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Caring for Our Coast

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November 20, 2023

TO: Each Supervisor

FROM: Gary Jones, Director

SUBJECT: **REPORT BACK ON ALIGNING MARINA DEL REY WITH LOS ANGELES COUNTY PRIORITIES FOR EQUITY AND INCLUSION (MOTION) – 180-DAY REPORT (ITEM 14, AGENDA OF JULY 12, 2022)**

Background:

On July 12, 2022, your Board instructed the Department of Beaches and Harbors (DBH) in collaboration with the Department of Regional Planning, Department of Public Works, Department of Arts and Culture, the Los Angeles County Development Authority, the Poverty Alleviation Initiative, and the Antiracism, Diversity and Inclusion Initiative, and in consultation with other relevant Los Angeles County (County) departments, stakeholders, labor, and community members/organizations, to report back in writing within 180 days, and provide recommendations for the completion of a comprehensive plan for the best and highest use of real estate and water assets in MdR, in light of the Board's adopted County Guiding Equity Principles. These recommendations are to take into consideration community input, the 2014 MdR Visioning Statement, and include the estimated cost for the retention of a consultant to aid in completion of a needs assessment and potential funding sources to cover this cost. The comprehensive plan is also to identify the process for completing a potential Local Coastal Plan amendment, environmental clearance under CEQA, technical studies, and other necessary components of a comprehensive planning document.

In accordance with the subsequent motion approved by your Board on October 18, 2022 (Item 9, Agenda of October 18, 2022), DBH retained Somos Group LLC (Somos) to assist in completing the tasks and providing the deliverables requested in the original motion.

In coordination with DBH, Somos provided a draft final report and received input from the DBH team and the Countywide workgroup. The final report that resulted from that collaboration is attached here.

Please let us know if you have any questions or concerns.

GJ:AC:sdp

c: Marina Board Deputies
Executive Office of the Board of Supervisors
Chief Executive Officer
Department of Arts and Culture
Department of Economic Opportunity
Department of Public Works
Department of Regional Planning
Los Angeles County Development Authority
Anti-Racist, Diversity and Inclusion Initiative
Poverty Alleviation Initiative

DEPARTMENT OF
BEACHES&HARBORS
*Caring for Our Coast* Los Angeles County

# MARINA DEL REY:
# MDR FOR ALL

## 180-DAY REPORT

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Sunset in Marina del Rey.

# EXECUTIVE SUMMARY

On July 12, 2022, following a motion from Supervisorial District 2 (SD 2) Supervisor Holly J. Mitchell, the Los Angeles County Board of Supervisors instructed the Department of Beaches and Harbors (DBH) to partner with County agencies and stakeholders to develop recommendations that assess urgent community needs and further, to develop an equity-focused plan to address those needs. The Motion created the "MdR for All" initiative, a unique, generational opportunity to align the County-owned land that comprises Marina del Rey with current County priorities of equity and inclusion through a holistic and comprehensive approach to long-term land use planning.

MdR for All is a once-in-a-generation opportunity to expand the economic vitality and innovation that has been a hallmark of Marina del Rey's history and buttress it with a new vision. That vision demands thoughtful land use planning guided at all times by the County's equity priorities, as well as the preservation and expansion of the natural habitat, and a serious commitment to sharing this singular publicly-owned recreational and economic resource with all residents of Los Angeles County, and particularly those who have historically lacked access.

The connection between the past and future of Marina del Rey is its people: the residents, business owners, tenants, boaters and aquatic enthusiasts, and the diversity of visitors who have helped build—and continue to build—a thriving seaside community for all the people of Los Angeles County and beyond. In the broadest sense, the task of the MdR for All initiative is to provide a framework that incorporates the best of the present with strategic innovations that ensure a future that is both economically viable and, as the Supervisors noted, holistic, equitable, and accessible, with an increased focus on use of this unique County resource to serve the needs of the public.

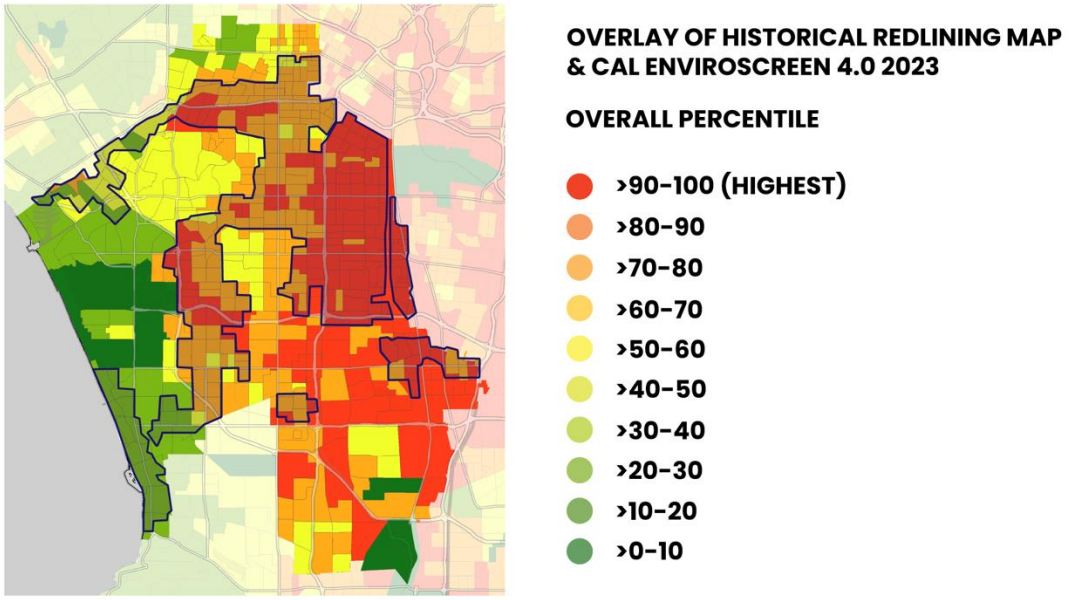
This executive summary is the capstone of more than a year's work—thousands of hours—by the project team consisting of DBH and its consultant, the Somos Group LLC (Somos), along with invaluable input provided by the Countywide MdR for All Workgroup, the Marina lessees, and the community. The directive has been to develop a vision and framework for creating a Marina del Rey for All—a thriving, environmentally sustainable and diverse community that is welcoming to its residents, businesses, and the people of Los Angeles County, many of whom have not traditionally had access to the Marina's many recreational and environmental assets.

As noted previously, the report asserts this vision can be achieved in alignment with the twin objectives of encouraging the economic vitality of the Marina and creation of a more equitable, diverse resource for the people of Los Angeles County. This report equips policy makers with the tools to achieve substantive change that is a win-win for all stakeholders. This, in the long term, will be the litmus test for these efforts to realize the vision of a Marina del Rey for All.

As part of the engagement strategy for the Marina del Rey for All initiative, the project team designed and completed a community survey, posted on the "MdR for All" Website (www.mdr4all.org) and publicized through online channels, reaching more than 11,000 unique visitors, with 2,200 people responding to the questionnaire. Survey respondents were asked to rank community needs related to affordable housing, open space, community aquatics, wayfinding, and parking. In conjunction with the community survey, the project team designed and carried out an Urgent Needs Assessment (UNA), a transparent and systematic way of pinpointing the needs of residents, taking care to extend outreach to include underserved and low-income communities. This process leveraged demographic and economic research and analysis of data combined with a robust program of community engagement, using an "equity lens" as directed by the Board.

In preparing the UNA, it was critical to take into consideration the fact that systemic racial biases, policies, procedures, and practices have played a foundational role in the societal inequities that are still playing out among low-income and racial, ethnic, and indigenous communities. Any attempt to create a just and equitable Marina for all Angelenos to enjoy must also address these historic biases front and center. The persistent racial disparities in poverty and opportunity result from systemic concentrated and accumulated disadvantage over generations, not only leading to inequitable outcomes, but a compounding of the inequity over time.

The mapping below clearly shows the concentrated disadvantage and lower incomes that are correlated with historical racist practices (such as redlining) and policies that stripped communities of color of proportional political representation. This image, as much as any of the narrative in this report, shows the magnitude of the corrective effort needed to ensure that Marina del Rey remains a strong and resilient local community while serving as a public, community-serving resource for all residents of Los Angeles County.




The report proposes short-, medium- and long-term recommended actions to advance the equitable development goals of the MdR for All initiative.

- In the short term, it is recommended that the County continue efforts to expand outreach and engage a broader community in building ongoing programming for youth and families, bringing more diverse events to the Marina, all while developing the next steps for the MdR for All initiative.

- In the medium term, it is recommended that the County implement plans to develop on an expedited basis additional affordable housing on vacant and otherwise underutilized parcels, where appropriate. This is in alignment with several state laws intended to reduce barriers to the development of affordable housing. Building on previous efforts to tie Marina-generated revenues to Marina-specific reinvestment, the County could introduce the concept of a new set-aside in new leases, lease renewals, or revenue-generating events. The set-aside would finance programs that promote broader access, education, and connectivity to Marina del Rey. Additionally, in-fill housing development as part of this phase should be supported with enhanced transit service to increase circulation and access to the Marina. It is further recommended that the County begin evaluating currently underused parcels in MdR, as well as uses on those

parcels whose leases are expiring in the next several years. The key consideration should be whether and how such parcels could be utilized as part of projects that aim to meet the urgent needs identified by this report.

- In the long term, it is recommended that the County consider updating the Marina Del Rey Local Coastal Program (LCP). LCP updates could include land use and policy changes to increase access to Marina del Rey, such as consolidation of parking facilities to promote more efficient land use, increased use of land to provide public gathering spaces and community-serving amenities, and opportunities for increased affordable housing and development incentives. Any changes to the current LCP that would be required in connection with projects designed to meet MdR's identified urgent needs should also be identified and explored. This report also considers further changes to County policy by exploring a reexamination of the concept of "Fair Market Rental" that would allow the County maximum flexibility to include the cost of public improvements, dedication of community facilities, and contributions outside of rent payments that would help fund community-serving amenities.

This report for the Marina del Rey for All initiative rejects the idea that pursuing equity means ignoring economic growth. The examples of successful waterfront developments and initiatives provided in the report show that rethinking the future of the Marina in alignment with the Los Angeles County Racial Equity Strategic Plan (https://ceo.lacounty.gov/racial-equity-strategic-plan) developed by the Anti-Racism, Diversity and Inclusion (ARDI) initiative can be a catalyst for economic growth. This would be achieved by consciously working to increase access to the Marina for all County residents while working with the Marina del Rey community and lessees to make changes to the development program within the Marina. These changes would enhance program flexibility to encourage lessees to collaborate with the County to invest in the next generation of developments in the Marina.

Venice to Playa del Rey oilfields

# BACKGROUND

## Marina del Rey: LA's Marina

Marina del Rey is a small-craft harbor, recreational site, and residential community located in western Los Angeles County along Santa Monica Bay. Marina del Rey includes 403 acres of water and 401 acres of land comprised of boating and aquatic recreation facilities, public amenities and parks, dining, retail, residential, and office uses. It is North America's largest built small-craft harbor and is home to approximately 3,800 vessels and 4,300 slips. It is one of Southern California's most popular tourist destinations, offering paddle board and kayak rentals, dining cruises and boat charters, bicycling, waterfront walking paths, birding, and wildlife watching opportunities. The harbor is owned by Los Angeles County and its management—including lease administration—is overseen by the Department of Beaches and Harbors (DBH). The harbor's development has been the result of collaboration between the private and public sectors.

## History of the Marina

Prior to European contact, indigenous peoples inhabited the Los Angeles region, primarily the Gabrielino-Tongva Nation, whose rich and vibrant culture dates back thousands of years. The area that would become Marina del Rey was once a coastal wetland, a vital ecosystem full of diverse wildlife and plant species. During the 19th and early 20th centuries, the region saw major changes in land use, with the development of oil fields that continue to have a significant impact on the Marina's landscape. This transformation eventually paved the way for the construction of Marina del Rey, adjacent to the Ballona Wetlands, turning the once-wetland area into the mixed-use waterfront community we know today.

