



CITY OF NEWPORT BEACH
Citizen Advisory Panel Meeting
Balboa Village

AGENDA

Newport Harbor Nautical Museum
600 East Bay Avenue
Thursday, September 22, 2011
4:00 p.m. to 5:30 p.m.

Mayor Michael Henn, Council Member Liaison
Kimberly Brandt, Community Development Director
Steve Badum, Public Works Director
Jim Campbell, Principal Planner
Fern Nueno, Assistant Planner
Cindy Nelson, Project Consultant

Committee Members:
Terri Pasquale
Mark Hoover
Ralph Rodheim
Craig Smith
Jim Stratton

1. Welcome and Introductions – Cindy Nelson
2. Approval of August 23, 2011 meeting minutes (*Attachment 1*)
3. Update on Nautical Museum - Rita Stenlund
4. Update on Balboa Theater - Craig Smith
5. Vision and Brand for Balboa Village - Cindy Nelson
 - a. Visioning Exercise Results (*Attachment 2*)
6. Review of Project 2000 Recommendations - Cindy Nelson
 - a. Excerpt from Project 2000 (*Attachment 3*)
7. City website – <http://www.newportbeachca.gov/index.aspx?page=1959>
8. Public Comment & Roundtable Discussion
9. Next Meeting –Tuesday, October 18, 2011, 4:00 pm – 5:30 pm
10. Adjournment

THIS MEETING IS SUBJECT TO THE RALPH M. BROWN ACT. AMONG OTHER THINGS, THE BROWN ACT REQUIRES THAT THE AGENDA BE POSTED AT LEAST 72 HOURS IN ADVANCE OF EACH MEETING AND THAT THE PUBLIC BE ALLOWED TO COMMENT ON AGENDA ITEMS BEFORE THE COMMITTEE AND ITEMS NOT ON THE AGENDA BUT ARE WITHIN THE SUBJECT MATTER JURISDICTION OF THE CITIZEN ADVISORY PANEL. PUBLIC COMMENTS ARE GENERALLY LIMITED TO EITHER THREE (3) OR FIVE (5) MINUTES PER PERSON.

IT IS THE INTENTION OF THE CITY OF NEWPORT BEACH TO COMPLY WITH THE AMERICANS WITH DISABILITIES ACT (ADA) IN ALL RESPECTS. IF, AS AN ATTENDEE OR A PARTICIPANT AT THIS MEETING, YOU WILL NEED SPECIAL ASSISTANCE BEYOND WHAT IS NORMALLY PROVIDED, THE CITY OF NEWPORT BEACH WILL ATTEMPT TO ACCOMMODATE YOU IN EVERY REASONABLE MANNER. PLEASE CONTACT LEILANI BROWN, CITY CLERK, AT LEAST 72 HOURS PRIOR TO THE MEETING TO INFORM US OF YOUR PARTICULAR NEEDS AND TO DETERMINE IF ACCOMMODATION IS FEASIBLE (949-644-3276 OR MGODWIN@NEWPORTBEACHCA.GOV).

ATTACHMENT 1



**CITY OF NEWPORT BEACH
Citizen Advisory Panel Meeting
Balboa Village**

Minutes

**Newport Harbor Nautical Museum
600 East Bay Avenue
Tuesday, August 23, 2011
4:00 p.m. to 5:30 p.m.**

Mayor Michael Henn, Council Member Liaison
Kimberly Brandt, Community Development Director
Jim Campbell, Principal Planner
Fern Nueno, Assistant Planner
Cindy Nelson, Project Consultant

Committee Members:
Mark Hoover
Terri Pasquale
Ralph Rodheim
Craig Smith
Jim Stratton

The meeting was called to order at 4:00 p.m. All Committee Members were present, with the exception of Ralph Rodheim.

11. Welcome and Introductions – Mayor Henn

Michael Henn, Mayor, provided an introduction of the process.

Committee Members, consultant, and staff were introduced.

Mayor Henn detailed the process, specifying that the CAP will make recommendations to the Ad Hoc Neighborhood Revitalization Committee (NRC), and then the NRC will make recommendations to the City Council.

12. Review of Background Information – Cindy Nelson

Cindy Nelson, Project Consultant, provided an overview of the previous studies and reports for the Balboa Village area, including the Balboa Village Design Guidelines, Walker Parking Study and Recommendations, CNBCA Parking Study Analysis, Buxton Retail Report, Congleton Report, and Planning Vision for Balboa Peninsula.

