QUEEN MARY
LAND DEVELOPMENT TASK FORCE

GUIDING PRINCIPLES

September 2016

CITY OF LONG BEACH

LONG BEACH
DEVELOPMENT SERVICES
BUILDING A BETTER LONG BEACH

ACKNOWLEDGEMENTS

Adopted by the Long Beach City Council on September 20, 2016

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Suzie Price, Councilwoman, 3rd District
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Rex Richardson, Vice Mayor, 9th District

Suja Lowenthal, Former Vice Mayor, 2nd District

Queen Mary Land Development Task Force

Michael Bohn, AIA, Chair, Senior Principal and Design Director, Studio One Eleven
Jeff Hoffman, Vice Chair, President, Jeff Hoffman & Associates
Ryan Altoon, Executive Vice President, AndersonPacific, LLC.
Stuart Ashman, Former President and CEO, MOLAA
Becky Blair, Founder, Blair Commercial Real Estate
Julia Huang, Founder, Imprint Venture Lab; CEO, interTrend Communications, Inc.
Kathleen Irvine, Willmore City Heritage Association
Kenneth McDonald, President and CEO, Long Beach Transit
Cheryl Perry, President, Long Beach Heritage; President, Long Beach Navy Memorial Heritage
Kelly Ruggirello, Executive Director, Long Beach Symphony
Steve Sheldon, Director of Entertainment Events, Queen Mary
Jan van Dijs, Principal and Founder, JR van Dijs, Inc.

Long Beach Development Services

Amy J. Bodek, AICP, Director
Linda F. Tatum, AICP, Planning Bureau Manager
Fern Nueno, AICP, Senior Planner
Olivia Joncich, Intern

Project Consultant

Gwynne Pugh Urban Studio

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INTRODUCTION

MAYOR'S CHARGE TO THE QUEEN MARY LAND DEVELOPMENT TASK FORCE

As Long Beach's most esteemed icon, the Queen Mary represents the City's long standing connection to maritime transportation, rich cultural and social history, and popularity as a world-class destination. In June 2015, at the recommendation of Mayor Robert Garcia and former Vice Mayor Suja Lowenthal, the City Council requested the City Manager to convene a Queen Mary Land Development Task Force (Task Force) to engage the public in a dialogue to reimagine developing the leasehold area around the ship. Formation of the 12-member Task Force ensured a transparent process that fully engaged the community in creating a vision for the site. The Task Force accepted the responsibility of generating a vision and guiding principles for the leasehold area, which consists of over 40 acres of underutilized land, adjacent to the Queen Mary.

Given the significance of the Queen Mary, the increased attention it has garnered in recent years, and the opportunities inherent in the selection of a new leaseholder for this City asset, Mayor Garcia and former Vice Mayor Lowenthal emphasized the need for an open and inclusive process that could synthesize the desires of various stakeholders into one document. The Task Force was convened to provide leadership and inspiration for this process and to ensure that a broad range of community interests were adequately considered. The Mayor encouraged the Task Force to be creative and imaginative in establishing guidelines for the successful development of the leasehold area. Additionally, the Task Force was charged with establishing a vision and guidelines that would result in the ship as the focal point of future development, and enhancement of the site as an attraction and significant community asset that can be enjoyed by all who visit the site. The robust efforts of the Task Force, the City, and all those who participated in the process reflect the gravity of this charge.

As crafted by the Task Force, these Guiding Principles are intended to provide critical feedback and guidance to the City of Long Beach (City) and the Developer/Lessee of the Queen Mary Leasehold on goals and objectives for future development and use of the area surrounding the ship. These Guiding Principles and the supporting material on which they are based are the result of several public meetings, over seven months of research, and numerous hours of dialogue among the Task Force, City staff, and the Long Beach community. The Guiding Principles are not a set of regulatory requirements, but rather, they represent broad objectives that collectively form a vision for future development of the site. The vision is steeped in the intent that the Guiding Principles will inform

Queen Mary Leasehold Area

a quality development plan for the site that is considerate of the Queen Mary's significance to the City. The site's future as an enhanced world-class destination will maintain the Queen Mary's status as a grand symbol of maritime and cultural history.

