



**Urban Land  
Institute**

Advisory Services Program

**MANHATTAN BEACH, CA**

January 11-16, 2015

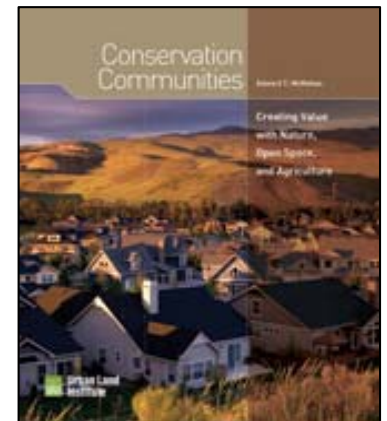


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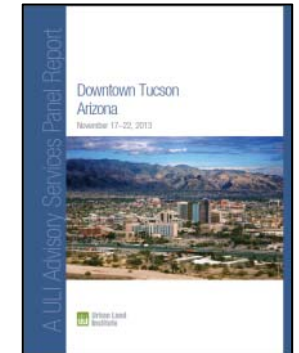
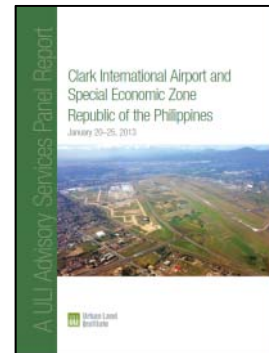
## About the Urban Land Institute

- The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.
- ULI is a membership organization with nearly 35,000 members, worldwide representing the spectrum of real estate development, land use planning and financial disciplines, working in private enterprise and public service.
- What the Urban Land Institute does:
  - Conducts Research
  - Provides a forum for sharing of best practices
  - Writes, edits and publishes books and magazines
  - Organizes and conducts meetings
  - Directs outreach programs
  - Conducts Advisory Services Panels



# The Advisory Services Program

- Since 1947
- 15 - 20 panels a year on a variety of land use subjects
- Provides independent, objective candid advice on important land use and real estate issues
- Process
  - Review background materials
  - Receive a sponsor presentation & tour
  - Conduct stakeholder interviews
  - Consider data, frame issues and write recommendations
  - Make presentation
  - Produce a final report



## The Panel



**Richard Perlmutter, Chair**  
Managing Partner  
Foulger Pratt  
Rockville, MD

**Michael Lander, Vice-Chair**  
President/Owner  
The Lander Group, Inc.  
Minneapolis, MN

**Jonathan Bartlett**  
Senior Consultant,  
Global Buildings  
Jacobs  
Atlanta, GA

**Peter Crowley**  
Partner  
LandDesign  
Alexandria, VA

**Tom Hester**  
Urban Design  
Practice Leader  
Parsons Brinckerhoff  
Tempe, AZ

**Geri Lopez**  
Director, Economic  
Development and  
Housing  
Clearwater, FL

**Richard Reinhard**  
Deputy Executive  
Director  
Downtown DC BID  
Washington, DC

**Erin Talkington**  
Vice President  
RCLCO  
Bethesda, MD

## Panel Assignment



*At the heart of the Community, Downtown is a key component of what makes Manhattan Beach such a desirable place to live, visit, and conduct business. It is a vibrant and dynamic area that is popular with locals and also serves as a visitor destination.*

*Downtown's success is built upon a number of key factors including outstanding year-round weather; the look and feel of the areal award-winning shopping and dining experiences that are unique to the Downtown and in close proximity to the ocean and beach orientation and environment for outdoor activities.*

*The Purpose of this engagement process is to ensure the Downtown area maintains and enhances its unique character and encourages business success.*

## Panel Assignment

- **Vision:**
  - What specifically defines our quaint and unique beach Downtown character and how can the City maintain and enhance it?
  - Describe your vision for the future of Downtown Manhattan Beach (20 years from now) in 4 sentences or less. Use descriptive adjectives.
- **Market Potential:**
  - How do you see the current ratio of chain to local retail and what would be a good mix?
  - What are the pros and cons of restricting certain types of uses at the street level to ensure a quality retail experience?
  - What type of businesses should we be retaining and/or attracting for our downtown, and what are the best methods to do that?
- **Development Strategies:**
  - Provide examples of streetscape designs that should be implemented downtown? What elements need to be addressed/improved?
  - What are the pros and cons of having prescribed design guidelines implemented in the overall development of downtown construction?
  - How best should the community pursue effective public-private partnerships to revitalize and manage the downtown?
- **Implementation:**
  - What type of parking strategies should we implement downtown?
  - What is the action plan/implementation plan with a critical path(s) forward for the above question?

## 1996 Strategic Plan

- Don't let the ULI report sit on the shelf
- Take advantage of the opportunity to set in place a plan for the future
- Make some big decisions





## Presentation Outline



- Culture—Michael Lander
- Economics—Erin Talkington and Jonathan Bartlett
- Retail Environment—Richard Perlmutter
- Design and Transportation—Tom Hester and Peter Crowley
- Development Opportunities—Tom Hester, Peter Crowley, Michael Lander and Richard Perlmutter
- Implementation Strategies--Geri Lopez and Rick Reinhard

# Michael Lander

## Culture and History

### History

- Reflects transportation of the day
- Origins of village scale
- 30' lots/small summer cottages