Jim Campbell, Principal Planner, provided an overview of the General Plan and Zoning land use designations and pertinent policies for the area.

13. Discussion of Project Milestones and Draft Schedule – Cindy Nelson

Cindy Nelson discussed the timeline and milestones. The first task is to set goals, and then specific concerns such as parking can be addressed.

14. Kick-Off of Visioning Discussion – Cindy Nelson

Cindy Nelson described the Balboa Village area as unique, quaint, and diverse. She described what a vision is and that the vision statement is the inspiration and framework of all of our strategic planning. The vision should be a picture of Balboa Village in the future (“What do we [Balboa Village] want to be when we grow up?”)

Cindy Nelson conducted a visioning exercise where the committee members and members of the public were given post-it notes and were asked to write down answers to the following question: In 5 years, what new and unique experiences will Balboa Village be known for? Some of the answers were read aloud and more discussion followed.

15. City website – <http://www.newportbeachca.gov/index.aspx?page=1959>

The City website contains information on the meetings, including a calendar of the upcoming dates, agendas, minutes, and other materials.

16. Public Comment & Roundtable Discussion

Several key points were made during the discussion, including the following:

- Parking is a major problem
- Emphasis should be on the Nautical Museum and Theatre
- Need to clean up the store fronts
- Need to improve landscaping
- Balboa Village identity is being lost
- Keep the borders between commercial and residential clean
- Safety is a concern
- Need more of a police presence (walking around) like there used to be

The committee members each spoke about their goals for the committee:

- Mark Hoover – We cannot get trapped in the past. There will be new opportunities. We need to keep the history, but move forward.
- Jim Stratton – Balboa Village needs something to draw the entire Peninsula community to it. Balboa Village needs to be cleaned up and we need to provide incentives to do so. We need clean sidewalks and more parking.
- Terri Pasquale – Balboa Village needs to be more connected and a better place to live. One of her primary concerns is safety.

17. Next Meeting – Thursday, September 22, 2011, 4:00 pm – 5:30 pm

18. Adjournment – The meeting was adjourned at 5:30 p.m.

ATTACHMENT 2

BALBOA VILLAGE
VISIONING EXERCISE RESULTS
8-23-11

THE QUESTION: In 5 years, what new and unique experiences will Balboa Village be known for?

Family Entertainment

- Events, i.e. concerts or movies on the beach
- Ferris wheel and arcade area
- Retain carousel
- Art fairs, dances, bands, farmers' market, antiques/marine swap meet in city-owned parking lot(s)
- Well rounded family entertainment district
- Tastefully restore the fun zone
- Retain commercial enterprises for whale watching, sport fishing, boat rides, and entertainment charters
- City should provide land to relocate the carousel, i.e. near kiosk/Balboa Pier

Public Safety

- Manage drinking better
- Increased security – back to foot patrol during peak season
- Consider a police substation

Streetscape Enhancement

- Routine cleaning of sidewalks, street, alleyways
- Beautification of public sidewalks, boardwalk, etc.
- Pedestrian friendly
- Long term plan for maintenance
- Improved landscaping with a consistent pattern and style
- Easy access, pedestrian walkways

Parking

- No parking meters
- Relocate parking for large fishing boats/charters
- Residential permit parking
- Develop a parking structure to serve commercial needs
- Parking validation program
- Parking in lieu fee if inadequate on-site parking for businesses
- CDM and Balboa should have parking meters like BV
- Limit the number of vehicles on the Peninsula – consider a shuttle during peak season
- Consider having off-site parking locations for visitors, and encourage use of bicycles, electric shuttles, golf carts and other low-impact vehicles
- Free parking

- Overnight residents parking only
- Enlarge parking areas at certain street termini along the ocean front
- Water taxi from off-site parking to destinations in the Village

Private Property Land Use/Maintenance

- Offer incentives to stimulate private investment in building renovation and/or new tenants
- Tax-incentive based plan to encourage and support year round businesses
- Coordinate sign program for commercial tenants
- Consider less commercial and more residential
- Replace old buildings with new ones that have a classic old design
- Encourage hotel and mixed-use development
- Stylish architecture w/coordinated colors and design features; need consistency
- Enforce existing codes to require owners to repair/improve their properties