VISION

Over the course of its seven-month term, the Task Force held ten meetings, including four design charrettes and a public workshop, to create and refine a vision for the Queen Mary site. The vision that emerged was borne of a series of guiding principles for development of the site that exemplify the excitement and enthusiasm for the potential of the site to be further developed and enhanced as a world-class destination with the Queen Mary ship as the focal point. Foremost, the Queen Mary anchors an active mixed-use district with authentic architecture and site design that complements the ship and creates a strong identity for the site. The Queen Mary site provides a range of activities that attract not only local residents, but regional, national, and international visitors for entertainment, leisure, dining, shopping, education, history, and culture. The site is seamlessly connected to the greater City of Long Beach through multiple modes of transportation. View corridors to the ship, the water, and the City beyond are preserved to create a sense of arrival and to accentuate the site's unique waterfront setting.

Conceptual vision for the Queen Mary site

TASK FORCE PROCESS

The 12-member Task Force was thoughtfully appointed by Mayor Garcia and the City Council to lead and engage the public in an inclusive discussion about the area surrounding Long Beach's treasured asset. As leaders in the community and in their respective professional fields, the Task Force represented a diverse set of perspectives from within Long Beach by discussing a broad range of possibilities for the development of the site, eliciting public input, and collaborating with City staff and design consultants. Over the course of ten meetings, the Task Force participated in a tour of the Queen Mary leasehold area, hosted design charrettes to delve into the creative details of potential development, and heard numerous presentations germane to future plans for the site. Presentation topics included multimodal connectivity and parking, land use planning regulations, terms of the lease, and site planning and design concepts. The Task Force spent the last few months formulating and honing the ideas and concepts to meet their charge. Their efforts culminated in a final set of community meetings that engaged various stakeholders to review, comment on, and finalize a set of principles that will provide guidance on future development of the Queen Mary leasehold area. Underlying the entire process was a directive for public involvement and respect for the Queen Mary vessel, in hopes that future master planning of the site and development activity upholds the historical value of the ship and its significance to the Long Beach community.

GUIDING PRINCIPLES

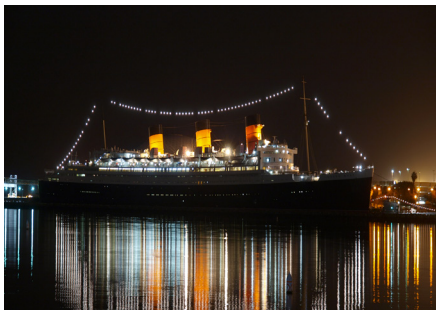
The following Guiding Principles should apply to any development project, wholly or individually, proposed for the Queen Mary site.

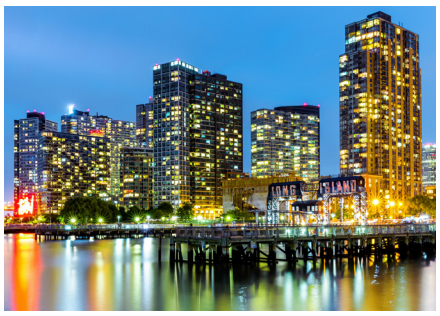
1. The Queen Mary – The ship creates a valuable sense of place and must remain as the focal point of future development, and every effort should be made to restore the ship to its original historical elegance and grandeur. Educational programming about the Queen Mary should be incorporated into the site in the form of a visitor's center or interactive public displays. The scale, design, and location of buildings on the site should be considerate of the ship, and all uses on site should complement the ship.

2. Aesthetics – Emphasis should be on authentic, quality architecture relevant to a maritime atmosphere. The architecture of any new development should be authentic and four-sided, and not thematic or stylized. There should be four-sided, functional architecture for buildings, not merely decorative facades and storefronts. Art should be integral to the site, whether applied, integrally woven into the fabric of the buildings, or installed as a physical interactive experience.

3. Broad Public Access – All residents of Long Beach and regional, national, and international visitors should be welcomed and able to easily access this public site. The site should be developed with bike and pedestrian paths, outdoor seating, restaurants, and retail. This site should be considered as a district within the City.