Marina del Rey's history is one of persistence, vision, and transformation that involved several attempts, failures, and finally, successful funding in the mid-20th century. The idea of a harbor in the area now known as Marina del Rey was conceived in the late 19th century. Developers and County officials recognized the potential for a sheltered harbor along the Los Angeles coast. In the early 20th century, the U.S. Army Corps of Engineers (USACE) explored the idea of a harbor at Ballona Creek. In 1936, they conducted a feasibility study and proposed a plan for the construction of a marina. However, World War II began, diverting resources and attention away from the project. After the war, efforts to build the harbor were renewed. In 1954, USACE released a report recommending the construction of a small craft harbor at Ballona Creek, and the Los

Angeles County Board of Supervisors established the Small Craft Harbor Commission to oversee the marina's development. The County secured federal funding, and in 1957, Congress authorized the project.

The first commercial ground leases in Marina del Rey were signed in the early 1960s. After a catastrophic storm in the winter of 1962, a breakwater was built to protect the harbor, and Marina del Rey officially opened in April 1965. Early Marina lessees built the boatyards, marinas, hotels, restaurants, and shopping establishments that helped Marina del Rey quickly become a popular destination for boaters, anglers, and beachgoers, as well as a hub for water-based activities and events.

## Balancing Economics and Enjoyment

The leasing of commercial and maritime spaces in Marina del Rey generates revenue streams that are vital for infrastructure enhancement and community services within the Marina, as well as funding Countywide priorities through the County's General Fund. DBH seeks to maintain, protect, and expand the Marina's public spaces, parks, and walkways, to ensure that residents and visitors alike can enjoy the public's waterfront. However, as legacy leases reach their end and as the urgent need for housing and equity remains unaddressed, the County seeks to re-evaluate and re-imagine how Marina del Rey can best serve the residents of Los Angeles County. This report for the Marina del Rey for All initiative rejects the idea that pursuing equity means ignoring economic growth, instead pursuing a vision in which both can thrive.

## Summary of Economic Impacts

Some of the annual economic impacts of Marina del Rey include:

- $57 Million in Lease Revenue produced within Marina del Rey for L.A. County.
- $400 Million of Economic impact of tourism in Marina del Rey.
- $11 Million in Transient Occupancy Tax produced within Marina del Rey for L.A. County.
- $3.6 Million in Hotel Tax Revenue from Marina del Rey hotels that fund visitor-serving events and programs in the Marina.
- $12 Million in Ground Rent revenue from Marina del Rey's boat slips.
- One million Visitors to the Marina annually including local, domestic, and international.
- 3,000 jobs created by the tourism and hospitality sector.

Marina del Rey Middle Jetty bike and pedestrian path

# BUILDING ON PAST PLANNING & POLICY EFFORTS

## Building a Marina Del Rey for All

Building an equitable Marina del Rey requires a comprehensive and systemic approach to address historical and current racial disparities in outcomes, both within the Marina del Rey community and throughout greater Los Angeles County. Equitable development should aim to ensure that quality-of-life outcomes—such as access to affordable housing, quality education, employment providing a living wage, healthy environments, and access to public transportation—can be enjoyed by all residents, including communities of color.

To achieve this goal, public and private investments, programs, and policies must be designed with equity at the forefront to meet the needs of both current and future residents. The plan for an equitable Marina del Rey should prioritize building strong communities, providing stability and resilience to residents facing displacement, while welcoming new residents at all income levels.

The vision for MdR extends beyond mere residency attraction; it is about creating an inclusive environment where all communities, especially those that are underserved, can access and benefit from the wealth of water-related public amenities available within the Marina. As part of MdR for All, the initiative builds towards conscientious land use decisions that go beyond development aesthetics and prioritize equitable access to these valuable resources. Central to MdR for All is a commitment to create opportunities for early exposure to career paths related to these amenities. By intertwining Marina based recreational spaces with educational and career-focused initiatives, MdR for All can open doors for individuals to explore, learn, and aspire from an early age.

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## Previous Planning Projects at Marina Del Rey

**Los Angeles County General Plan**

The Countywide General Plan establishes, broadly, future land use, development, and conservation policies for the Marina del Rey area. The General Plan calls for the Marina del Rey Local Coastal Program (LCP), consisting of a land use plan (LUP) and local implementation program (LIP).

**Marina del Rey Land Use Plan (LUP)**
The adopted Marina del Rey Land Use Plan is a component of the Marina del Rey Local Coastal Program and was last certified in its amended form by the California Coastal Commission on February 8, 2012. The LUP serves as the "community plan" for Marina del Rey and provides high-level development standards and planning policies for the site, which is divided into three development zones (DZ).

**Marina del Rey Specific Plan (SP) (2012)**
Regulation of development in Marina del Rey is accomplished by zoning the entire Marina as Specific Plan (SP). Development in the SP Zone is guided by the certified LUP, as implemented by the DZ, land use categories and parcel-specific development standards and guidelines in the Marina del Rey Specific Plan. The SP, is referred to for all development potential within each development zone, and for land use regulations and development standards for each parcel in Marina del Rey.

**Marina del Rey Design Guidelines (2016)**
Project applicants, designers, and architects are expected to use the Marina del Rey Design Guidelines for their proposed projects early in the concept design and planning stage, as they will be expected to demonstrate how their project is consistent with these guidelines during the Design Control Board (DCB) review process. Applicants must complete an analysis that addresses consistency of comprehensive design guidelines for major projects, which are considered and reviewed by Department of Beaches and Harbors staff and the DCB. Projects that clearly demonstrate compliance with these guidelines experience an easier design review process. To the extent any project departs from the provisions of these design guidelines, it is likely to take more time to process design reviews than those projects that otherwise embrace these guidelines.

**Marina del Rey Asset Management Strategy (AMS) (1997)**
The Asset Management Strategy, adopted by the Board of Supervisors in 1997, is a proactive framework document that sets redevelopment goals for the Marina. It provides programs to encourage redevelopment and renovation of leasehold facilities. The Design Guidelines above are based in part on the AMS to better integrate the design of the recreational, commercial, and residential areas throughout Marina del Rey.

**Marina del Rey Vision Statement Summary (2014)**

In 2013, the County's Department of Regional Planning (DRP) initiated the Marina del Rey visioning process to develop a vision for Marina del Rey for the next 20 years. From April 2013 through October 2014, Regional Planning staff met with residents, visitors, neighbors, advisory bodies, businesses, lessees, County departments, and other stakeholders interested in the future of the Marina. The process sought to gather input and ideas about what type of community the Marina should be in the future and the types of amenities that should be provided. DRP also contracted with consultants to perform technical analyses of existing conditions in the Marina and to provide suggestions for improvement. The following desired outcomes were expressed in the community outreach process:

- Increased inclusivity and accessibility of Marina del Rey.
- Increased focus on community-serving amenities.
- Incorporate youth-serving programming.
- A community aquatic center that is open to the public.
- Increased or enhanced park and open spaces.
- Free and low-cost recreational and community programming.
- A community-serving one-stop civic center and plaza.
- De-emphasized use of County property for surface parking lots.
- Protection and enhancement of strategic scenic resources.

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## Anti-Racism, Diversity, and Inclusion (ARDI) Initiative

On July 21, 2020, the Board of Supervisors unanimously adopted a motion to establish an Anti-Racist County Policy Agenda, signifying a crucial step towards addressing racism as a pressing public health concern in the region. The focus of this initiative is to address the racial disparities that disproportionately impact communities in critical areas that include family stability, health, education, employment, economic development, public safety, criminal justice, and housing.

The Board issued comprehensive directives, including the development of a strategic plan and policy platform, and the establishment of the Anti-Racism, Diversity, and Inclusion (ARDI) initiative within the Chief Executive Office (CEO).

ARDI's vision statement reads: Los Angeles County is a place where all residents are healthy, experience justice and thrive. The initiative aims to challenge the status quo

and proactively promote a more equitable and inclusive County that strives towards a fairer and more just society for all residents.

The Racial Equity Strategic Plan consists of five strategic goals:

**Strategic Goal No. 1:** Increase the Attainment of Postsecondary Credentials with Significant Labor Market Value

- It is well-established that a postsecondary education is an essential pathway to higher incomes, especially among low-income youth.

**Strategic Goal No. 2:** Reduce Adult First-Time Felony Convictions

- Being incarcerated in prison or receiving a felony conviction have been shown to cause long-term declines in employment, earnings, and mental and physical health.

**Strategic Goal No. 3:** Increase Stable Full-Time Employment Among Individual Adults with Incomes at or Above 250% Federal Poverty Level (FPL)

- Stable, full-time employment is a critical condition for experiencing growth in wages and for reaching the middle class. In fact, the lack of stable employment is a major potential factor in explaining racial gaps in income mobility.

**Strategic Goal No. 4:** Increase the Percentage of Families with Incomes Above 250% Federal Poverty Level (FPL) for a Family of Four

- Due to the high cost of living in Los Angeles County, income-poverty is pegged to a family of four even if a family is comprised of 2, 3, 5, or more individuals. This strategic goal is focused on helping families with children reach the middle class. A vast body of research shows that children raised in families with higher incomes have better outcomes compared to children from lower income families.

**Strategic Goal No. 5:** Reduce Infant Mortality

- Infant mortality and the size of racial gaps for this outcome are inherently unjust and deserve remedy on moral grounds alone. Every

> infant in Los Angeles County should have a fair chance to live. While rates have fallen for Blacks (-29%), Asians (-40%), and Whites (-44%), and Latino rates saw no change and are on par with national goals, the infant mortality rate for Black babies has consistently been 2-3 times higher than other racial groups.

Drawing from the County Racial Equity strategic plan, MdR for All can implement its programmatic recommendations to advance procedural, distributional and structural equity. Procedural equity ensures all process participants are inclusively engaged and authentically valued. Distributional equity prioritizes resources for communities most impacted by systemic injustices to achieve universally beneficial quality of life outcomes for all. Structural equity sheds light on factors such as racism, classism, and sexism that undergird present-day power dynamics perpetuating systemic barriers for people from diverse backgrounds and identities. This justice-oriented approach will ensure MdR for All advances:

- **Equity in Service Delivery:** Provide equitable access to County services and resources for all residents, regardless of their racial or ethnic background.
- **Equity in Policy and Decision Making:** Promote racial equity in the formulation and implementation of County policies and decision-making processes.
- **Equity in Organizational Culture and Workforce:** Foster an inclusive and diverse organizational culture within the county government, including promotion of equity in hiring, advancement, and retention practices.
- **Equity in Community Investment:** Foster equitable community development and investment, addressing disparities in resources and opportunities across different communities.

Overall, the implementation of the Racial Equity Strategic Plan will dismantle siloes through deep collaboration with equity initiatives inside and outside the County and aim to create a more just and equitable Los Angeles County by actively working to dismantle systemic racism, promoting fairness, and uplifting communities that have been historically marginalized.

Photo of Los Angeles Skyline

# STAKEHOLDER INTERVIEWS & SURVEY FINDINGS

This section of the report provides insight into the community and stakeholder engagement efforts that, combined with survey data, underpins the Urgent Needs Assessment, and prioritizes the areas of focus for the MdR for All initiative.

## Stakeholder Engagement Objectives

The objective of the MdR for All community engagement platform was to develop and implement a plan to identify, engage and solicit feedback from a diverse group of stakeholders. At the same time, the engagement sought to encourage stakeholders to seek consensus around the Marina del Rey for All guiding principles and to begin the process of developing a tangible plan for implementing land use changes in support of those principles. For MdR for All, the guiding principles for future development provide an understandable framework from which to begin a robust stakeholder dialogue. This commitment to effective outreach is reflected in the fundamentals below that informed how MdR for All related collateral and information was developed.

The outreach effort was informed by direct feedback from the MdR for All working group, consultants, and County staff, as well as feedback garnered from similar engagement efforts related to projects (such as the Los Angeles County General Plan) and other visioning efforts and national best practices.