### Changes over time

- Summer to full time
- Train to auto
- Middle income to high income



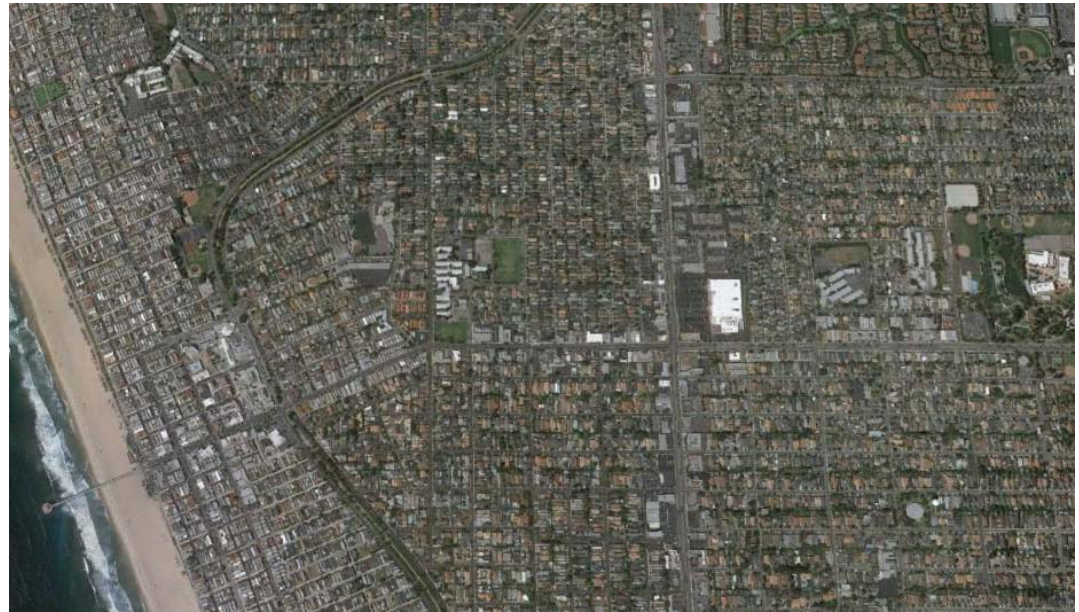
## Changes in Development Pattern

### Traditional/Pre-automobile/Manhattan Beach

- Compact
- Connected
- Mixed use
- Multimodal

### Suburban

- Spread out
- Cul-de-sac/collector
- Single Use



## Diverse and Changing Community

- Long term residents (20+ yrs.)
- New high income residents
- Over half residents less than 15 years
- Increasing visitors
- Business owners
- Property owners

## Manhattan Beach Attracts Buyers with Options

- Value small town character
- Excellent schools
- Laid back feeling
- Citizen involvement/connection
- Safety
- Freedom for kids

## Changing Environment – Impacts on Community

- No longer served by train
- Suffering impacts of love affair with cars
- Turnover with new profile residents
- Market demand for bigger houses, more car space
- Demand for more restaurants
- Housing prices skyrocket
- Pressures on ‘small town character’
- Suburban style development projects

## Development Impacts

- Residential McMansions
  - Oversized
  - Auto impacts
- Retail Mix
  - Rents escalating
  - Losing long time tenants
  - National tenants move-in
- More cars/traffic Congestion
- Parking Issues



## Methodology

- Reviewed background material from staff
- Met staff and Council
- Talked with over 120 community members
- Reviewed past studies
- Assessed threats and opportunities
- Toured, walked, biked your city
- Lived on site for the week
- Applied collective experience
- Healthy communities principles

## Perspectives and Recommendations

- Economic context
- Retail trends
- Urban design concepts
- Transportation and parking strategies
- Identify key development opportunities
- Implementation strategies
- Progressive governance

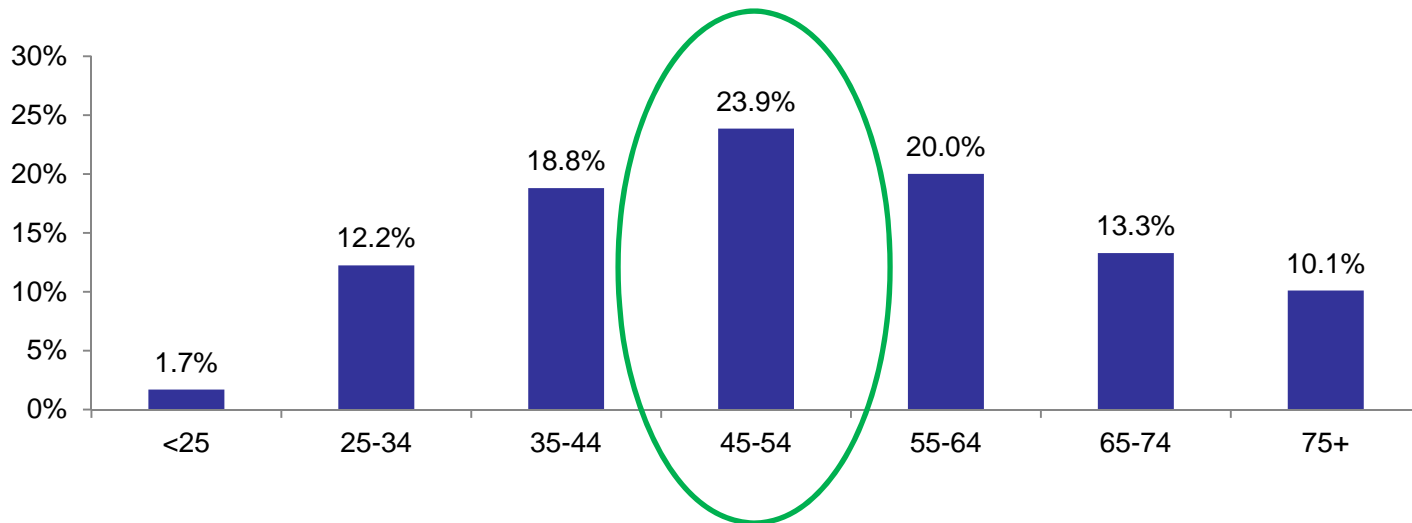
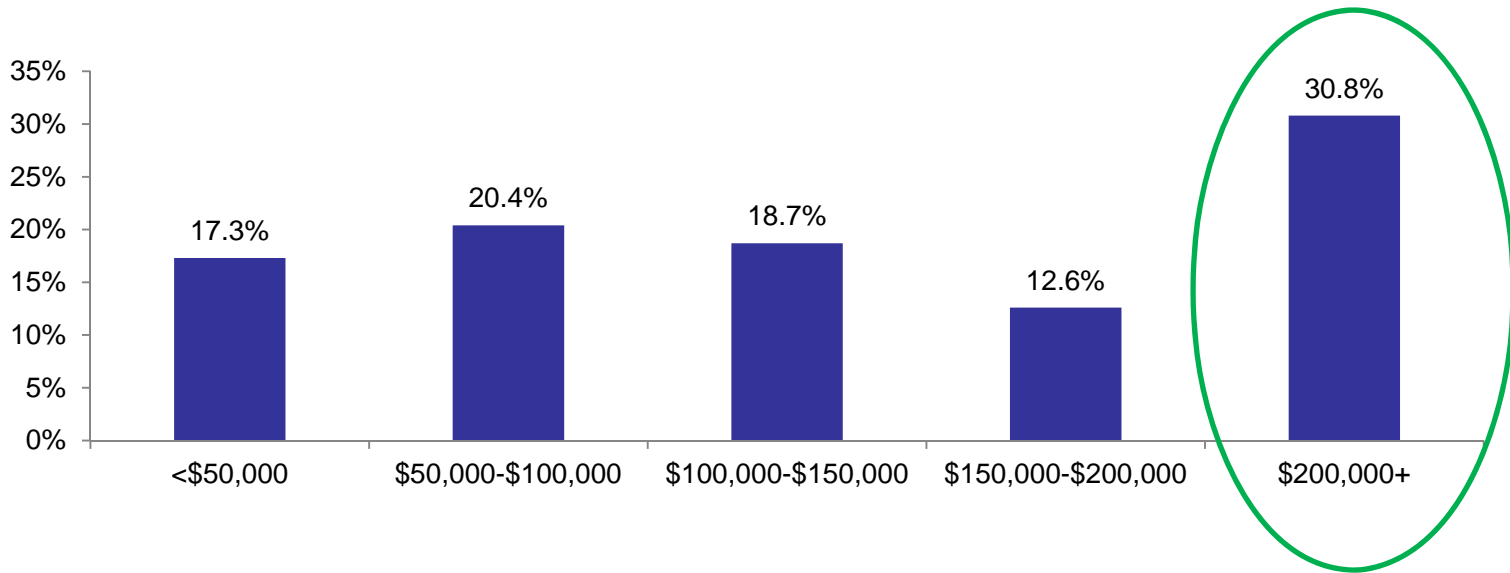
## Jonathan Bartlett