Shopping Experience

- Up to date, clean and attractive
- Eliminate tattoo parlors and undesirable tenancies
- A balanced blend of shops, restaurants, etc.
- Survey residents to see which businesses they frequent and why/why not
- Better use of liquor store at corner of Palm and Balboa

Dining Experience

- Up to date, clean and attractive
- Exciting restaurants with outdoor dining
- Stable restaurants that can survive the seasonal nature of the Village
- Attract name brand restaurants and Starbucks
- Attract restaurants that will appeal to area residents
- Less bars
- Affordable, unique restaurants
- Perhaps fewer restaurants so those that remain are successful
- Need a gourmet food store, wine and cheese shop, pastry and coffee shop
- Find out why some restaurants closed, i.e. Bubbles, Emerald Forest and Parker's

Cultural Experience

- A Nautical Museum that is pertinent and self-sustaining
- Viable and vibrant performing arts theater (Balboa Theater)
- Walk to dining, theater, concert at Balboa Theater
- Continued city support and funding for the arts in the area, at Newport Beach at large
- Balboa Theater and Nautical Museum are pillars of the community
- Nautical Museum should be for all ages – not a nursery school
- Develop a performing arts center, galleries, theater, community center
- A nautical learning center with tall ships in the harbor
- Consider a second floor on the Balboa Theater and show surf flicks on roof, have plays like "South Pacific", allow families to bring lawn chairs and enjoy the outdoors

- Should we give up on the current lessee of Theater and look for another operator? Been too long in the making.

Sense of Place/Historic Value

- We want to look like Balboa Island
- Promote Village as a “historic district” and identify as “Balboa Historic Village”
- New signage, print materials to denote “Balboa Historic Village”
- Historic places: Pavillion, Ferry, Balboa Theater, Balboa Inn
- Create a theme village, i.e. Solvang and Leavenworth via zoning overlay
- A place for locals & visitors alike to gather, dine, be entertained and enjoy cultural facilities like the Nautical Museum and Balboa Theater
- Reclaim and brand Newport Beach Historic Central District (Newport’s Old Town), and develop a long-term plan for continuity
- Be known for having good water quality in the harbor
- Vacation destination but maintain balance with quiet residential atmosphere
- World class harbor
- Ecotourism
- Aim for something like “State Street” in Santa Barbara
- Sun and surf in summer; theater and restaurants in winter
- Do not emulate an Irvine Company planned community
- Restored, iconic California beach town with casual dining, shops that appeal to residents’ needs but which will attract visitor revenues in the summer
- A well-kept resident serving community rather than a well-known and widely advertised visitor attraction brand
- Get rid of the name “Village”
- A fun learning experience for “kids” of all ages; diverse entertainment and arts opportunities; restaurants/shops that local residents want to patronize year round; a strong historical connection to Newport Beach’s roots; a great place to connect with the ocean and the bay; a safe place for families to enjoy; a place that’s unique – you know you’ve been to someplace different and you want to go back.
- Balboa Village will be recognized as Orange County’s “jewel” – waterfront destination where families will enjoy cultural, entertainment and enriching experiences. Explore the ocean, dining, retail, entertainment, theater and the beautiful ocean and harbor.

ATTACHMENT 3

Committee Comprehensive Planning Recommendations

Balboa Peninsula Planning Advisory Committee's intent is to provide specific plans that will create a mission and sense of place for the Peninsula and to differentiate unique roles of four principal areas: Lido Town Center, McFadden Square, Cannery Village and Balboa Village. The primary objective of the Committee's recommendations is to design and maintain a strategic plan with planning disciplines which will continually strive to improve the entire Peninsula while maintaining a sense of community between and uniqueness for each of the four Districts.

The overall objective is to re-establish Balboa Peninsula as a more economically viable waterfront community in terms of quality of life, image, and property values. The following is a summary of the Committee's recommendations:

Peninsula Wide Recommendations

- I. **Community Image** - Commit to City planning and enforcement policies that stand for these objectives:
- | | | | |
|----|---|----|--|
| A. | A quality community where residents can depend on the quiet and secure enjoyment of their homes and dwelling units. | D. | A place where quality hospitality is assured in a variety of accommodations that encourage family vacations, visiting boaters and day users to enjoy and have convenient access to our recreational elements. |
| B. | A quality destination to visit and enjoy the natural resources provided by Newport's beach and bay. | E. | A community where there is zero tolerance for pollution, litter and all forms of conduct or activities that adversely impact the environment, especially our ocean and bay, and reputation as a quality place to live and visit. |
| C. | A place where business owners provide quality goods and services serving both the needs of residents and visitors that are respectful of the character and integrity of the area. | F. | A place that takes pride in and protects its heritage and traditions of sailing, boating and water sports recreation. |

