayfinding/parking signage and enhanced maintenance of the area.



The following actions are recommended to address the physical appearance of the public areas in Balboa Village:

1. Engage an architectural firm to update the original conceptual streetscape and public signage (wayfinding and parking) plan for the Village, taking into consideration the improvements made to date by the City and the future development plans of ExplorOcean along the bay front.

The intent with this recommendation is not to reinvent the wheel, but rather take into account the various public improvements made in the area over the last ten years such as the planter pots along Main Street and Balboa Boulevard, enhanced pavement, street trees, street furniture and signage. In addition, the boardwalk area will be added to the modified streetscape plan. The intent is to incorporate existing improvements to the extent possible, and build upon the original work for the plan into the future. Creating an enhanced landscape/streetscape design plan will also guide future development in the area, such as ExplorOcean, along key public access routes such as the Boardwalk. A unified streetscape will then become the "theme" if you will, rather than imposing a theme design for the commercial buildings in the Village. The plan will also address additional public signage in the area, which was a recommended action by the parking consultant in order to ease traffic congestion and direct people easily to public parking options, etc.



The cost to undertake an updated conceptual landscape design is approximately \$20,000. Once completed, then the next steps would be replacement of the planting in the pots along Main Street and Balboa Boulevard, and refurbishment, replacement or installation of new trash receptacles, benches and other streetscape items identified in the plan. There is currently \$100,000 allocated to improve disability street access citywide (curb access ramps) in Community Development Block

Grant funds. Upon approval of the Implementation Plan, the City Council could re-consider allocating these funds or allocate future funds for the enhanced streetscape design and improvements. Installation of additional enhanced streetscape improvements will be build upon the improvements previously installed and will further unify and enhance the physical appearance of Balboa Village.

2. Regular maintenance of the boardwalk area should be incorporated into the City's streetscape maintenance contract under direction of the Operations Department.

The boardwalk area between Main and Adams Streets is maintained by the individual property owners fronting the boardwalk. An easement exists in favor of the City to provide a public access walkway along the water's edge. It is apparent that not all owners share the same level of maintenance standards. Further, the street furniture is dated and not appealing. Any new street furniture along the Boardwalk will be addressed in the conceptual plan discussed above.

The appearance of the Boardwalk makes an impression on those enjoying the Village offerings. It is important, therefore, that regular cleaning and upgrading of its appearance be undertaken by the City to ensure the level of quality and long-term visual appearance of this frequently used amenity.



The estimated cost of steam cleaning is \$630.00 per cleaning, or \$7,525 annually for monthly cleaning and \$15,050 annually for bi-weekly cleaning. Given the amount of traffic experienced on the boardwalk year round, it is recommended that the bi-weekly cleaning be undertaken as soon as possible to address peak season usage. Frequency during off-peak season can be determined at a later date. Once the conceptual landscape plan is developed, it is recommended that new trash receptacles and street furniture be installed as soon as is practical.

ADMINISTRATIVE RECOMMENDATION

Finally, the CAP is recommending that the City Council establish a governance structure to provide ongoing oversight to ensure that resources (financial and staff) are allocated as needed to effectuate the final Implementation Plan recommendations. It is envisioned that Balboa Village residents and business owners would be participants in the proposed governance body.

CONCLUSION

Balboa Village is a special place that offers memorable experiences for all to enjoy. It is deserving of its preservation as a unique piece of the heart and soul of Newport Beach.

Implementation of the recommended strategies is necessary to ensure that the vision and brand promise for the area can be realized. It is recognized that City resources (both staff and financial) to undertake the actions recommended are limited; therefore, a short, mid and long-term implementation strategy has been developed, along with estimated costs to implement the programs suggested (Exhibit 4). Please note that these costs do not reflect the staff resources needed to implement the recommendations.

The CAP would like to thank the City Council for having the foresight to identify Balboa Village as an important asset in the community, and for its willingness to consider allocating resources to implement the revitalization strategies discussed in this report.