## Who is Manhattan Beach?

Population:	35,000
Households:	14,000
Median HH Income:	\$134,000 (2.3x LA metro)
Avg Net Worth:	\$1.2 million
Median Age:	42
% College:	73%
Adv Degree:	31%

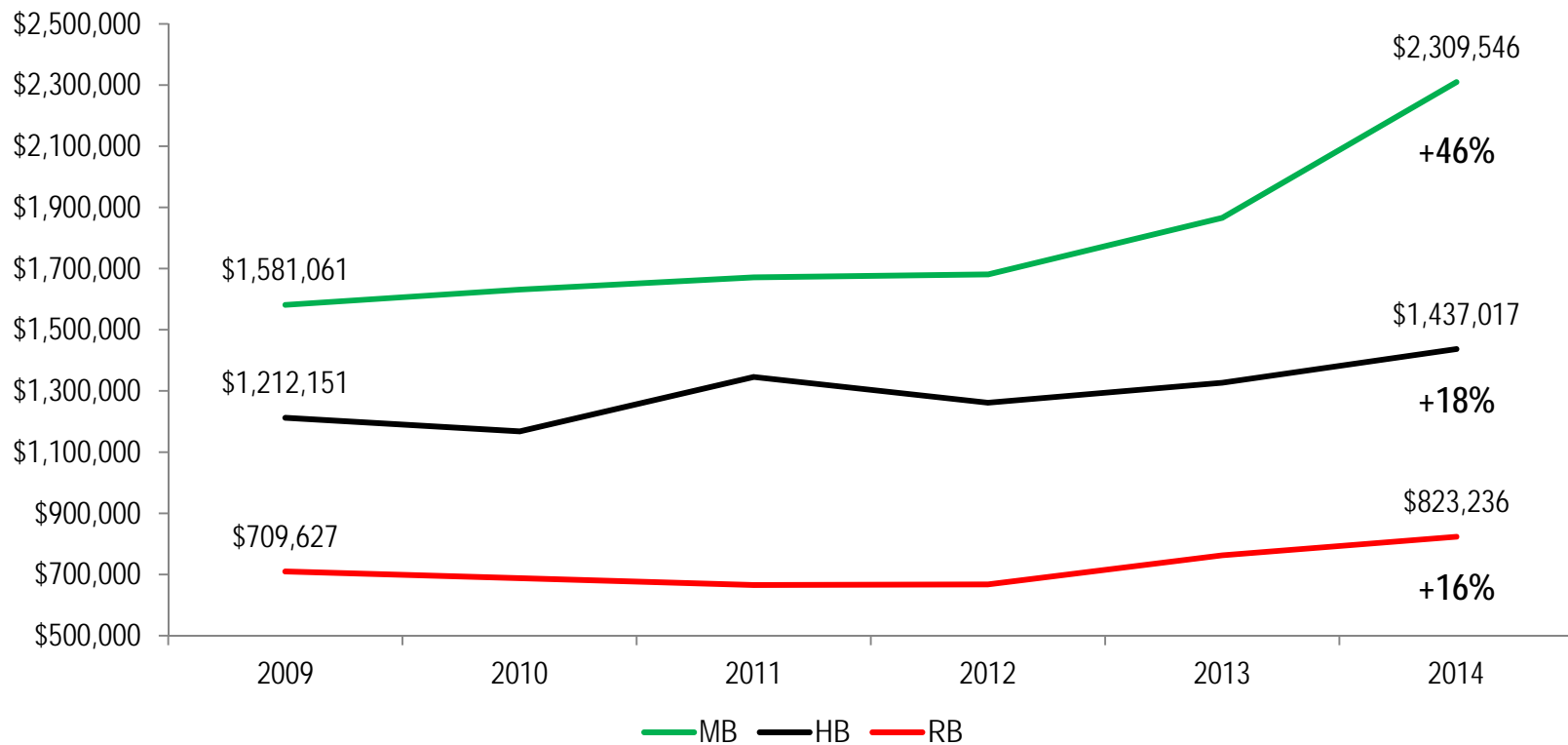


# Who is Manhattan Beach?



# Housing Market Conditions

- Residential price appreciation over the last five years has been extraordinary.
- Average price per square foot in the most recent quarter was \$1,131, placing Manhattan Beach 90266 among the most expensive zip codes in the United States.



## Meet the Neighbors!

- 60% of the households in Manhattan Beach have only been here since 2000.
- 25% have arrived since 2010.
- Based on average annual transactions, since we arrived in Manhattan Beach on Sunday you have 7 new neighbors, each of whom paid today's market value for real estate.

## Tenancing Implications

- The rise in home values and influx of new residents has changed the character of the Manhattan Beach retail market.
- The community's affluence attracts upscale merchants - both locally run and national brands - who are positioning to serve the evolving needs of the community.
- Your household expenditures in the financial services category are 4.5 times the national average. This naturally attracts banks.
- The active housing market has created demand for residential real estate services, and a proliferation of such businesses has logically followed.



## Commercial Market Trends

- Commercial vacancy rate is extremely low, supply of space is limited and, particularly in the built-out downtown area, new space is extremely difficult to produce.
- Strong consumer demand and limited supply is driving up the cost of space.
- Retail rents in downtown Manhattan Beach run from \$4-\$6 per square foot per month on existing leases.
- Anecdotal evidence is that certain well-located, rehabbed properties have commanded rents two to three times higher.
- These increases are fueled by a number of factors, most obviously the high cost of acquiring and renovating older commercial properties.