II. **Revise and Beautify Newport and Balboa Boulevards** - Realign and design attractive median landscaping for both Newport and Balboa Boulevards following these guidelines:

- A. Eliminate the “one way” only lanes on Newport Boulevard from 30th Street to 26th Street in favor of a two-way configuration pursuant to the Urban Design Camp concept plan. Reclaimed right-of-way should be converted to parking, hospitality and/or residential use.
- B. Provide an attractive realignment and merger of Balboa and Newport Boulevards. Create plan that includes fountain or monument art work that gives character and tradition to key area.
- C. Reduce center divider parking spaces in residential blocks from McFadden Square to Alvarado Street and replace with an expanded raised tree planter median. Transfer parking to proposed and expanded McFadden Square and Lido-Cannery Village parking centers.
- D. Initiate an underground conversion plan of overhead utilities to enhance visual aesthetics throughout the Peninsula area. This program would be instituted as both stand alone district projects and as complementary to other major street improvement projects.
- E. Provide widened sidewalks and bicycle lanes on Balboa Boulevard (space permitting) to allow more convenient resident and visitor access by bicyclists and pedestrians from McFadden Square to Balboa Village. Recognize that boardwalk congestion will be reduced by providing reasonable and continuous bicycle and pedestrian ways on Balboa Boulevard. A balance should be given to aesthetics plus pedestrian and bicycle flows in assessing vehicular traffic engineering issues.
- F. Create “**Balboa Peninsula**” entrance monuments at Pacific Coast Highway, Balboa Boulevard, and Newport Boulevard key ports of entry with coordinated direction signage to four key villages.

Newport Boulevard/Balboa Boulevard



III. **Parking and Transportation Management** - Adopt a parking and transportation management plan that includes:

- A. Inventory of current capacity and identify utilization by user groups.
- B. Resident preferred zones and stickers for residents and authorized visitors.
- C. Time and cost management programs to ensure constant rotation and availability in the four principal business areas.
- D. Strict enforcement to assure that time limits and related features of the plan are carried out.
- E. Consider off Peninsula parking solutions with shuttle services during summer season.
- F. Recast regulations, realign and consolidate parking districts, meter zones, and funds flow to have a program that assigns collected revenue to better finance needed infrastructure improvements while assessing a fair burden on visitor impacts.
- G. Seek a trolley shuttle (land and water) connection to other Districts on and off the Peninsula to reduce auto traffic and serve as more of an “Outing/Destination” attraction.



- V. **Planning and Economic Policy For the Peninsula** - Initiate a comprehensive review and revise as appropriate the existing ordinances to provide both interim and long term incentives and disciplines to achieve the following objectives:

A. **Planning Policy:**



1. **Physical and Environmental Limits.** Recognize inherent physical and environmental constraints that exist on the Balboa Peninsula and in the Bay. Take into consideration its geographic configuration, traffic circulation limitation, parking and ultimate visitor and vehicular capacity limitations. Carefully consider cumulative Peninsula-wide environmental and economic impacts before limits are exceeded.
2. **Redevelop Blighted Commercial.** Recognize the inability of current blighted and under-performing commercial uses to compete or meet qualitative criteria. Consider use of Redevelopment process to consolidate, concentrate and redevelop four quality commercial villages:

- a. Lido Town Center
- b. Cannery Village
- c. McFadden Square
- d. Balboa Village



3. **Establish Redevelopment Area.** Consider establishment of both Redevelopment Project Areas and assessment districts as mechanisms to achieve revised plans for implementing a viable and quality commercial core for each of the key commercial villages.
4. **Update Local Coastal Plan ("LCP").** Incorporate adopted BPPAC recommendations in the City's LCP certification process.



5. **Conform Specific Plans.** Direct staff to immediately screen and modify specific plans to conform with planning objectives of this report. Establish Redevelopment Project Areas and key study areas to assure positive transitions and provide control mechanisms. Adopt incentives, such as modified parking and/or FAR regulations, to accommodate desired high quality uses and tenants that will contribute to the upgrading of the area.