4. Connectivity – Infrastructure improvements should create connections to the site both visually and through improved transportation and circulation. Development should emphasize connectivity to Downtown and Greater Long Beach. Development should ensure integration among spaces with parking. High priority should be given to public transit and water taxi access and accommodations. Parking links between Downtown and the Queen Mary should be integral to the circulation strategy. Multiple forms of circulation and connectivity should be considered including private cars, taxis or ridesharing, buses, aerial trams, boats/ferries, bicycles and pedestrian bridges.


The Queen Mary


Provide scenic plaza areas

Highlight waterfront promenade

Provide public market spaces

Public gathering spaces

5. Complete Community – Development should create a multi-purpose, multi-use district that provides a wide range of activities and uses that attract visitors to the site. Development should incorporate sustainable design features and achieve Leadership in Energy and Environmental Design Neighborhood Development (LEED ND) or LEED equivalent design. The site should be an open district that welcomes all visitors and be convenient for a short visit to dine, play, attend special events, or as a hospitality destination such as the cruise ship terminal or the Queen Mary.

6. Iconic District – The Queen Mary should be used as the inspiration for the site, organizationally and aesthetically. The site should be planned as a cohesive and complementary development. This district should capitalize on the presence of the Queen Mary by providing iconic and highly recognizable design and development. New development on the site must create distinctive views of the ship and preserve unique views of the waterfront maximizing the scenic assets of the shoreline, Downtown, and the Port.

7. World Class Entertainment Venue – The installation of an outdoor concert venue is a priority for future development of the Queen Mary site. The venue should be designed to accommodate several thousand attendees and to host a diversity of artists and events from amateur- to professional-caliber. The venue would serve the community through performances by local arts, culture, and educational groups, as well as national and international talent.

Family amenities

Waterfront activity centers

City views from the waterfront

Provide fitness opportunities

Public entertainment venues

CHARRETTES AND COMMUNITY ENGAGEMENT

Gwynne Pugh Urban Studio was retained to create and lead a format for feedback by hosting a series of charrettes resulting in the development of an overarching vision and guiding principles for the site. The following is a timeline of the events:

April 2, 2016 – A field trip was taken by the Task Force to view and familiarize the members with the site.

Task Force tour of Queen Mary site

April 6, 2016 – Charrette #1 - A visual presentation was given to show images of outstanding waterfront developments from around the world and a discussion followed.

May 4, 2016 – Charrette #2 - A workshop was held with the Task Force members divided into three discussion groups. Targeted discussions were held focusing on specific uses for the site. Site maps were drawn on by Task Force members to visualize their ideas and then results were presented to the group at large.

Task Force community meeting

May 18, 2016 – Charrette #3 - A presentation was given on the results of Charrette #2 and further discussion was held to zero in on a plan that combined the ideas of all three discussion groups from the previous Charrette.

Task Force community meeting

June 1, 2016 – Charrette #4 - A presentation was given with images and diagrams melding all the ideas for the site. A vigorous discussion took place and the ideas were refined.

July 9, 2016 – A community workshop was held to present the results of all charrettes. Boards were set up for the community to view the ideas and public comment was heard by the Task Force. Based on public comment, the Task Force made changes to the guiding principles concepts.

July 27, 2016 – The Task Force reviewed, made changes to, and approved the final Guiding Principles concepts.

September 20, 2016 – The Guiding Principles were presented to the Long Beach City Council.

City Council meeting

ELEMENTS AND THEMES

To create a vision for the site, the following elements and key themes were worked through in great detail to derive recommendations that address the essence of each theme in the design of the site for future development.

Sense of Arrival

Approaching the site, by any means of access, should create a sense of arrival and establish an identity prior to arrival through:

- The iconic form of the structures.
- Attractive landscaped parkways, medians, and signage.
- A grand entry to the site that complements a grand entry to the Queen Mary.
- Locate the access roadway away from the Queen Mary and on the far side of the site.