# Retail Business Illustration

Monthly Rent:	\$5		Monthly Rent:	\$10
Annual Rent:	\$60	→	Annual Rent:	\$120
/ 10%			/ 10%	
= Required Sales/SF	\$600		= Required Sales/SF	\$1,200
				↓
	Store Size (SF):		1,500	
	Annual Sales:		\$1.8 million	
	Sales per Day (M-Sa):		\$5,800	
	Haircuts/Day (@ \$100):		58	
	Pressed Juices/Day (@\$5):		1,200	

## Impact on Local Retailers

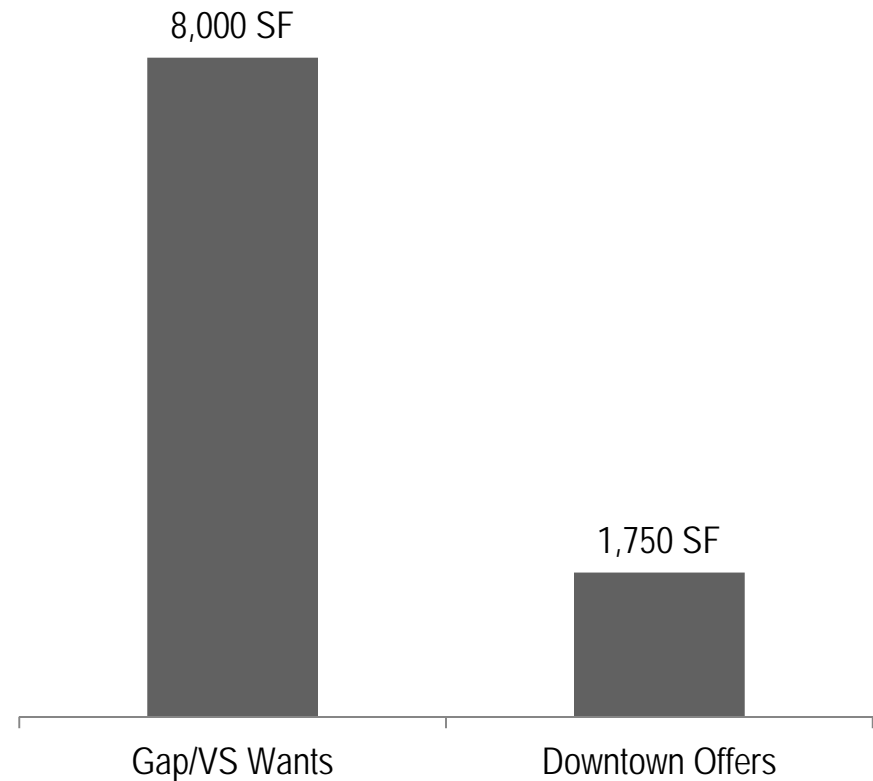
- Retailers that generate the highest sales per foot include Apple (average sales per foot over \$6,000); Tiffany (\$3,043); Lululemon (\$2,200), Kate Spade (\$1,280), etc., as well as restaurants, service businesses.
- The risk that rapidly increasing rents will drive smaller stores out of business directly parallels the condition in the Manhattan Beach housing market, which has a similarly narrow group of qualified participants.
- Unlikely that \$10 per foot (or more) will prevail across the whole of downtown in the near term, which gives us confidence that strong local businesses in the right locations can continue to succeed in downtown Manhattan Beach.
- When landlords face resistance at a given price point, and nationals don't step in, the market will adjust. \*This assumes that existing rules are being enforced consistently.

## Formula Retail Ban?

- There is no “right” number of national stores vs. local – they are symbiotic.
- Manhattan Beach today ~20% nationals.
- Some communities are comfortable with 60%+.
- Attempting to regulate this percentage with a heavy hand can have unintended consequences; we do not recommend this approach.
- The retail profile in town will continue to evolve with the changing population, but the risk of a wholesale overrun by national chains is overstated.

## The Local Advantage

1. Not every location is equal; rents will continue to vary by block, corner, and side of the street.
2. Downtown store sizes are inadequate for many mass market retailers.
3. The mall is a much more desirable location for mass market retailers. (space, co-tenants, traffic counts, parking, lower rents).
4. Your merchants are innovative and engaged, but they need support in key areas that are under your control. We will discuss these shortly.



# Richard Perlmutter

## The Retail Story

### Perpetual State of Change



- Web-based business
- Bricks and Mortar business
- Omni-Channel Marketing
- Winners and Losers
  - High Touch and curated
    - Restaurants
    - Soft goods
    - Groceries
    - Services
  - Anchor Restaurants— regional draw
    - High rent
    - Symbiotic with locals

## State of Retail

### Economic Health



- Excellent
- High rents
- Low vacancy
- Small shop dominance
- Maintain vigilance



## Mega Trends

### Retail



- Web-based
- Restaurants as anchors
- Responses:
  - Don't consider rent control
  - Don't consider formulaic regulatory programs
  - Consistently enforce land use regulations
  - Resist combining storefronts

## People Work and Live Differently

### Options



- Hotels
- Restaurants
- Retail
- Office

# Erin Talkington

## What is in Downtown Today?

- Approximately **400,000 SF** of retail, office, and hotel space
  - 70% small shops that create the village character
- Broad mix of tenants and merchants, as well as national and local tenants.

**Downtown**  
**400,000 SF**



**Manhattan Village Mall**  
**550,000 SF**



## What is Downtown's Niche?

- Retail and office space does not exist in a vacuum.
- Within the broader South Bay marketplace, every place plays a distinct role.
- Different types of businesses all thrive in different types of locations.
  - **Village Mall:** regional destination for national fashion and soft goods retailers.
    - This is where Gap and Victoria Secret will locate.
  - **Sepulveda:** anchor, big box and convenience retailers in large power centers.
    - This is where Costco, Target, PetSmart, and 7-Eleven will locate.
  - **Downtown:** experiential destination for restaurant, upscale fashion, specialty tenants, and local retail and services.
    - This is where the surf shop, the dive bar, the regionally-renowned restaurant, the local bank and realtor, and the upscale boutique will locate.

## What Businesses are in Downtown Today?

- Your retail and office tenant mix reflects this market niche and your changing demographics:
  - Destination restaurants,
  - Upscale and Specialty retailers,
  - Local office and services.
- 150,000 SF of small retail shops:
  - 100,000 SF restaurants
  - 50,000 SF small shops and personal services
- 20,000 SF of grocery
- 130,000 square feet of small office, medical, and banks.

Retail Tenant Breakdown	Count	Share
Arts	1	1%
Restaurant	43	35%
Grocery/F&B Sales	4	3%
Personal Services	23	19%
Retail	53	43%
	124	

## Who Shops in Downtown?

- Two primary consumer groups provide support for downtown retail:
  - local residents
  - Visitors
- Average resident spends \$60,000 on retail each year
  - \$470 million dollars in spending on the retail categories available to downtown shops.
  - Twice what the average community of 14,000 households would support.
- Residents seek out restaurants and specialty shops in downtown – yet most go to other retail areas for the majority of their shopping.