6. **Respect Permanent Residential Uses.** Establish zones and adopt standards for weekly and shorter term rentals in selected areas that are not principally owned or occupied by full time single family residential users.
7. **Hospitality Zones.** Provide entitlement incentives to foster development of quality hospitality and bed and breakfast zones in key areas near piers, Balboa Village, McFadden Square, Cannery Village, Lido Town Center and areas proximate to more intensive uses.
8. **Land Use Regulations.** Adopt balanced planning regulations that encourage quality retail and resident compatible uses, services and tenant mix. The goal is to displace blighted and low quality commercial establishments.
9. **Improve Quality and Tenant Mix.** Enhance quality and attractiveness of retail tenant mix to residents and visitors. Prepare Peninsula-wide and District specific tenant mix and Village management plans and recruitment programs. Identify all marketing and promotional programs with name and logos to clarify the distinct Districts.
10. **Bed and Breakfast Incentive Zone.** Establish bed and breakfast and quality inn zoning on periphery of each Village core in lieu of blighted or non-competitive commercial elements. Zoning should contain development regulations which respect the historic small lot pattern of the Peninsula.

B. Economic Policy:

1. **Increase Revenues - Allocate Costs.** Allocate economic costs and expenses associated with non-resident and visitor burdens directly to these sectors. Initiate funding alternatives and increase fair share revenue contributions, and, where practical, transfer costs from local taxpayers to third party users. Key examples include but are not limited to:
 - a. parking management plan revenues,
 - b. imposition of extra police enforcement and maintenance costs on special burden generators,
 - c. charter/fishing/rental boat permit fees and passenger taxes,
 - d. market rate mooring and docking fees and other appropriate taxes, fees and assessments.

VI. **Bay Planning - Improve the regulatory process and institute practice consistent with City wide hospitality role while preserving environmental quality and resident use of our greatest natural assets.**

- A. **City Harbor Commission.** Constitute a single **City Harbor Commission** with full responsibility for harbor and tidelands policy, entitlement, permitting, management and maintenance of the harbor and control of its users. Support and expand efforts to monitor environmental impacts of commercial uses and improve water quality of the bay. Consolidate the current multi-agency harbor control and enforcement. Approach the County and explore transfer of Orange County Sheriff's functions for harbor patrol and mooring administration to City departments.
- B. **Marine Service Industry.** Preserve marine industry sales and service, firms (i.e. shipyards, marine hardware, fuel docks, etc.) to preserve heritage and ensure ample services to residents and visiting boaters.
- C. **Hospitality for Visiting Yachtsmen.** Promote harbor to visiting yachtsmen and open access to villages from bay by installing short term bay boat and dinghy docks at strategic locations. Improve the visitor service and hospitality role of the Harbor Department staff; improve communications between residents, users, and the Harbor Department by instituting a "ride along" program.
- D. **Charter/Fishing/Rental Boat Regulations.** Ensure resident respectful conditions on charter/fishing/rental boats, particularly to control noise, route of travel, and conflict with recreational boat activities.
 - 1. For operators using City owned dock facilities, competitive bidding for commercial license permits with specifications that prescribe reasonable limits on the size of vessel, number, and frequency of charters.
 - 2. For operators using private dock facilities, the City should modify permit policy to prescribe stricter requirements and conditions for adequate parking, security, trash containment and other lawful mechanisms to mitigate user impact on such facilities and adjacent business and resident uses.
 - 3. Expanded interaction of the newly constituted Marine Operators Alliance with local Yacht Club Sailing Program directors to continue the effort to reduce seasonal regatta conflicts.
- E. **Improve Bay Circulation.** Remove/relocate moorings which impose on major traffic corridors; relocate existing visitor anchorage from turning basin to an area in closer proximity to services and hospitality (e.g. Marina Park facility).

- F. **Improve Transient Access and Moorings.** Convert certain moorings from long term to transient use; cluster them near key village attractions (i.e. recreation, dining, hospitality and marine services) and near to dinghy docks. Discourage continued mooring control by owners of derelict boats.