Circulation and Access

- Vehicular access to the site via a consolidated road system.
- Reconfigure site access to provide two entrance lanes and two exit lanes that lead directly to parking.
- Create a transit center for buses and a designated drop-off area.
- Provide boat moorings for temporary and short-term boat access.
- Enhance headways for Long Beach Transit Passport and water taxis so that there is convenient year round service to the site.
- Create simple wayfinding signage that directs visitors to the site and around the site upon arrival.
- Provide dedicated bike paths separate from walkways.
- Create a major promenade as well as paseos and pedestrian paths that traverse the entire site.
- Design the site in an easy to orient grid-like organizational plan.
- Develop an aerial tram system that transports visitors to and from Downtown at centrally located stations.
- Provide service roads integral to the grid system.
- Explore a connection to the site from the Los Angeles River.
- Plan for connectivity of Catalina Cruises and Carnival Cruises operations to the site.

Aerial tram

Long Beach Transit Water Taxi

A variety of pedestrian paths

Scenic pedestrian paseo

Parking

- Access to the site and parking areas should provide a sense of arrival and be welcoming to visitors.
- Design and locate the parking structures to be used as a visual buffer from the Port.
- Provide multiple parking structures to allow for multiple points of ingress and egress accessible to different zones within the site.
- Provide view corridors between structures to provide glimpses of the Queen Mary for arriving visitors.
- Design entry and exit roadway and parking systems to provide efficiency of entry/exit sequence to alleviate traffic congestion during large events.
- Phase in parking structures over time based on demand and code requirements.
- Design parking structures to include commercial uses in the parking structure exterior, whenever possible.

Aesthetics and Design

To enhance the aesthetics of the site and its ability to attract visitors key design and place-making principles must be incorporated, these include but are not limited to the following:

- Consider a design theme that is compatible with the Queen Mary and its waterfront setting (e.g., industrial or maritime).
- Use of sustainable design that includes LEED ND certification or LEED equivalent.
- Buildings should be authentic and reflective of their form and function.
- Structures should be complete and permanent with authentic four-sided architecture rather than decorative facades and storefronts.
- Create a network of structures that provide waterfront views rather than a monolithic massing.
- Parking structures may be taller at the rear of the site, i.e., six to eight stories, and should also be broken up into a series of buildings.
- Building designs may have references to a past time or place, but should not be imitative of a historical style.
- Landscaping should reflect a seaside aesthetic.
- Servicing components and uses shall be seamlessly accommodated on the site and out of view of visitors, e.g., refuse, maintenance, loading, and resupply.

Lushly landscaped entry

Emphasize waterfront features

Modern parking structures

Introduce sand to the waterfront

Enclosed event spaces

Whimsical seating

Events with views to downtown

Outdoor events

Building Scale

- The height and massing and siting of building on the site must be carefully considered, so that single and two-story buildings are near the water with taller iconic vertical buildings strategically placed further from the waterfront to preserve the views.

Public Open Space

- Provide a promenade that is grand in width, with multiple scenic vantage points as well as areas for seating, strolling, dining, and viewing areas integral to the design.
- Provide a continuous pedestrian path along the perimeter of the site.
- Consider providing a beach-like environment that slopes to the water.
- Provide public paseos and walkways of varying sizes for traversing between buildings and activities on the site.
- Provide a plaza that accommodates large public gatherings.
- Install a walkway on the causeway around the Queen Mary that can be used by pedestrians and cyclists.
- Develop pocket parks and landscaped areas that provide visual respite and can be used for picnics, leisure, or repose.
- Provide public restrooms throughout site.
- Consider recreation and fitness stations or zones.
- Incorporate kayaking, paddle boarding, sailing and similar activities.

Site Activities and Special Events

- Create flexible, multi-use event space.
- Activate the site year round with regular programming.
- Provide approximately 80,000-120,000 square feet of event space.
- Plan for and program events along the promenade.
- Include a performance space that can accommodate both professional and amateur performances.
- Encourage a variety of events including aquatic and other activities.