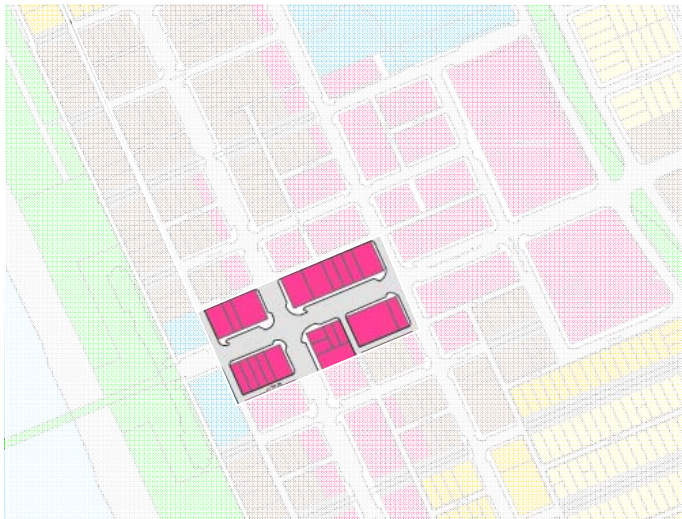
Demand in downtown:

50,000 SF of local retail and services,  
+ 25,000 SF of restaurants  
75,000 SF in total.

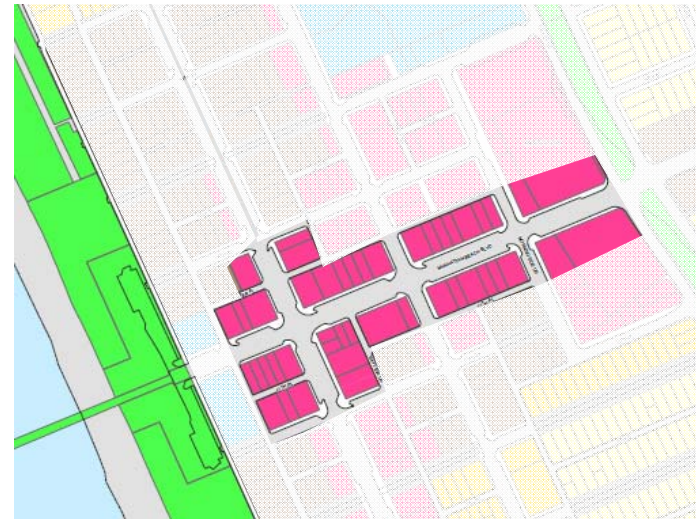
# Who Shops in Downtown?

200,000 SF of Retail in Downtown Today  
- 75,000 SF of Retail Demand from Residents  
125,000 SF – Who else keeps the lights on?

**Retail Supported by Residents:  
75k SF = 1.5 blocks**



**Retail Today:  
200k SF = 4.25 blocks**





## Who Shops in Downtown?

- Visitors support 60% of your overall retail space.
  - Local specialty retailers receive 2/3 of support from residents
  - Restaurants rely on visitors for nearly 75% of their patrons.
- You need your visitors!
- So what's the catch?
  - Few places for visitors to stay.
  - Challenging to drive to and park in downtown and near the beach.

## Is There a Market Issue Here?

- Downtown market is functioning in a logical and healthy way.
- Prices and rents reflect:
  - limited quantity of beach-adjacent real estate
  - affluent local market
- Rent is outcome of market dynamics:
  - limited supply of downtown space
  - strong demand to occupy those storefronts.
- Address the factors that create higher price - rent control is NOT the solution

## How Can Small Businesses Compete?

- **DEMAND-SIDE:** Improve the viability of businesses
  - **Parking:** improve access so more customers can come
  - **Expenditures:** encourage existing customers to spend more in downtown
  - **Visitor attraction:** Increase your customer base by attracting more visitors to patronize your retail.
- **SUPPLY SIDE:** Moderate rent levels
  - **Store size:** limit size to maintain the quantity of storefronts
  - **Zoning and use:** regulate the type of business and where they can locate
  - **Design:** brand the look and feel to improve the marketability
  - **Quantity of space:** shrink or expand the amount of available space to better reflect consumer demand.

## Where Does This Leave Us?

- Healthy and well-functioning market, but competitive threats are surfacing.
- Manage these threats proactively, not reactively :
  - Small tweaks to regulations,
  - Cohesive strategy to attract visitors and residents,
  - Clarity on the future vision.
- Residents alone cannot support current amount of retail.
  - One strategy would be to reduce the downtown footprint.
  - Alternatively, facilitate visitors to increase customer base
- Time for action: prolonging these conversations creates uncertainty and inefficiency which is bad for business and the community.

# Tom Hester , Michael Lander and Peter Crowley

# Transportation Analysis

## - Circulation

- High number of walking streets
- Limited access to Valley/Ardmore
- Primary reliance on MBB & 15<sup>th</sup>
- South of MBB not direct connection to Valley/Ardmore
- Primary N/S circulation along Highland and Manhattan Avenue
- Imbalance of congestion and capacity
- Need to manage the car or the street



# Access Management

- Left turn lanes require more street space
- Congestion caused by block size and stacking
- Residential access
- Opportunity to manage access to increase capacity for all modes



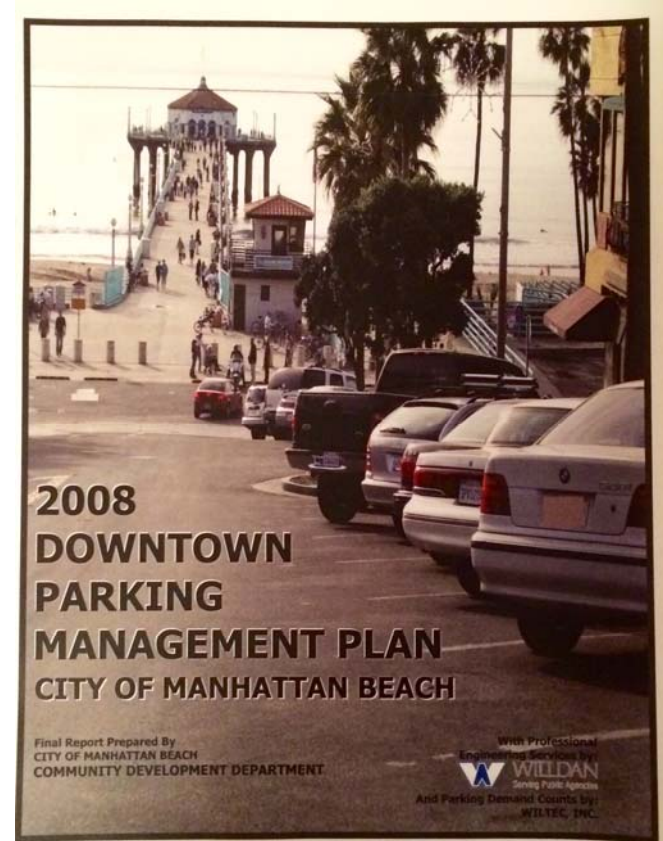
## Parking

- Balance needs of residents and visitors
- Current parking situation results in increased congestion
- Retail businesses sensitive to parking
- Opportunities for new parking is expensive and limited
- Locate structures close to Valley/Ardmore
- Parking strategies should consider downtown as a “district”, and integrate
  - Structures
  - On-street
  - Remote