VII. **Security and Alcohol** - Provide on an urgency basis, strict control measures that are designed to:

- A. **Adopt Alcohol Serving Limits.** Establish Peninsula-wide policies and specific criteria that requires on and off-premises sale of alcoholic beverages to be compatible with adjacent land uses.
- B. **Balance Alcohol Serving Uses.** Establish target ratios that are consistent with similarly situated beach communities (e.g. Huntington Beach, Seal Beach, Laguna Beach). Limit all new bars until reasonable ratios are achieved. Control and reduce adverse community impacts resulting from the existing high concentration of on and off-sale liquor licenses on the Peninsula.
- C. **Increase Police and Security.** Establish zero tolerance police and security measures on the Peninsula; maximize visibility of police personnel and consider a substation by joint use with fire station, library or other public facilities.
- D. **Enforce and Audit Conditional Use Permits.** Inventory and audit all existing establishment conditional use permits. Enforce, revoke or amend those that are not in compliance. Increase City enforcement staff to assure compliance with existing ordinances and previously issued conditional use permits. Scrutinize applications for permit modifications where intensification of use may be involved.

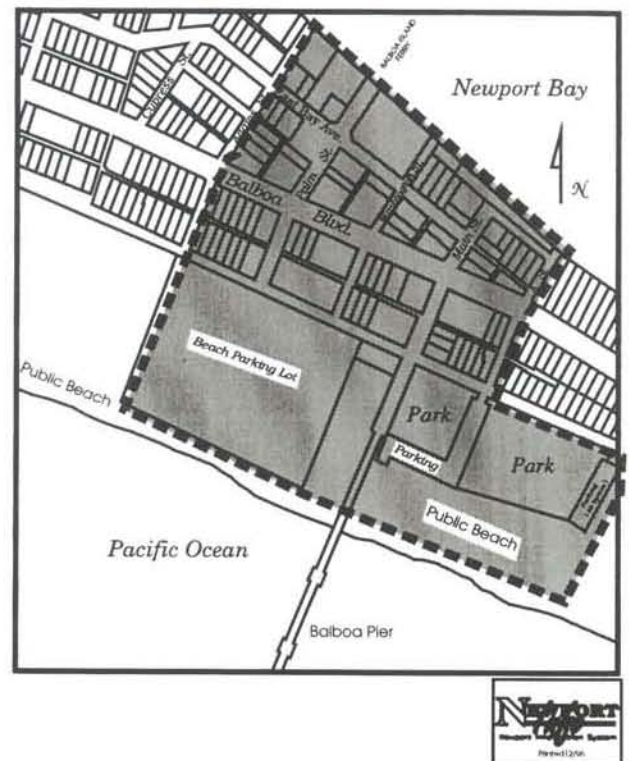
- VIII. **Aesthetics, Signage and Infrastructure** - Adopt design standards and criteria for commercial signage and infrastructure planning and modify specific area plans to include the following:
- A. **Mandatory Design Standards.** Mandatory design standards and reviews that are compatible with established and developed quality commercial areas in each of the four villages.
 - B. **Underground Utilities.** Prioritize under grounding of utilities and provide oversight relative to electrical, telephone and cable service maintenance cost allocations and service capability to accommodate long term Peninsula utility requirements.
 - C. **New Sign Ordinance.** Adopt a new signage ordinance that provides for an amortization period of not more than five years with respect to existing non-conforming commercial signs, building painting and similar displays in order to implement and phase in a new sign ordinance and design criteria specifically designated for the Balboa Peninsula and its principal commercial elements. Provide City budget for amortization costs from Years 6 through 15.
 - D. **Aesthetic and Maintenance Standards.** Prohibit painting of commercial structures that, in effect, constitute constructive sign treatments or business identity treatments that are not compatible with quality commercial areas. Provide regulatory maintenance standards to respond to future deterioration or neglect after initial sign or graphic installations.
 - E. **Business Improvement Districts.** Permit and encourage business improvement districts to provide seasonal lamppost banners that identify Village events, seasonal activities and other non-product sponsored community activities.
 - F. **Public Signage.** Design and articulate public directional, street and related signage that is thematically compatible and projects a quality community appearance.
 - G. **Project Green.** Enhance the landscaping of all public areas including establishment of a “**PENINSULA PROJECT GREEN PLAN**”. Initiate resident volunteer seasonal planting programs in public areas and an annual spring flower fair festival at McFadden Square to highlight the Peninsula’s dedication to attractive street and residential plantings.

Balboa Village

Balboa Village

Balboa Village revitalization will include a series of orchestrated improvement projects which will widen sidewalks, enhance streetscape aesthetics with street trees and landscaping, provide more convenient parking and traffic circulation, creative signage and enhance architectural character.

The revitalization will recognize Balboa Village's uniqueness: a place of character between beach and bay. Balboa's assets need to be linked together by pleasant tree-lined walkways that allow people to easily enjoy the diverse Village resources, from Balboa Pier to the bayfront promenade. Eliminating vehicular traffic on some streets, redesigning the main parking lot, implementing a user friendly parking management system, and improving walkways will enhance the Village.