Public seating with scenic views

Wharf-like environment

Iconic tower

Waterfront dining

Key Uses of the Site

- The promenade along the water establishes a connective axis for the site.
- Parking structures buffer the primary access and circulation area on the south shore from the programmed areas of the site.
- Destinations and activities on the site should be located in the space between the parking structures and the ship and along the shoreline.
- Commercial and retail uses on the site should complement, not compete with, existing development on the shoreline and in Downtown.
- Artist studios and creative space and associated retail options are encouraged, including live/work artist lofts.
- Design food service uses and spaces for high visibility and adaptability and to complement other uses on the site.
- Unique curated food options, not currently found in Long Beach, such as a high-end food hall, or a floating restaurant, are encouraged.
- Hotel and hospitality uses should complement the Queen Mary hotel and be strategically positioned on the site to attract visitors.
- Explore the potential for a five-star hotel tower that provides dining with views in all directions and the potential for a four-star hotel of modest size and scale.
- Create entertainment zones that have an authentic feel, rather than a stylized flavor, that could include, for example, a floating entertainment barge or a historic (Looff) carousel.
- Provide flexible space for cultural and arts uses that can be curated and continually programmed, including concerts, and public art throughout the site.
- Provide an outdoor venue that can accommodate amateur through professional performances. The venue must not obstruct the view of the Queen Mary and must be able to accommodate a professional ensemble, by including a stage that is approximately 76 feet wide by 40 feet deep, loading dock, equipment storage, professional lighting and sound equipment, artists' restrooms, production offices, dressing rooms, grid, fly space/rigging, and professional electrical support.

- Design the site to provide a variety of recreation and water related activities, such as kayaks, boats, paddle boards, paddle boats, and sail boats within and around the Queen Mary.
- Other recreational activities, such as a floating fishing deck, a marina on the western side, and fitness options, particularly along the promenade, should be encouraged.

Sublease Recommendations

- Remove the existing submarine to allow more space for water activities in the water adjacent to the Queen Mary.
- Consider use of the dome for special events if it is not needed for the cruise terminal.
- Provide aesthetic upgrades to the dome such as removing the lower panels to open up the space within, and provide regular cleaning and maintenance of the exterior.
- Consider use of the dome surface to project digital art.
- Recommend construction of a full-service cruise terminal if the dome is removed.
- Consider the use of the dome area for possible public access for bikes, walking, retail or mixed-use potential.

Queen Mary Ship

The Task Force deliberation process and feedback from the public resulted in a strong position that the Queen Mary's restoration and programming are a top priority. The Task Force recommends that the ship be restored to its original elegance and grandeur.

Community screenings

Cruise ship

Digital art projections

Floating walkway as an art element

OUTSIDE OF LEASEHOLD AREA

The Task Force recommends that the lessee of the Queen Mary leasehold area collaborate with the City, nearby property owners, and other stakeholders to achieve the goals for the site. The following are recommendations for consideration outside of the leasehold area:

Harry Bridges Memorial Park

- Connect pedestrian paths from the site to the park.
- Create continual programming in the park.
- Concert venue - amateur to professional performances.

Connection to Hotel Maya and other nearby development

- Create connections and transportation from the site to Hotel Maya and other developments.
- Boutique hotel or hotel connected to the Hotel Maya and/or Residence Inn to promote visitors.

Pedestrian, bike, and transit paths that connect to site

- Create multi-modal paths for pedestrians, bikes, and cars.
- Locate parking near the street.

Wayfinding and signage

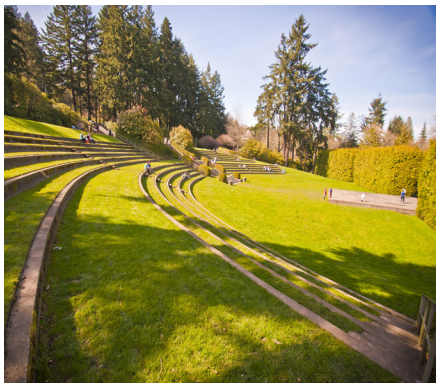
- Create clear signage to find the ship from outside the site and within the site.
- Create sense of arrival from the entrance.

Marina

- Create a marina near the helipad.
- Connect the pedestrian walkway north of the helipad to the Pier J walkway south of the helipad.
- Encourage the mooring of large-scale ships, such as an aircraft carrier.

Los Angeles River

- Facilitate connectivity between the Queen Mary leasehold area and the Los Angeles River.



Terraced amphitheater

Shaded inviting bicycle routes

Promote a marina environment

Facilitating connections to Downtown

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LONG BEACH

LONG BEACH DEVELOPMENT SERVICES
333 W. Ocean Blvd., 3rd Floor, Long Beach, CA 90802

LongBeachDS @LongBeachDS LBDSVideos

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