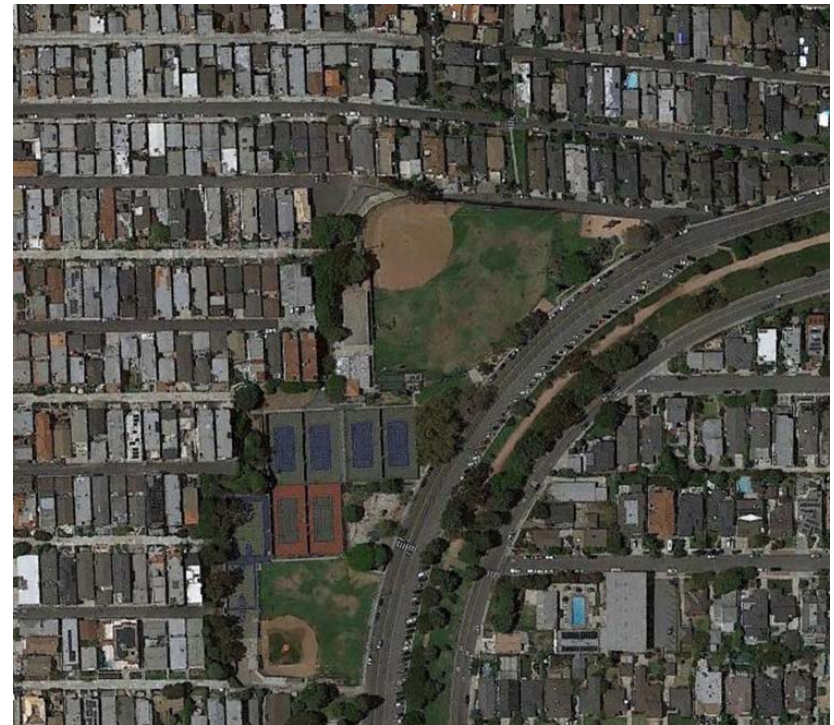
## Parking

- Everyone mentioned as a issue
- Tied to overall transportation network
- Traditional places need special practices
- Showed some parking urban design issues
- City completed study in 2008 and implemented many recommendations
- 2006 study recommended updates – the place to start
- Define the problem today



## Increasing Parking Inventory

- Under Von's redevelopment
- At beachhead
- Certain street locations
- Existing city lots on 12<sup>th</sup> Street
- Allow/count mechanical parking spaces
- Encourage underground parking in new buildings
- New remote parking lots w/shuttle



## Parking Management Recommendations

- Carefully design and managed parking districts
- Maximize convenience for users
- Maximize use of inventory
- Implement ideas from updated study

### Our Ideas

- Promote Uber type service for resident trips
- Create remote lot(s) for employees and visitors
- Expand on street where possible/reclaimed frontages
- Use technology to do demand pricing – insures 15% of metered spaces always available

## Parking Management Recommendations

- Create new signage and smart phone app to direct residents and visitors to available spaces
- Create shuttle from Mall to downtown to take advantage of parking inventory and create synergy between shopping district.
- Institute residential parking permits in impacted neighborhoods.
- Increase parking revenue to financing ongoing upgrades.
- Expand valet programs for restaurants and other visitors.
- Increase biking options.
- Consider bikeshare at remove lots.

## Built Form Character

- Defined by:
  - Streets & Blocks
    - Compact size and scale
    - Most significant determinate for character
  - Building Form
    - Mass
    - Facades and treatments
  - Public Realm
    - Streetscapes
    - Lighting
    - Plazas
    - Sidewalks & Patio Dining

# Scale

## Traditional Village



## Out of Scale



# Street

Walkstreet 13th



Car/Parking Street 12th



# Frontages – Morningside Drive

- affects pedestrian environment
- provide continuous interest
- avoid curb cuts, surface parking at street

Bad



Better



Best





## Public Realm: Streetscapes

- Streetscapes
  - Understated & congested
  - Paving materials in disrepair; unattractive
  - Landscaping inconsistent; non-descript
  - Does not meet minimum level of quality or design
- Lighting: need for more safety lighting
- Plazas: Programming can:
  - Better/prime utilization of GLA
  - Expand public/private realm
  - Promote active areas
- Sidewalks & Patio Dining
  - Too narrow for users
  - Wider sidewalks can promote dynamic mix of uses

## Recommendations

- Manhattan Beach Blvd
- Iconic gateway for people and cars
- Presents brand character
- Street could have 4 distinct parts
  - North
  - Central
  - South
  - Beach



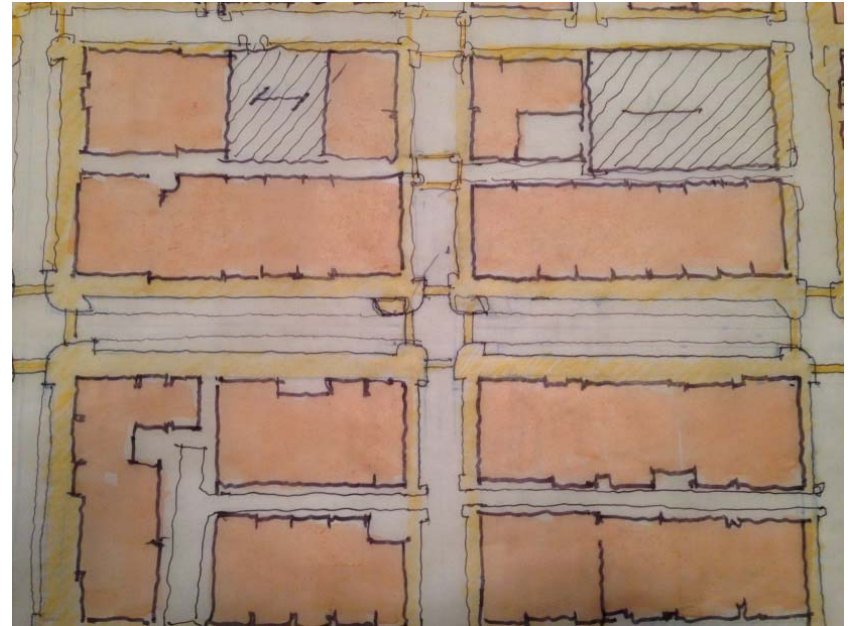
## Recommendations

- MBB: North
- Capture parking between Morningside and Valley/Ardmore
- Access to future structure at Vons & Metlox
- Maintain existing street section with narrower travel lanes and wider sidewalks