## Fundamentals of a Successful Outreach Plan

Key communications fundamentals, such as transparency and accountability, are foundational to successful community outreach. We distill these elements into four specific commitments that ensure that our outreach to the community reflects the immense value of authentic community input in successful large-scale initiatives.

**1. Effective Communication and Outreach Require Honesty and Transparency.**

Communicating and facilitating engagement around complicated projects requires an explicit effort to encourage community participation. People are busy and appreciate common-sense, non-academic descriptions of how the projects will affect them on a day-to-day basis. To ensure transparency in our work, we developed fact-based documents, limiting jargon and complex language. We created a Frequently Asked Questions document reflecting answers to existing community questions as identified through public channels and individual team outreach.

**2. Outreach for the Community, by the Community.**

Project-related public outreach is best conducted by a local team with a history of community-focused work with support and input from design, construction, and financial experts to answer technical questions. Ensuring that communicators are paired with subject matter experts allows for a blend of qualitative and quantitative feedback. This allows community stakeholders to build their own understanding of the project without the perception that they must be fluent in all project details.

**3. Commitment to Active Outreach**

The most robust and effective outreach combines traditional passive outreach (flyers, notices, press releases) with active outreach powered by personal interactions. MdR for All outreach created new points of engagement for stakeholders, but also leveraged existing opportunities within the Marina, such as DBH-sponsored community events to engage stakeholders. In addition to these in-person touchpoints, using digital tools such as the MdR for All Website and the Los Angeles County internal employee site (mylacounty.gov) allowed for a much broader universe of engagement within the resource allocation for this phase of the project. Future work on the MdR for All initiative will build on the outreach completed to date to ensure that a diverse set of stakeholders remain informed and engaged.

**4. Remind Stakeholders Why Their Input is Critical**

The most valuable commodity people have is time. Demonstrating how input is used and why their input is important is critical to getting the kind of community buy-in and presence needed to navigate complicated projects. In practice, this means not just telling stakeholders that their opinions are important but also showing stakeholders that you value their feedback by implementing community-led changes or by demonstrating how community feedback has been considered and not implemented.

As a focus for early MdR for All related engagement, stakeholders identified increasing water access and public, open, or park space as areas of focus. In keeping with the commitment to act quickly on stakeholder feedback, DBH worked to resume Beach Shuttle service and WaterBus service and opened the Wetland Park located at Parcel 9 (Via Marina and Tahiti Way) to the public. At the same time, the number of retail options and EV charging sites were increased, and community programming was enhanced. Early intervention matters, and as part of the MdR for All initiative, using

demographic data and listening to community feedback about urgent needs are critical inputs in the attempt to understand how to develop land-use policies that support equitable outcomes.

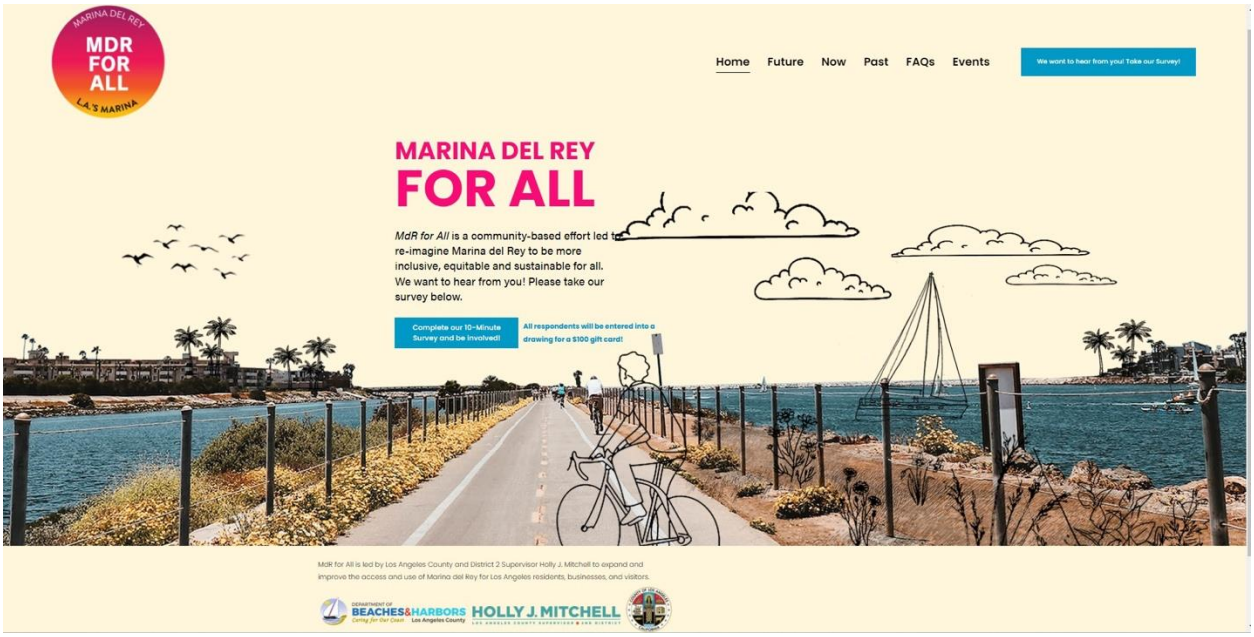
***Understanding Marina del Rey through Comprehensive Community Engagement***

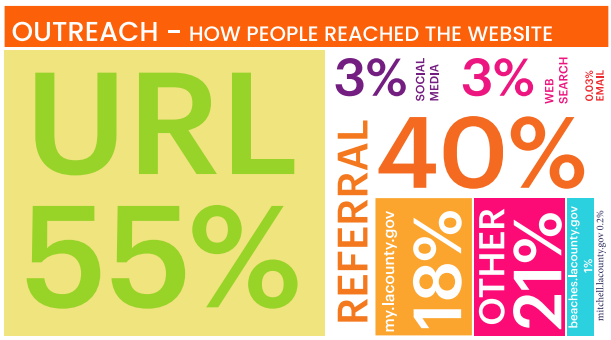
During the report preparation, the process of community engagement was multifaceted, connecting with essential Marina del Rey stakeholders, but also seeking feedback from members of the wider Los Angeles County community who are less familiar with Marina del Rey. We used the following forms of engagement to secure broad participation amongst a diverse set of stakeholders.

- 'MdR for All' Website
- MdR for All Brand Identity, Logos and Collateral (including giveaways of branded items)
- DBH Website
- Outreach to SD2 Community Organizations
- Marina Lessees Association meetings
- County-managed social media and websites
- County intranet/employee website
- Face to Face Engagement at DBH- and other County-sponsored events
- County Working Group Sessions
- Public Reports
- DBH Internal Staff Engagement

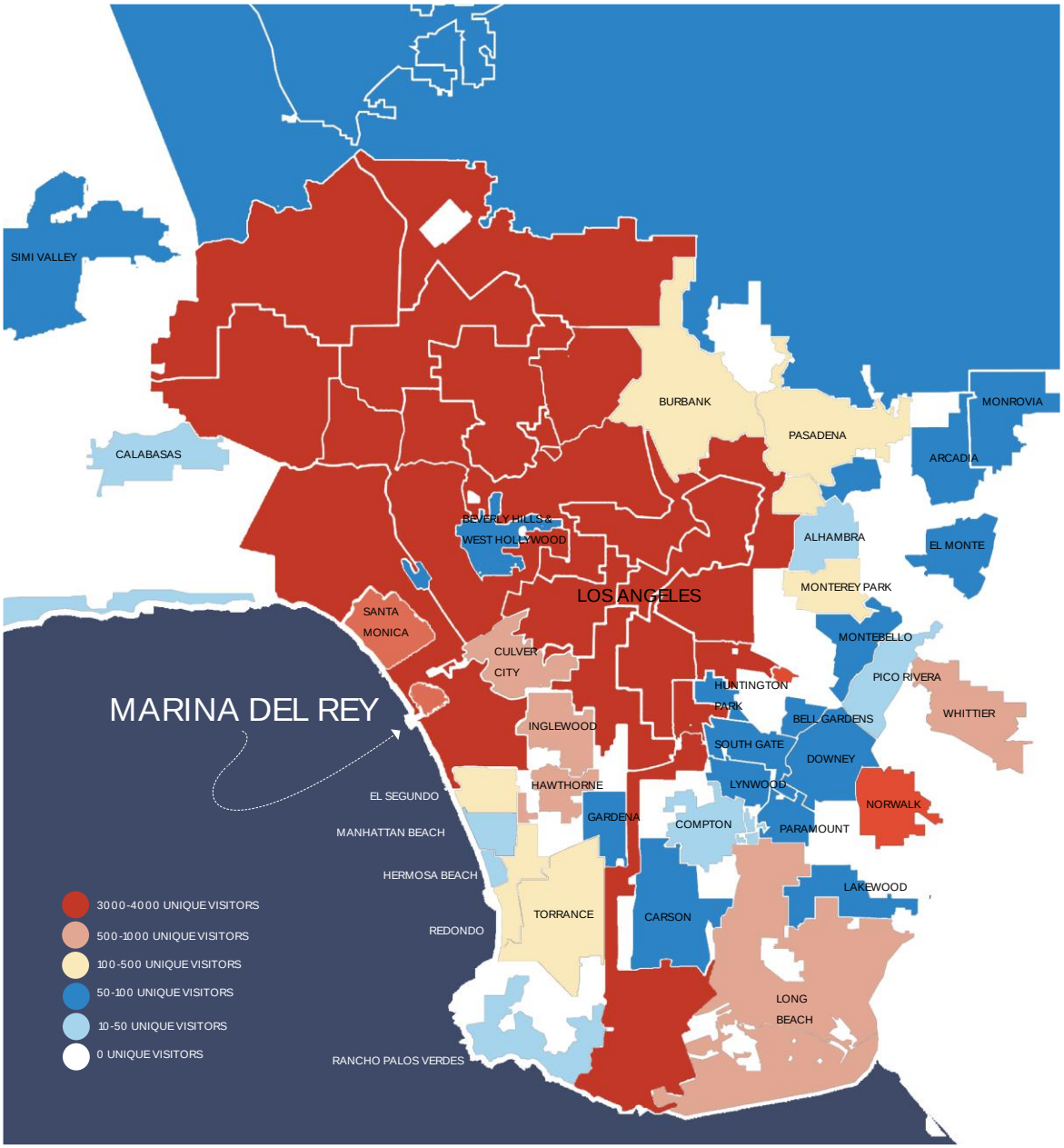
## MDR For ALL Website

From May 1 to July 31, 2023, the newly created MdR for All website had a total of 11,070 unique visitors and more than 13,000 total visits. Most visitors were from the U.S. (97.2 percent) and California (more than 7,800 visits) with a small number of visitors from outside of the U.S.  Los Angeles dominated in-state visitors with 48 percent while visitors from Marina del Rey accounted for 5.8 percent of in-state traffic to the site. Overall, visitors from ninety-nine cities/regions throughout California accessed the site.





# Website Visits by City




As expected, a majority of survey respondents are familiar with the Marina. These "familiar" respondents total 1,811 of the 2,216 responses, a total of more than 80% of the survey response population.

# Survey Data

The survey was split into two versions, with respondents self-selecting which to answer. One was for visitors that are familiar with and use the Marina for recreation frequently or live in the area. The other survey focused more on those who have only visited the Marina one or two times and are unfamiliar with Marina del Rey and its uses.