Aesthetically, improvements will include landscaping; street furniture; entry artwork; clear and attractive signage; undergrounding overhead utility lines; establishing a local design review process; upgrading the Fun Zone area by opening up the Edgewater promenade to the bay and creating additional space for outdoor dining and social gathering; and providing local residents and visiting boaters with short-term docking facilities.

The historical Balboa Pavilion has been selected as the symbol for the Village.

The District recommendations are:

- A. **Improve Aesthetics and Pedestrian Walkways.** Develop a Streetscape Implementation Master Plan for all Village streets and walks, to be implemented via a combination of City public works funds and an assessment district, and provide wider sidewalks and landscaping on Balboa Boulevard as Phase I. Other priority improvements include:
 1. **Improve City Parking Facility.** As part of a comprehensive parking management plan, redesign the main City parking lot to increase parking and replace spaces lost by widening sidewalks throughout the Village, increase convenience of parking to serve Village businesses by incorporating pedestrian walks connecting parking to Village and bay, and improve landscaping. Redirect lot egress via Washington Street and create a central turn-around near Balboa Inn.
 2. **Provide Public Transportation Alternatives.** Improve bus access, both tour and OCTD, and off-Peninsula parking opportunities for high traffic generation users.

3. **Main Street Pedestrian Walk.** Reconstruct Main Street south of Balboa Boulevard for pedestrian use only.
4. **Bay Avenue Improvements.** Seek expanded parking close to resident serving businesses by consolidating parking areas along Bay Avenue and enhance street aesthetics.

B. Family Marine Recreation Theme. Establish a Family Marine Recreation theme to encourage preservation and enhancement of historic structures.

C. Open Bay Front - Upgrade Fun Zone. Upgrade the Fun Zone area by opening bay front walkways, eliminating kiosks and other vendor obstructions along the sea wall. Provide bay boat and dinghy docks for local residents and visiting boater short term docking facilities. Establish a new Central Balboa Visitors/Ticket Sales/Reservations Center with visibility from Balboa Boulevard. Consider relocation of commercial vessels to offshore moorings during non-use. Add waterfront dock area suitable for attractive quality yachts and historical vessels.

D. Improve Quality and Tenant Mix. Enhance quality and attractiveness of retail tenant mix to residents and visitors. Prepare tenant mix and Village management plan and recruitment program. Identify program with name and logo to clarify Balboa as a distinct destination.

- E. **Design Review.** Implement an advisory project design and architectural review program to allow an opportunity for members of the community to provide input and comment on proposed development and Redevelopment Projects prior to approvals.



B. Financing the Vision - Cost of Status Quo and the Economics of Change

The Committee well appreciates the financial implications of its recommendations. However, before the question is asked “How are we going to pay for the Vision?”, consider first the past and continuing costs of the “Status Quo”. Local taxpayers are writing checks to subsidize negative influences and will continue to do so until a new approach is taken to City planning. The present conditions and negative economic impacts are summarized as follows:

1. Lower assessed valuation on commercial properties means declining tax revenue.
2. Diminished City reserves have resulted in shrinking City budgets; most capital budget expenditures go to replace/restore aging infrastructure or to maintain visitor facilities.
3. Decline in Peninsula commercial element promotes a lower quality visitor and lower sales tax contribution to City.
4. Dependence upon day and short term visitors increases City burdens (parking, trash, maintenance, crime control) and provides only seasonal short term benefits. This condition has been exacerbated by the loss of approximately \$100,000 of Orange County funding.
5. Growth in bars and nightclubs has resulted in over-concentration and year-round negative influences.
6. Prior planning studies by RUDAT have been ignored so the blighted and deteriorating conditions continue and worsen.

Reversing Negative Economics

Before meaningful financial plans can be developed which address the negative economic factors, several fundamental changes in City economic patterns should be acknowledged. These changes are mostly demographic and most are beyond the control of the City. We cite the following:

1. More year-round residential base and expectation of quality environment; no longer a community of beach houses; continuous residential remodeling and additions of high quality homes.
2. Change in retail merchandising (new regional power centers and malls, e.g. South Coast Plaza, Fashion Island, Triangle Square, plus big box discount stores, e.g. Home Depot, Price Club, etc.) have shifted resident serving uses off the Peninsula and provided visitors with many selections that make the Peninsula commercial element less viable. Replacing departed tenants with nightclubs, bars, and low quality shops has produced negative impacts.
3. Mixed use land use has brought unforeseen conflicts (especially in small lot environment of the Peninsula).