## Recommendations

- MBB: Central
- Defined between Morningside and Manhattan Avenue
- 80' ROW
- Two – 11' travel lanes; one in each direction
- Wider sidewalks on both sides; wider on the north side
- More balanced street section
- Angled on-street parking; interspersed landscape breaks
- Mix of surface materials; SDG for parking
- Integrated public art



## Recommendations

- MBB: South & Beach
- Defined between Manhattan Avenue to the Strand
- Commercial walkstreet
- 80' ROW
- Two – 11' travel lanes; one in each direction
- Wider sidewalks on both sides
- Managed/remote on-street parking
- More public space/dining terraces
- More balanced street section
- Mix of surface/terrace materials
- Integrated public art



## Recommendations

- Other Streets
- Manhattan Avenue
  - 80' wide ROW
  - Similar to center MMB typology
- Highland & 13<sup>th</sup> Street
  - 60' wide ROW
  - Reorganization of on-street parking
  - Wider sidewalks in some areas
- Expansion/new walk streets



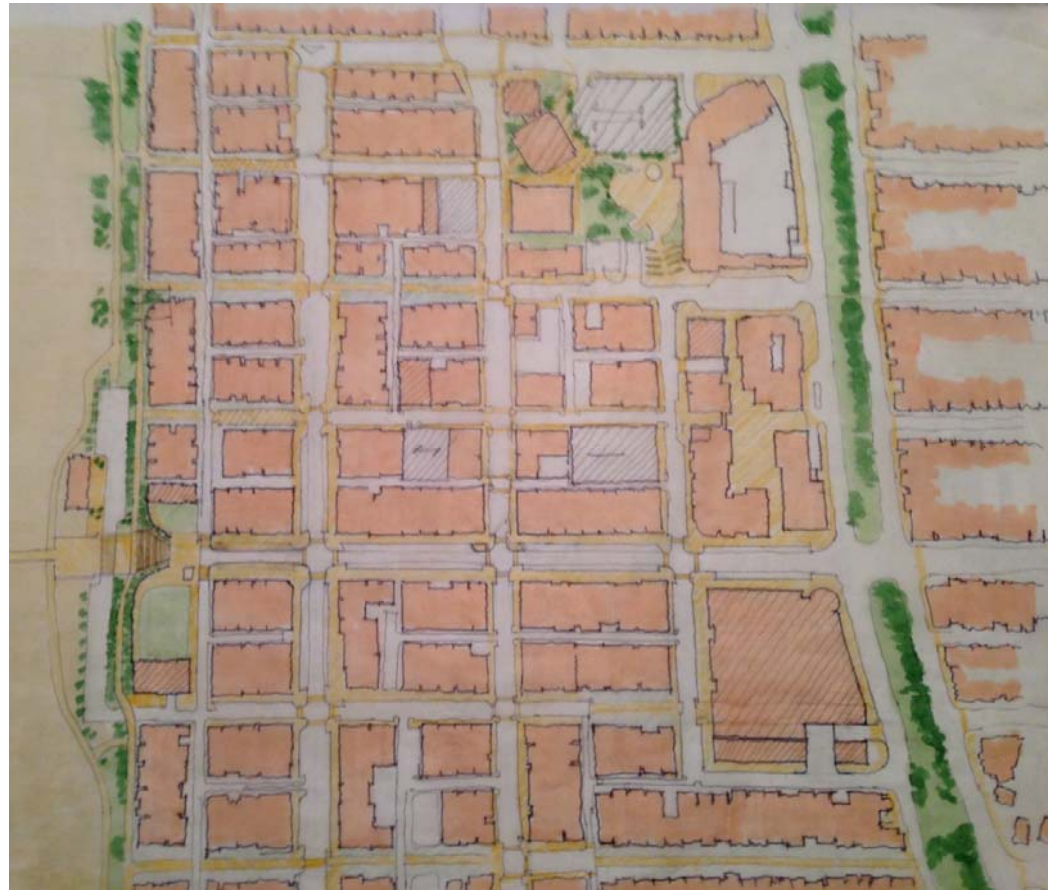
# Recommendations

- 15<sup>th</sup> Street
  - Large traffic volumes directed through residential street
  - Design the street to reduce speeds
  - Tighten radius at Manhattan Avenue



# Integrated Reuse Opportunities

- Overall Opportunities
- Possible city assets
- Private assets
- Private/Public Partnerships





## Retail and Office Shared Space



- Multi-Use Building
- 20,000 SF
- First floor—retail kiosks
- Second floor—executive suites
- Public-private partnership
- 13<sup>th</sup> Street/Morningside Dr.
- Complementary to Farmers Market

# Integrated Reuse Opportunities

- Existing Von's
- Entire block should be considered for assemblage
- Below grade structured parking
- Ground level active uses/retail
- Second level professional uses
- Upper levels could include a mix of residential



# Integrated Reuse Opportunities

## - Beach Plaza

- Below grade & surface parking
- Opportunity for diverse public spaces
- Spaces could include beach club, park, or public/private mix
- Relocation of bike path under pier for safety
- Bike/pedestrian management at beach head to improve safety



Gerí Lopez

## Implementation—Public Sector Role

### Implementation requires Political Will!!!

- Success requires bold moves and dedicated leadership
- Public and private sectors must work together to execute important action plans to achieve the ideas envisioned for Manhattan Beach
- Bold does not mean foolish nor does it mean achieving unconditional consensus for each initiative or individual development proposal—you cannot please everyone!
- Must listen to a diverse set of stakeholders and formulate actions that are in the best interest of the community
- Taking action, even incrementally, is critical to move forward

## Implementation—Public Sector Role

Bears repeating:

- The clear role for the City Council is to provide strong leadership
- Create and implement the vision for Manhattan Beach
- Adopt policy and regulations
- Be decisive in your actions



## Implementation—Public Sector Role

Embrace these concepts:

- Create plans, programs, etc. that supports downtown as the “center” or gathering place of the city for its residents and visitors
- Fund improvements to the public realm and plan for these improvements in the Capital Improvement Program (CIP)
- Balance the needs of residents, business owners, commercial property owners, and visitors
- Be proactive to the business community to ensure a healthy downtown commercial base
- Actively seek private partners to develop key downtown redevelopment sites

## Implementation—Public Sector Role

Invest in your future—use your AAA bond rating!

- Issue a bond to fund key infrastructure improvements
  - Streetscape
- Research other revenue sources for funding projects other than property taxes
- Look at a dedicated funding source for other projects and programs
  - i.e. City Business License Tax for Façade Improvement Program
  - Use Parking Fund to fund parking improvements
- Create a Strategic Plan that aligns city values with available resources to be used for preparing the city's budget and funding the CIP



## Implementation—Public Sector Role

Balance the needs of residents, business owners, commercial property owners, and visitors

- Be sensitive to resident concerns of noise, trash, deliveries, and smell.
- Assign a city representative to facilitate business and resident complaints
- Ensure the consistent enforcement of codes to include closing time for bars near residential, warnings vs. tickets for parking, etc.