# KEY TAKEAWAYS

## 405 – Unfamiliar with Marina del Rey

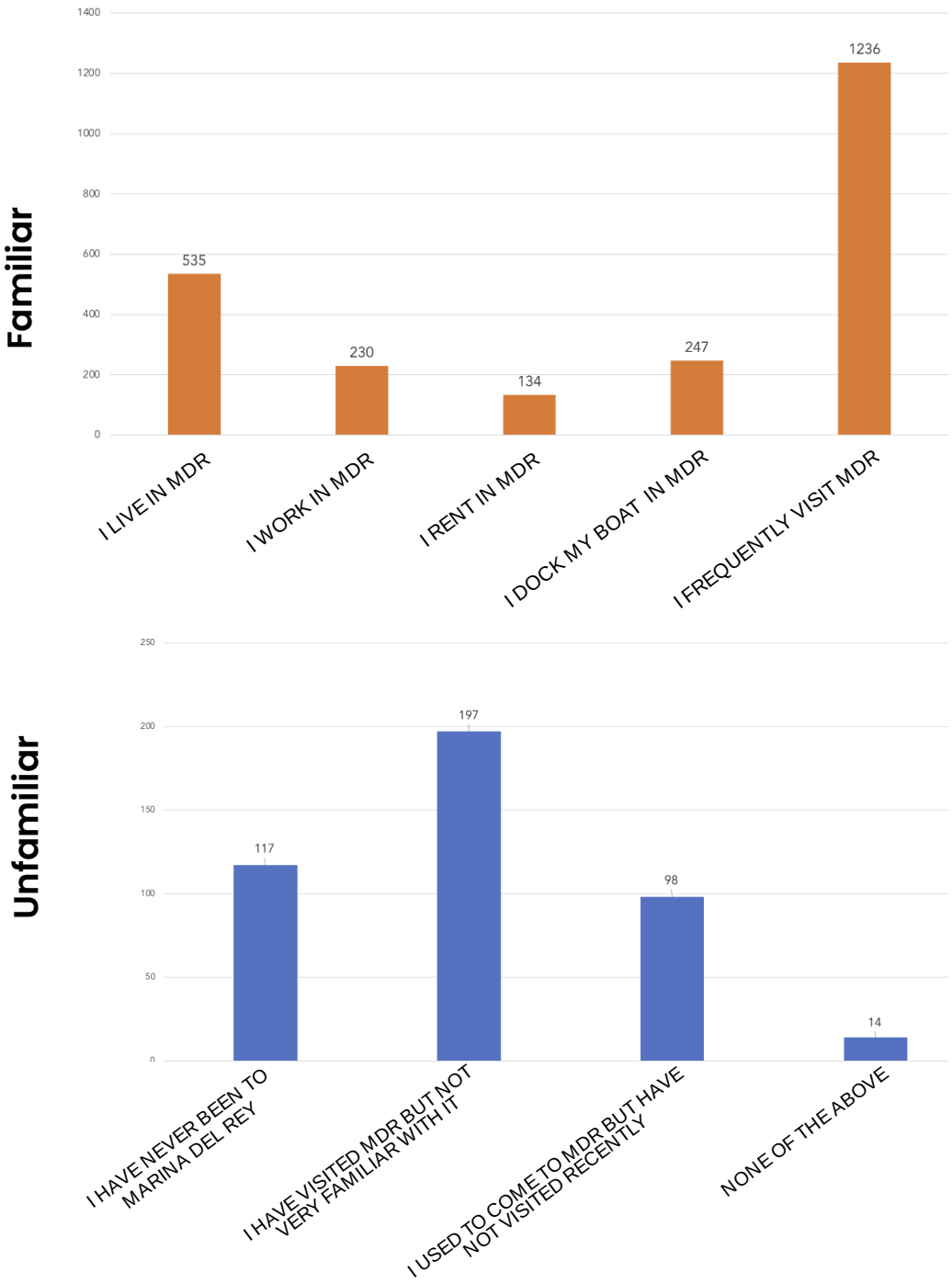
Survey respondents that are "familiar" with Marina del Rey are likely to frequently visit the Marina, while "unfamiliar" respondents are likely to have visited the Marina at least once.

## 1,811 – Familiar with Marina del Rey

As expected, a majority of survey respondents are familiar with the Marina. These "familiar" respondents total 1,811 of the 2,216 responses, a total of more than 80% of the survey response population.

## KEY TAKEAWAYS: RELATIONSHIP TO MARINA DEL RAY

Survey respondents that are "familiar" with Marina del Rey are likely to frequently visit the Marina, while "unfamiliar" respondents are likely to have visited the Marina at least once.



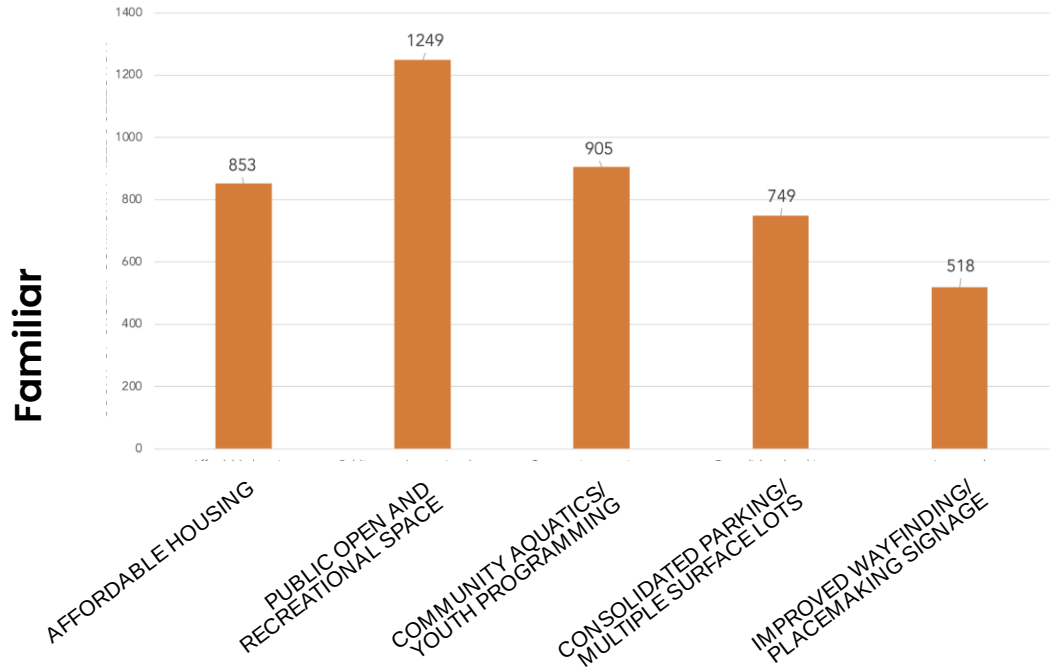
## KEY TAKEAWAYS: BARRIERS TO MARINA DEL RAY

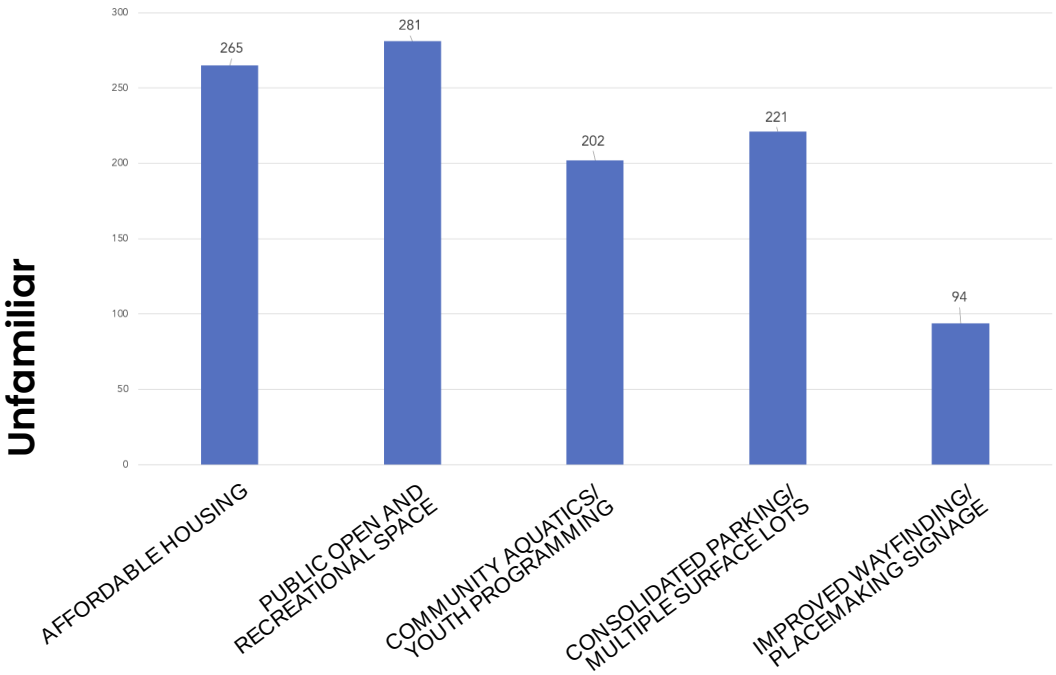
The primary barrier to accessing Marina del Rey for unfamiliar respondents is cost. More than 35% of respondents believe that "it is too expensive to live" in Marina del Rey. The associated 'word cloud' which depicts most frequently used words in this survey response focuses on Parking, but also cost, housing, affordability, and access.

**Question:** "What service or amenity would most affect your willingness to visit, work, or live in MdR, if it were offered?"

## KEY TAKEAWAYS: URGENT NEEDS

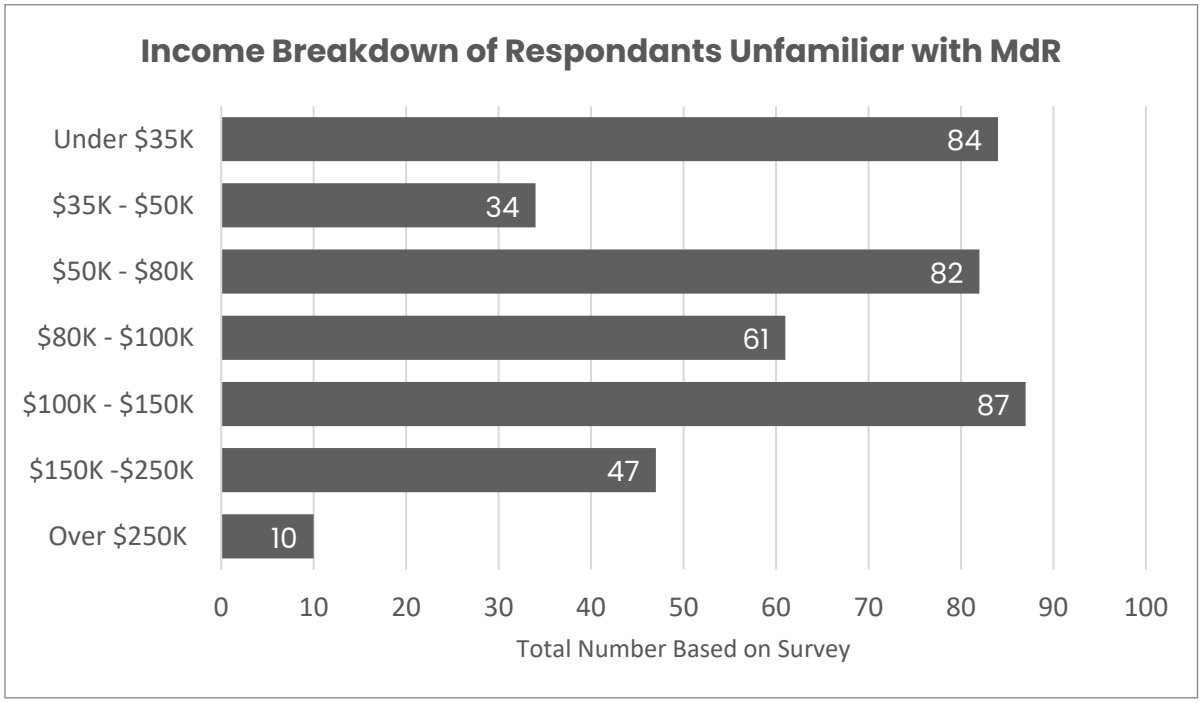
In both the familiar and unfamiliar responses, public open and recreational space was the most selected need, underscoring the public's view of Marina del Rey as a public recreational asset. Notably, affordable housing was the second most selected urgent need from unfamiliar respondents, while respondents familiar with the Marina cited community-serving aquatics programming as the second most urgent need.