4. Demographics - Unique to the Peninsula⁴
 - a. Median Age - 34 (vs. 40 City wide)
 - b. Median Income - \$57,380 (vs. \$64,417 City wide)
 - c. Multi-family housing serves students and young professionals (approximately 48% of households are apartment/duplex)
 - d. Lack of growing families which are prime retail consumers (only 16% of households)
 - e. Upscale, executive, and retired comprise approximately 34% of households

Reversing the Trend - Taking the Next Steps

The Committee's scope of work did not include definitive implementation plans, particularly the source of funding. However, at each juncture, there has been a conscious effort to quantify, define, prioritize and balance the needs. By doing so, we have been able to input to the City Manager and the staff a set of recommendations that are more readily submitted to analysis and more rapidly advanced to the City Council for debate and the political process which will produce a plan of action.

The main focus of the City staff has been to study the Committee's preliminary recommendations based upon past practice, prior and current budget expenditures and, generally, the perspective of past attempts or studies of similar purpose. In virtually every department input, either the incomplete understanding of the recommendation, lack of staff time to further study the issue, some past policy constraint, or a need for consultant input has caused the staff to stop short of full support. However, our differences are being constructively debated and an implementation plan is taking shape. The Committee appreciates the dynamic process of evaluating change, especially when major systems and new policy thinking are advocated.

The Committee foresees the need for high level interaction with the City Council, City Manager, City financial officer and City Attorney to explore alternate funding mechanisms. However, such contact has been deferred until the Council receives this report and further budget estimates can be generated by the affected department heads. Accordingly, we are able to offer only the following concepts which will require another round of staff and consultant input before the implementation plan can begin to evolve.

1. Immediate professional planning intervention to "jump start" staff response and implementation schedule for report recommendations.
2. Integrate community based needs and Village infrastructure improvements in City-wide capital budget/planning. Reprioritize as appropriate. Piggyback planned public works projects as opportunities to incorporate related recommendations.
3. Strengthen and expand the role of B.I.D.s to prioritize and partially fund Village improvements and destination attractions, and monitor tenant behavior, deliver image, etc.
4. Create zoning and improvement incentives for property owners and developers to attract property conversion and upgraded land use.
5. Cooperate with both EDC and VCB efforts to attract quality tenants and visitors, extend visitors' length of stay and thus maximize their contribution to local economy and tax base.
6. Convert strategic sites to higher and better use with resulting financial returns.
7. Form Special Assessment Districts to finance resident serving infrastructure and public improvements that maintain or increase property values and enhance general ambiance of the Villages and Peninsula.

⁴ Source: Linda S. Congleton & Assoc.
Report dated 7-21-95

8. Ensure that visitor burdens are financed through appropriate user fees (i.e. parking management, charter boat franchise fees, etc.) and State funding sources (gasoline tax, etc.): plus Federal grants (UDAG, etc.). Assess extra enforcement costs to high rate violators and special burden contributors (bars, etc.)
9. Judicious use of municipal bonding capacity for public improvements plus revenue bonds to be debt serviced by income from Redevelopment and increased sales or property taxes (i.e., leverage parking district funds).
10. Continued assessment of fair share Traffic Impact and other mitigation fees to owner/developers of Redevelopment Projects.



The City Manager will be delivering a Staff Report to the City Council concurrent with this Committee report. The Staff Report will include certain budget projections for future capital projects which, in substance, attempt to show the potential funding of our recommendations. We caution the Council that, except for the early budgeted fees for needed consultant work, such projection for final planning, engineering and construction costs are at best of rough order and magnitude. These are projected numbers and should not be considered as all inclusive or indicative of the action plans and priorities which may evolve when a more thorough financial feasibility review is undertaken and alternative funding sources are identified. A subcommittee of BPPAC members has been formed to work with staff to advance a financing plan for your later consideration. We expect to conclude this final phase of our Committee's assignment prior to the scheduled sunset of our Committee on June 30, 1997. We look forward to working with the staff to advance a financing plan for your later consideration.

Your attention is also directed to Volume 1, Implementation Strategies of the Urban Design Camp Report for various funding options to be investigated.