## Implementation—Public Sector Role

The City cannot afford to continue to be reactive--  
Be proactive!

- Conduct outreach to the business community to ensure a healthy downtown commercial base. This will help to preserve those hometown treasures and attract new businesses that support the Manhattan Beach vision
- Actively engage the Downtown Business and Professional Association and Downtown Property Owners Association to listen to their needs and work collaboratively to identify programs and incentives.
  - Create a façade improvement program. This could assist long-time property owners improve their buildings without raising the rents
  - Partner with community organizations to support events that foster the right activity to help retail businesses

## Implementation—Public Sector Role

Identify opportunities for public-private partnerships to develop key downtown redevelopment sites

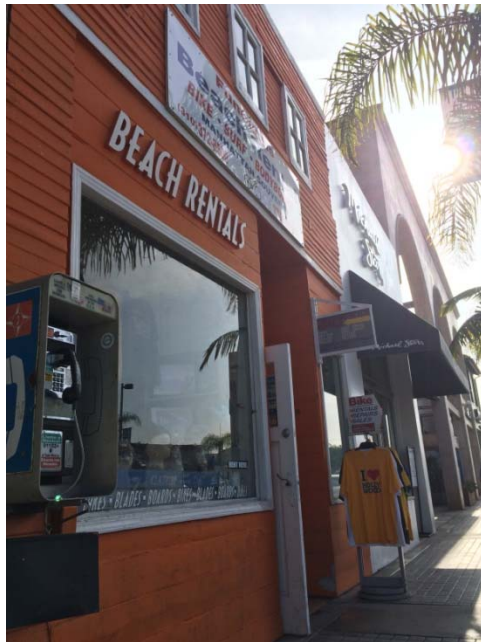
- Seek out partnerships to encourage additional parking and desired development patterns and uses
  - Use incentives such as site-specific tax increment financing (TIF) revenues to provide incentives such as tax rebates, payment of permit fees, etc. to develop these projects



# Implementation—Public Sector Role

## Create a Downtown Specific Plan

- Gives the city staff, developers, property owners and residents the certainty they desire for how downtown will develop



## Implementation—Public Sector Role

Evaluate pricing and improvements to the parking system and adopt a parking management plan

- Serves to enhance both the resident and visitor experience to downtown
- Use your existing Parking and Public Improvement Commission to evaluate suggested locations recommended for additional parking spaces in the downtown, remote parking and use of trolley/shuttles



## Implementation—Public Sector Role

### Design and construct streetscape improvements

- Look at wider sidewalks, decorative elements, LED lighting, landscaping, public art and other amenities

*Critical component to enhance the Manhattan Beach vision and brand*



## Implementation—Public Sector Role

### Fill the Economic Development Manager position

- Address the traditional economic development activities citywide needed for an improved tax base, high quality jobs, etc. that will help to lessen the burden of property taxes on its residents
- Add a redevelopment scope to the job description
  - Interface with the business and development community, facilitate redevelopment projects, develop incentive programs and implement portions of the Downtown Plan
  - Need an experienced person with real estate development, mixed-use, redevelopment, and private sector experience
  - Conduct outreach to the Downtown Business and Professional Association and Downtown Property Owners Association
  - Actively seek public private partnerships for redevelopment of recommended downtown sites

## Implementation—Public Sector Role

### Develop Downtown Urban Design Guidelines

- Ensures that new and renovated buildings reflect the desired physical quality and culture of community
- Does not specify an architectural style or color palette but serves to highlight the pedestrian nature of the commercial corridor and specify the desired spacing of windows, signage placement, preference for awnings, amount of glass, etc.
- Does not specify use but rather identifies categories such as building orientation and placement, access and driveways, parking, utility location and screening, pedestrian access, materials, lighting, landscaping, street furniture, and signage
- Once completed, contract with an Urban Design professional to review proposed projects and their compliance to the guidelines



# Rick Reinhard

## Downtown Initiatives

- Responsibility of the entire community, not just City Hall
- Implementation to occur over time
- Funding through means other than residential property tax increases



## Downtown Entities to Be Involved

- City Council
- City Administration
- City Commissions
- Downtown Business and Professional Association
- Downtown Property Owners Association
- Downtown residents group
- Manhattan Beach Chamber of Commerce
- Other public bodies
- Other stakeholders

## Implementation—Private Sector Role

- Downtown PBID formation—led by Downtown Property Owners Association
- Downtown retail strategy—led by DPOA/Downtown Business and Professional Association
- Local retail marketing strategy/Downtown events strategy—led by DBPA and Parks and Recreation Commission
- Downtown residents
- Public art plan—led by Cultural Arts Commission

## Downtown PBID--DPOA

- Downtown property owners have formed an association.
- They can take it a step further by forming a PBID.
- Raises 5-10 times as much as a BID.
- Can focus on economic development.
- Convenes major property owners who have “skin in the game.”
- PBID represents a small investment.



## Downtown Retail Strategy

- No shopping center would be without one
- More and more Downtowns are producing them
- Our team gave you a broad analysis
- Need to be able to show prospective retailers a plan



# Local Retail Marketing Strategy/Downtown Events Strategy

- DPBA handles promotion and events.
- We attended Tuesday's Farmers' Market.
- Many large, public events hurt, not help, Downtown retail.
- Getting marketing right is critically important.
- Some events are scheduled on weeks or days when retail already is successful.
- Need to use the Internet and Smartphone apps.



## Downtown Residents

- Have unique interests
- Need to balance their interests with those of businesses
- Informal group should be formalized





## Public Art Plan

- Kept hearing about importance of art and artists
- Lack of public art Downtown
- Need a public art plan to enliven public plazas and improve blank walls



# Why You Need a Compendium of Strategies

- World is changing so fast—in MB
- New residents stream in
- Retailers and office users want new format
- Consumers buy more goods online



## Current Lineup of Studies and Strategies Doesn't Cut It

### *For example:*

- 1996 Strategic Plan
- 2008 Parking Management Plan
- 1988 Manhattan Beach Boulevard streetscape
- No retail strategy
- No Downtown public art plan

## Funding

### ***Makes good sense to:***

- Use “other people’s money.”
- Have those who benefit from the improvement pay for it
- Harvest money from an appreciating asset

## Possible Funding Sources

1. Increasing parking fees—for funding parking and transportation improvements.
2. Special benefit districts—for funding projects that benefit adjacent properties.
3. TIFs and PILOTs—for funding site-specific development projects.
4. Privatization contracts—can be considered for capitalizing cash-producing assets.
5. Local real estate transfer tax—to join five other LA County municipalities.



Thank you!