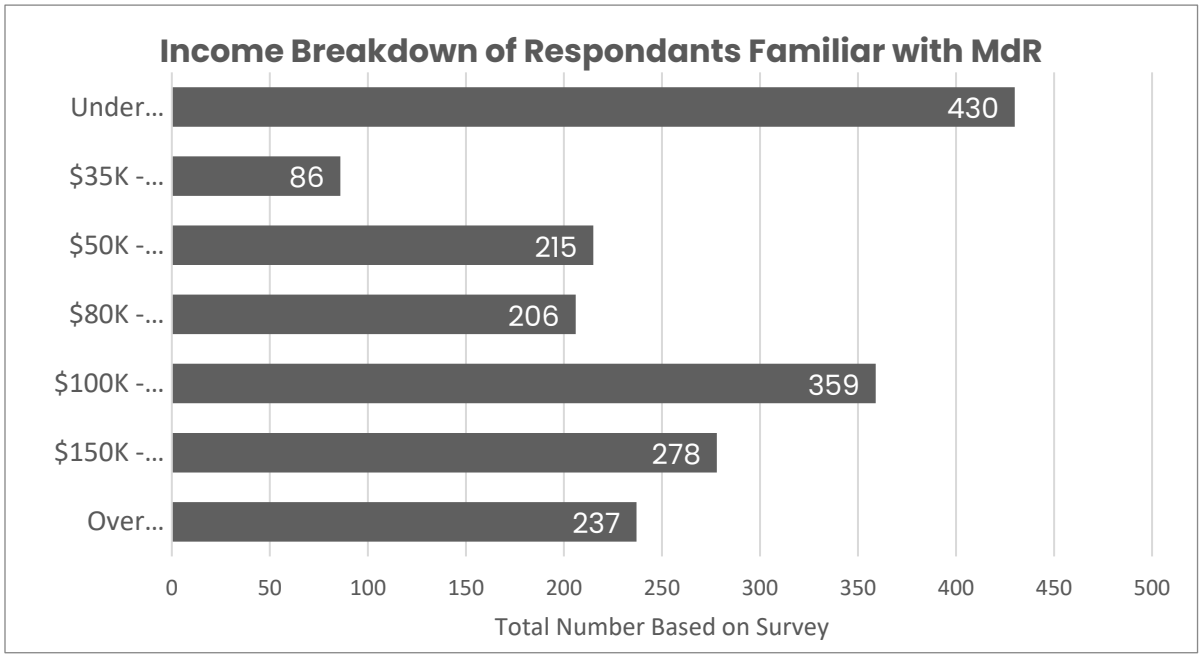


## KEY TAKEAWAY: INCOME

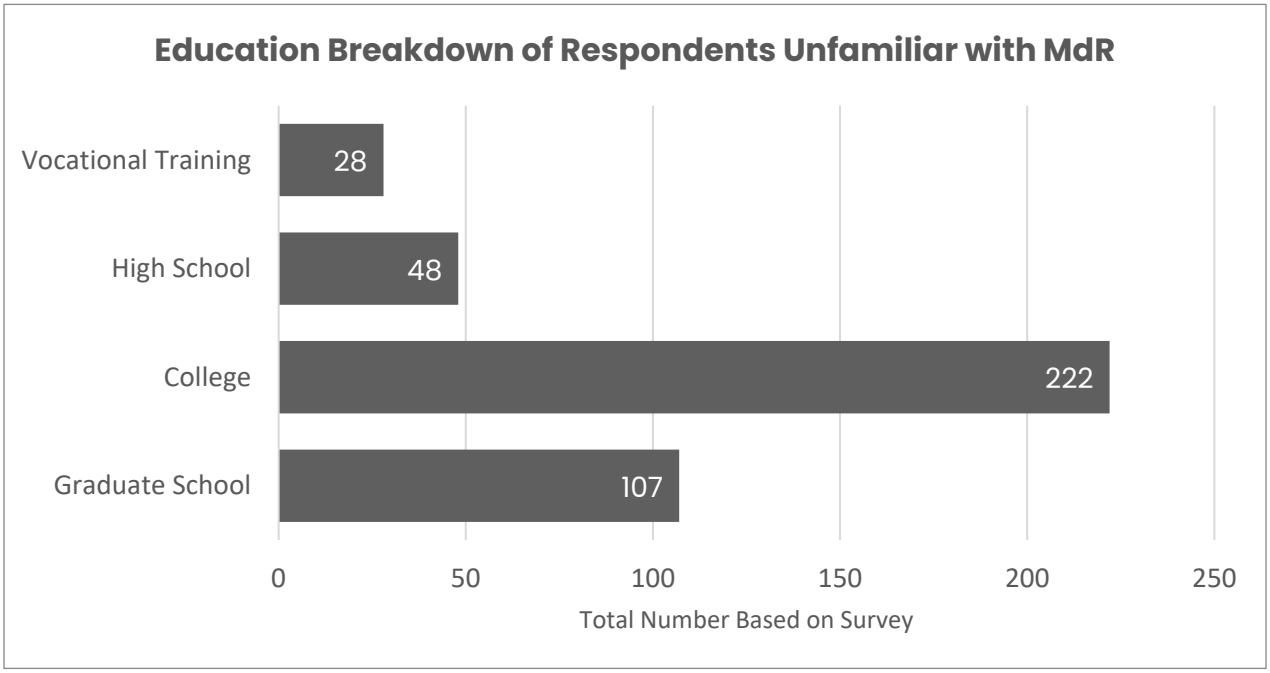
Survey responses from familiar respondents showed a larger percentage making over $250,000, totaling (13%). Unfamiliar respondents making over $250,000 totaling only 2%. Overall, the unfamiliar respondents making $100,000 or less total about two-thirds of respondents, where familiar respondents making $100,000 or less is closer to half of total respondents.

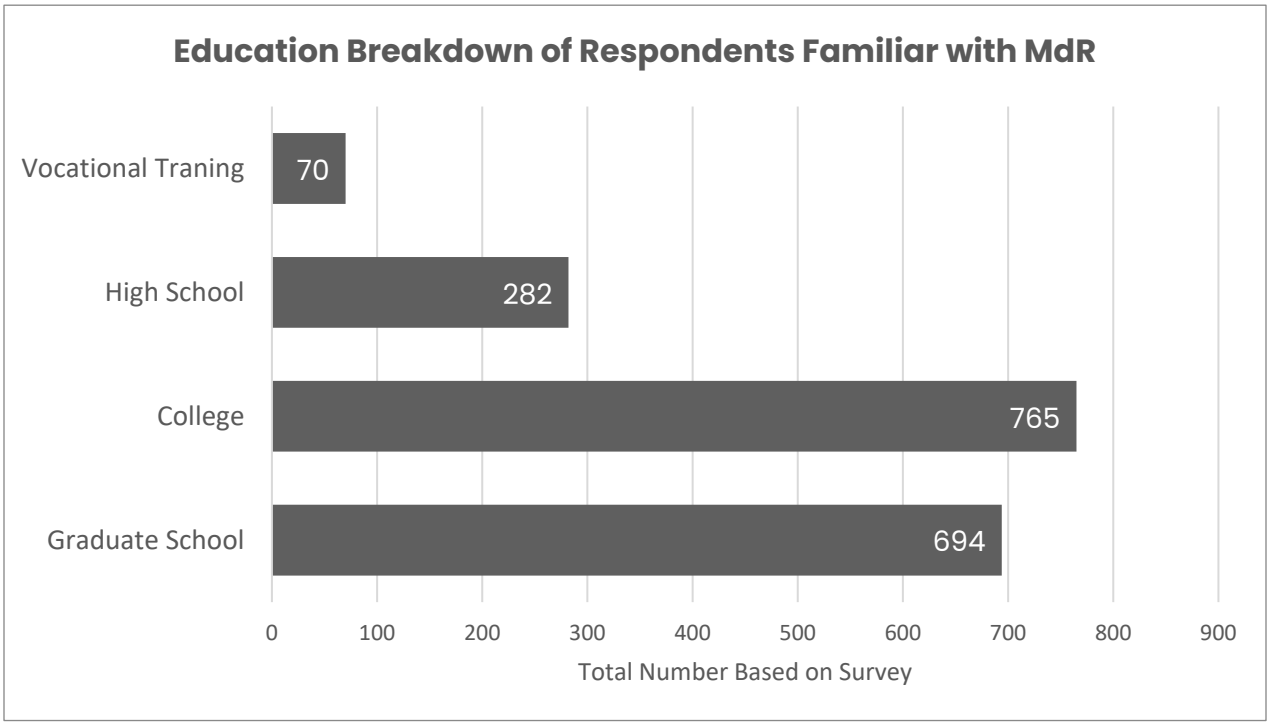


## KEY TAKEAWAYS: EDUCATION

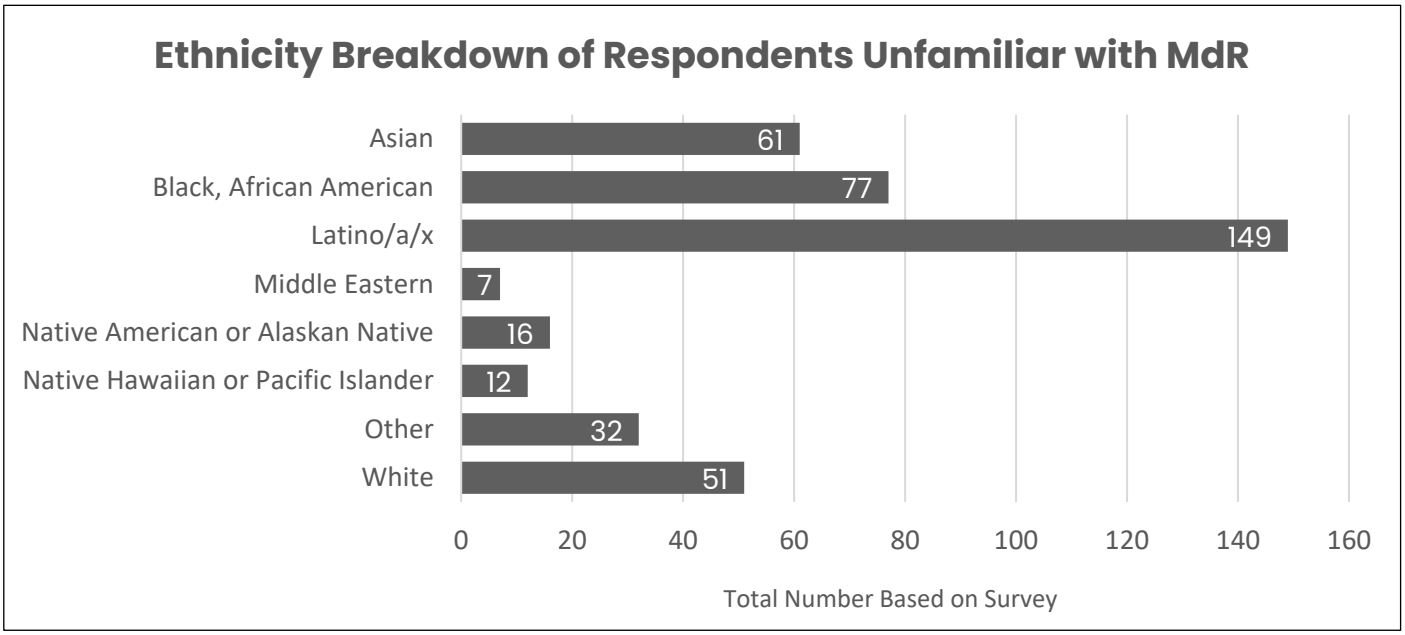
Survey responses from both "familiar" and "unfamiliar" reflect an extremely high level of educational attainment, as 80% of survey respondents reflect some college or graduate school. This number is significantly higher than the County average, as reflected in the American Community Survey.

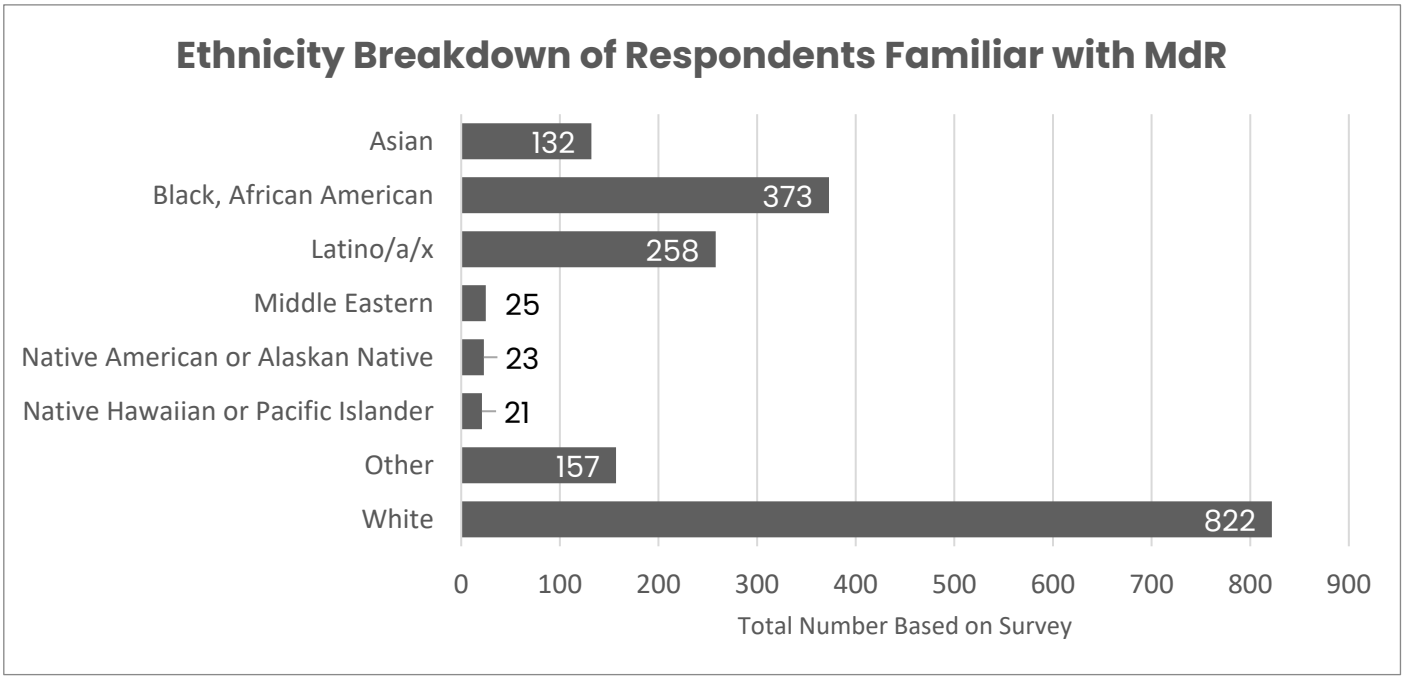


## Key Takeaways: Ethnicity

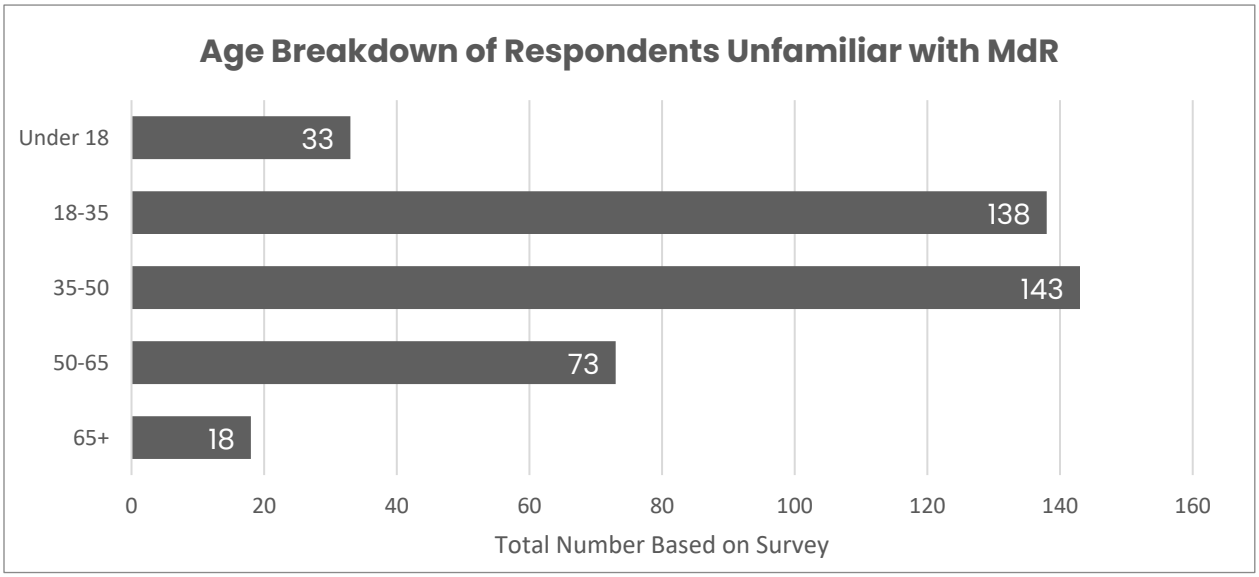
Survey responses from familiar and unfamiliar respondents diverged dramatically by ethnicity. Latino/a/x respondents were the largest population of unfamiliar respondents, totaling 37%, while white respondents led in the familiar category, totaling 46%. Latino/a/x respondents were 14% of the familiar population. African American responses were similar between response groups while there were more Asian respondents in the unfamiliar group (14%) vs familiar (7%).

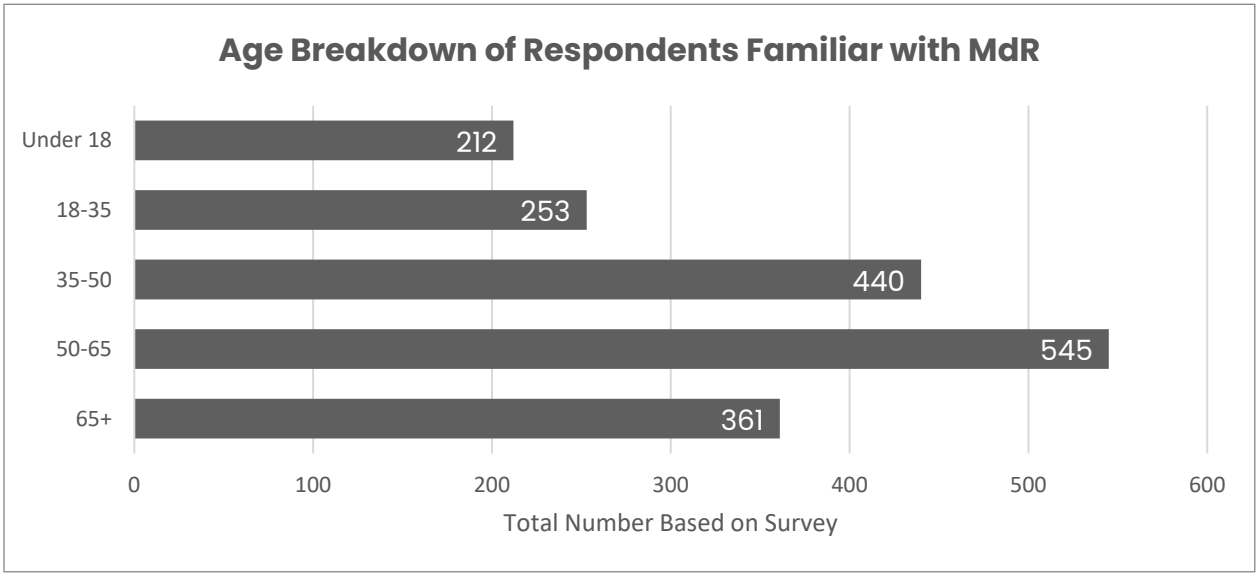


## KEY TAKEAWAY: AGE

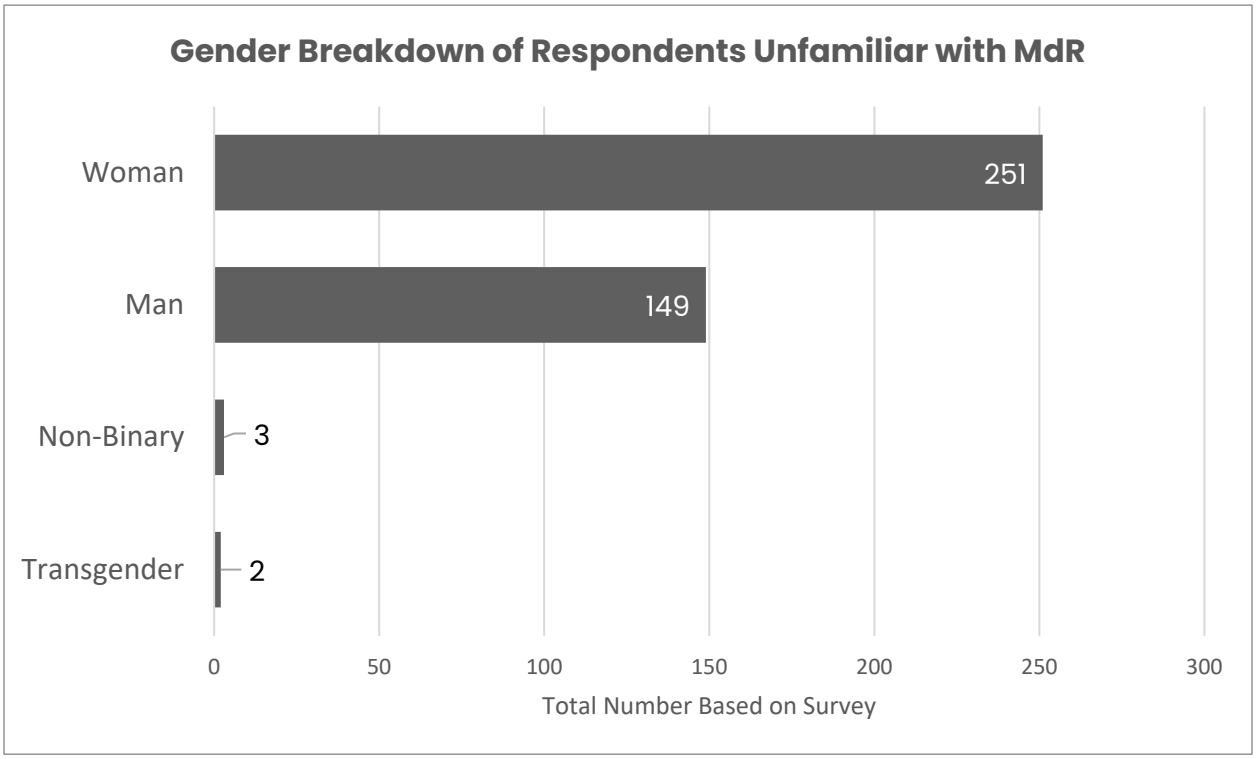
Survey responses from familiar and unfamiliar respondents diverged dramatically by age. Respondents aged 35-50 were the largest population of unfamiliar respondents, totaling 35%, while familiar respondents tend to be in the older category, age 50-65 being the largest population totaling 30%. Respondents that were 65+ years old were 20% of the familiar population and only made up 5% of the unfamiliar population. Respondents that were 18-35 years old were only 14% of the familiar population and made up 34% of the unfamiliar population.

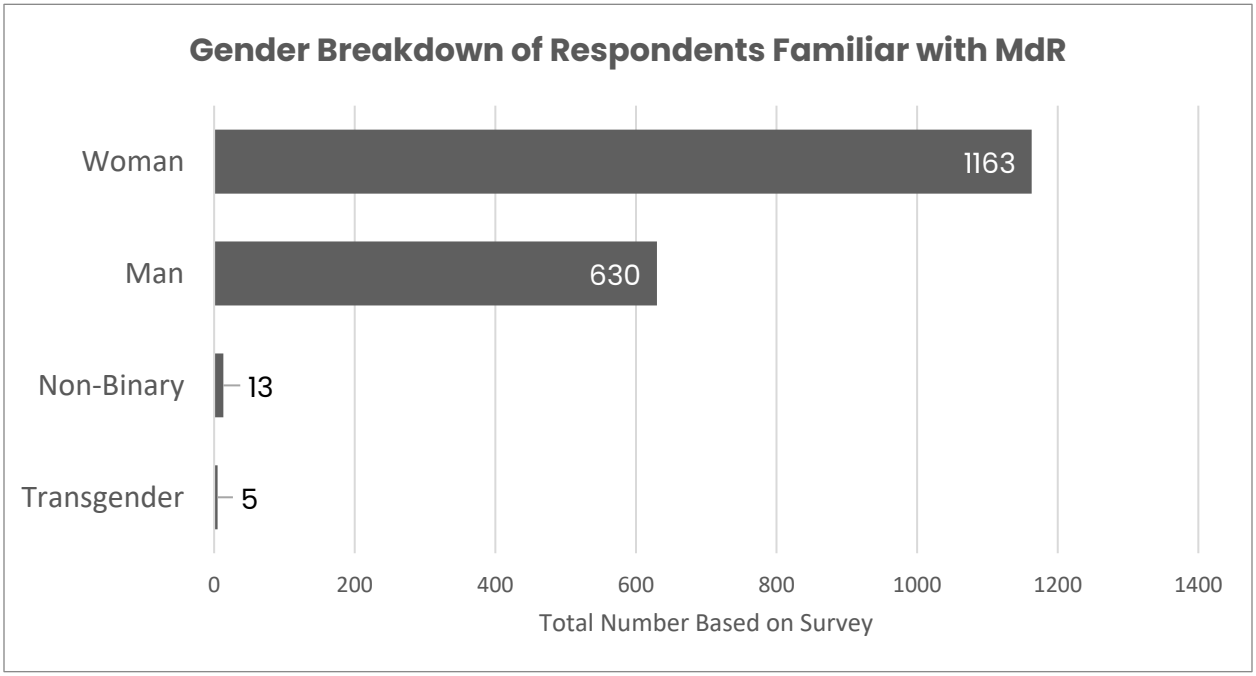


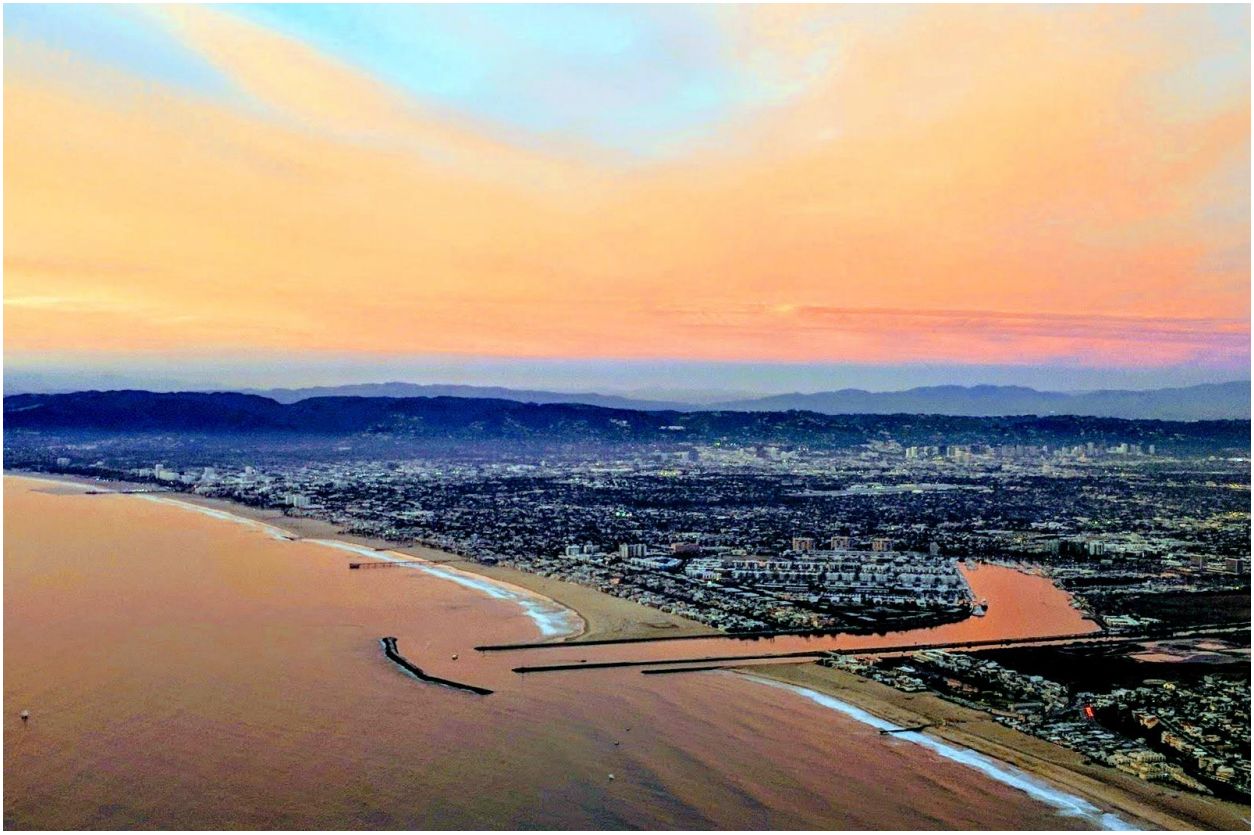



## KEY TAKEAWAY: GENDER

Survey responses from both "familiar" and "unfamiliar" data sets generally reflect similar data. Approximately two thirds of survey respondents in each data set identify as women.





Marina del Rey at sunset

# URGENT NEEDS ASSESSMENT

## Urgent Needs: Establishing a Baseline and Methodology

This Urgent Needs Assessment (UNA) systematically identifies the needs of Los Angeles County residents, focusing on underserved and low-income communities through community engagement, research, and data analysis. The UNA leveraged available resources and community participation by implementing a community survey shared via electronic and traditional mail. It was also conducted through an online survey, social media, and at local community events.

Following passage of the MdR for All initiative by the Board of Supervisors, DBH identified the following potential urgent needs in initial stakeholder engagement:

1. Increased quantity of, and access to, open space;
2. Increased affordable housing options;
3. Youth-serving programming and a community aquatics center;
4. Changes to parking (facilities and requirements); and
5. Updated wayfinding and signage.

Stakeholder and community engagement combined with the survey data collected served as the basis for the identification of focus areas for the MdR for All initiative. In addition, generalized County data was gathered and assessed for the purpose of making comparative analyses.

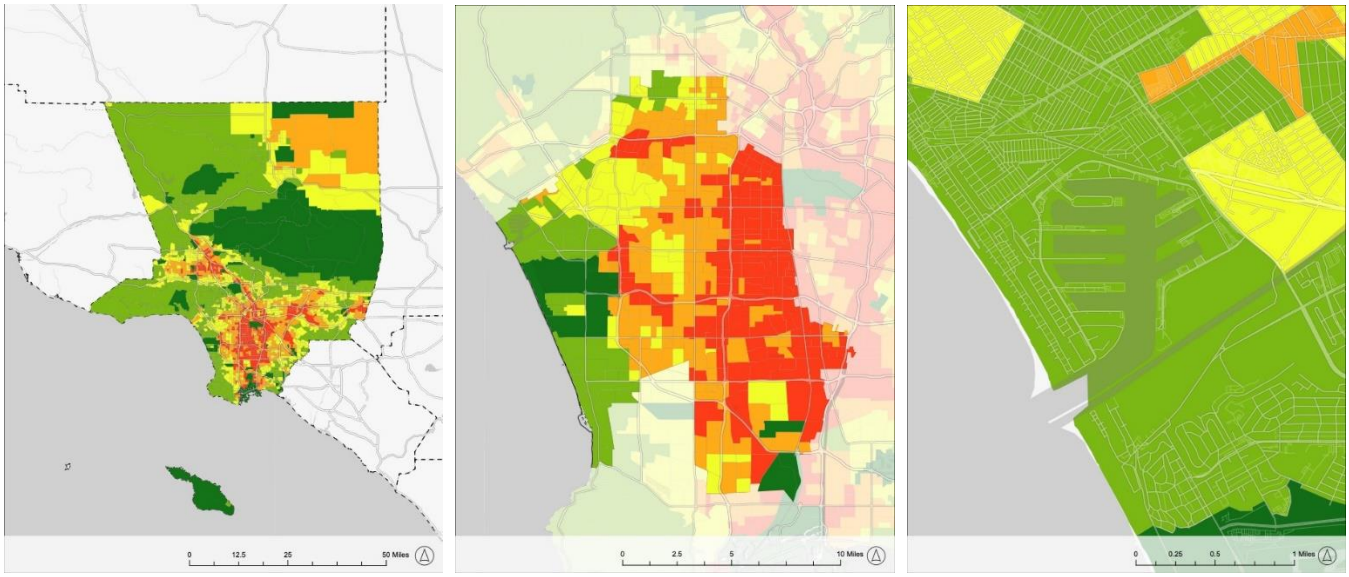
## Land Use

Understanding existing land uses and development patterns is an essential starting point for developing the best framework for utilizing and maximizing land access to the Marina and addressing other pressing community needs. Implementing a comprehensive plan will require conformance with, or amendments to, existing land use regulations.

The total acreage of the Marina is 804 acres (401 land, 403 water). Of the total property owned by the County, 55 percent is under leasehold. The Marina's LUP and SP are the guiding documents responsible for regulating land use changes and improvements within the Marina. Furthermore, the Marina is divided into three development zones (DZ) to ensure appropriate densities, land-use development, and traffic circulation. (See Proposed Development Zone Map.)

The three major land uses in the Marina are residential, open space, and visitor-serving commercial. Residential uses account for 48 percent of the total land use; open space accounts for 12 percent; and visitor-serving commercial accounts for 10 percent. There are two additional land-use overlays—mixed-use and waterfront—that permit specific uses upon issuance of a discretionary permit.

## Environmental Quality

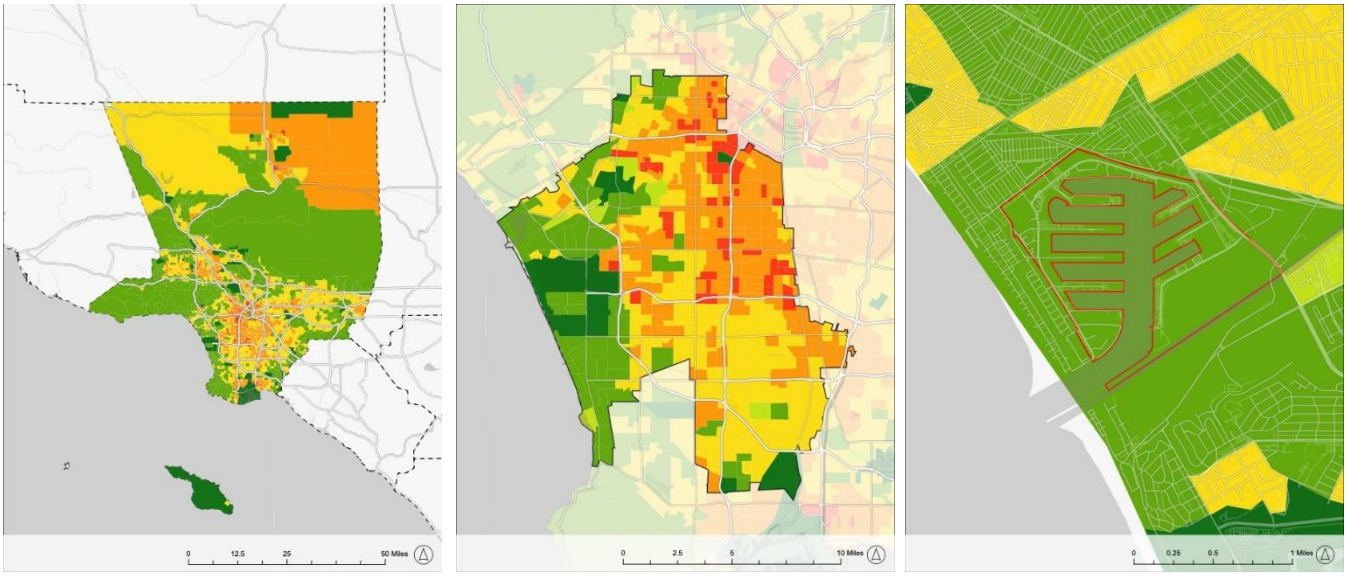



CalEnviroScreen is a tool created by the California Environmental Project Agency used to assess socio-economic conditions across California. This tool creates a comparative measure of the vulnerability of a community to the impacts of pollution by combining environmental, health and socioeconomic data to create a score for each census tract in the state. By contrasting the CalEnviroScreen scores of census tracts, we can quickly identify disparate outcomes across communities, allowing policymakers to prioritize efforts to intervene within the affected communities. Reviewing data from Marina del Rey, Los Angeles County and SD 2, we can analyze the disparate environments that exist within a few miles of one another.

Marina del Rey and other coastal communities within Los Angeles County and SD 2 have very low CalEnviroScreen scores, reflecting less potential exposure to pollutants

such as Particulate Matter (PM10 and PM2.5), Ozone (O3), Nitrogen Oxides (NOX), Sulfur Oxides (SOX), Carbon Monoxide (CO) and Lead. These scores also show that the Marina has higher rates of education with less poverty, linguistic isolation, and housing burden than nearby communities. In contrast, communities in Inglewood adjacent to the 405 Freeway, for instance, have CalEnviroScreen percentiles in the 90-100% range, while Marina del Rey communities have comparable percentiles in the 30-40% range. This is a stark contrast in exposure within a geography of ten miles. Consistent with much of the other UNA baseline data, CalEnviroScreen data show disparate impacts to communities that have disproportionate numbers of sensitive groups such as children, people with asthma, or those with socioeconomic risk factors such as high concentration of poverty and decreased economic opportunities.

## Equity: Income and Resources




Understanding that systemic racist practices largely affecting low-income and racial, ethnic and indigenous communities have played a key role in current social and economic inequities is crucial in developing appropriate solutions to create a just and equitable Marina for all County residents to enjoy. Poverty is a pressing issue

throughout Los Angeles County, but it is not equally distributed. These disparities result from systemic concentrated and accumulated disadvantage over generations, leading to persistent inequitable outcomes.

According to the 2020 Census, 13.9 percent of the County's population—approximately 1.3 million people—live in poverty. Of those 1.3 million, 20 percent are Black, 15.9 percent are Indigenous, 16 percent are Hispanic or Latino/a/x, 17 percent are of other race, and 12.5 percent are white. Within the Marina, poverty rates are much lower, with 5.3 percent—about five hundred people—living in poverty. However, of those Marina residents living in poverty, 43.1 percent are Hispanic or Latino/a/x – a poverty rate more than twice that of the County average for Hispanic/Latino/a/x residents. So, while demographic rates generally differ from the County average, the over-representation of Black and Latino/a/x communities among those in poverty is consistent with the overall pattern.

Homeowners Loan Corporation (HOLC)[1] redlining maps from the 1930s were responsible for the appraisal of entire neighborhoods in over two hundred cities, including Los Angeles. In reviewing these maps, the correlation between today's concentrated poverty and racist practices of the past is clear. Neighborhoods designated as "Yellow" or "Red" were described as "Definitely Declining," and "Hazardous" and were considered highly risky or off-limits. Evidence shows that redlined and "yellowlined" neighborhoods have experienced long-term negative effects including higher poverty and lower life expectancy. This translates to an exponentially high concentration of disadvantaged residents in SD 2: more than half (54%) of the population lives in a neighborhood with high percentages of residents with low socioeconomic status. The mapping above clearly shows that concentrated disadvantage and lower incomes are correlated with racist practices such as redlining of previous generations.

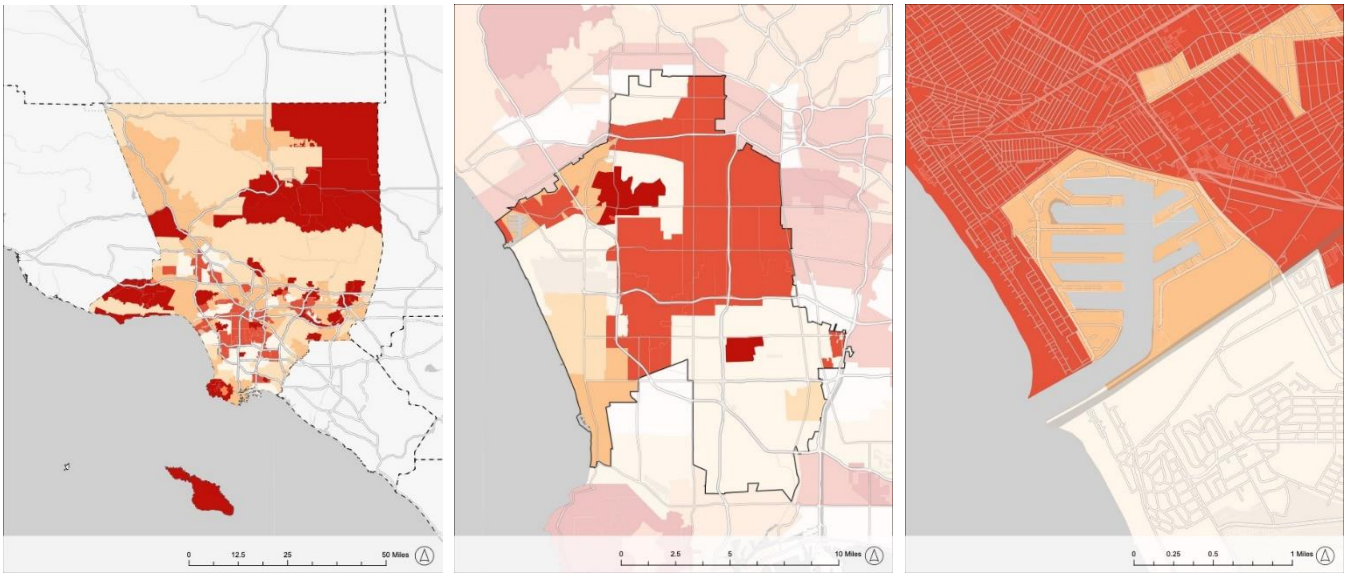
## Public Open and Recreational Space

Public open/recreational space emerged as one of the most pressing needs for survey participants with 68 percent (familiar) and nearly 70 percent (unfamiliar) of respondents identifying open space as their number one urgent need for Marina del Rey. As mentioned in the Land Use section, open space accounts for only twelve

[1] HOLC Maps: https://experience.arcgis.com/experience/9d7a43397ea84ab98a534be5b5376fba

percent of the total land area in the Marina and much of this is in the Ballona Wetlands, on state-owned land that is largely inaccessible to the public.

The map showing existing open space demonstrates the large gap in resources for many County residents, predominantly concentrated in the central area of the County. Hence, the shared need for open spaces exists not only for Marina residents but for the greater L.A. County population.



LA COUNTY | SUPERVISORIAL DISTRICT 2 | MARINA DEL REY

Very Low | Lower Need | Moderate Need | High Need | Very High Need

The 2022 County's Park Needs Assessment-Plus (PNA+) cites a study taken five years earlier that found more than half the population identifying the need for parks as "very high" or "high," and another 26 percent citing a "moderate need." Comparing the park needs at the Marina, SD 2 and County levels, it is clear there are vast inequities in access to public open/recreational space for people living in the SD 2 and other central areas of LA. The Marina serves as a public amenity to many local and nearby residents but should also be a key regional recreational space for many who do not have immediate access to public open/recreational space in their own communities.

The PNA+ also highlights that visitors to parks and recreational spaces tend to have higher incomes, with 35 percent of visitors earning more than $100,000 per year compared with 17.3 percent of the general County population. Minorities, particularly Black and Latino/a/x populations, tend to be underrepresented in these spaces. Black visitors make up only 6 percent of visitors (compared with comprising 7.6 percent of the County population) and Latino/a/x make up 36 percent of visitors (compared with comprising 48 percent of the County population).

The County and DBH currently can increase public open/recreational space through existing requirements under the LUP and through the reevaluation of expiring leases. For example, in 2012, two parcels adjacent to Burton Chace Park were rezoned to open space with the intent of expanding the park into these parcels. As noted previously, the fact that many leases expire within the next five years provides the County and DBH with a timely opportunity to rethink and update the priorities that were set in 2012 when the current LUP was drafted.

## Affordable Housing

Opportunity Sites

Survey participants identified affordable housing as another urgent community need with 65 percent (unfamiliar) and 47 percent (familiar) of respondents citing affordable housing as a top priority. Although nearly half (48%) of the Marina is made up of multifamily residential uses with approximately 7,144 dwelling units, there are only 456 affordable housing units (including the 196 units for Mariner's Village which are scheduled to be built over the next six years). This translates to only 6 percent of the total housing units in the Marina. The lack of affordable housing units in the Marina is a clear indicator of inequitable access to the greater Los Angeles County population who might otherwise pursue living in the Marina. These survey responses are in alignment with the Marina's higher median household income of $132,746 compared with $76,367 for the rest of the County.

According to the California Tax Credit Allocation Committee's (CTCAC) CTCAC/ California Department of Housing and Community Development. (HCD) Opportunity Map, the Marina is considered a High Resource area. The opportunity map is utilized to inform and support new policies aimed at increasing access to high-opportunity areas for families with children in housing financed by tax credits. Given that the Marina is considered a high resource area, increasing opportunities to access

affordable housing is essential to ensure low-income and racial, ethic, and indigenous community County residents have an opportunity to live there.

Housing Affordability: Affordable Housing Policy/Rent Burden

Marina del Rey's Affordable Housing Policy (AHP), originally adopted in 2002, has been the main driver for affordable housing production in the Marina. In 2008 the affordable housing advocacy group People Organized for Westside Renewal (POWER) negotiated policy revisions that established standards aimed at preserving existing affordable housing and creating new affordable housing units, where feasible. In 2016, the Board directed DBH, DRP, the Chief Executive Office (CEO), the Community Development Commission, now known as Los Angeles County Development Authority (LACDA), and County Counsel to consult with Marina lessees and affordable housing stakeholders to examine the effectiveness of the 2008 AHP. In 2020, the Board instructed DBH to provide recommendations and modifications to the current Policy. Recently, on October 17, 2023, the Board of Supervisors adopted the 2023 Marina del Rey Affordable Housing Policy which aims to more than triple the amount of affordable housing in the Marina.

Specifically, the 2023 AHP addresses the 2020 direction from the Board by revising the AHP as follows:

1. **Define "Substantial Rehabilitation** to include major renovation projects within that definition and ensure that such projects include affordable units to preserve coastal housing for all residents of California.

2. **Increase the percentage of affordable units** from the previous 15% goal. The 2023 AHP increases the requirement to ensure that, at minimum, 30% of all residential housing units in Marina del Rey are affordable.

3. **Require all new leases** and lease extensions involving new affordable units in the Marina to use a Centralized Wait List for ease of use by potential tenants.

Rent Burden

Rent burden refers to the financial strain experienced by individuals or households when a significant portion of their income is allocated to cover rental housing costs. A commonly accepted threshold for rent burden is when a household spends more than 30% of its gross income on rent and utilities. When housing costs surpass this threshold, individuals or families may face challenges meeting other essential needs, such as

food, healthcare, transportation, and education. Rent burden is a critical factor in assessing housing affordability and understanding the financial challenges faced by individuals or families in meeting basic needs.

Rent burden is generally categorized into two levels:
Moderate Rent Burden: Occurs when a household allocates between 30% and 50% of its income to cover rent and utilities.

Severe Rent Burden: Occurs when a household allocates more than 50% of its income to housing costs.

**Rent Burden: Los Angeles County vs Incorporated Marina del Rey**

| | COUNTY **RENTER** OCCUPIED UNITS | COUNTY **OWNER** OCCUPIED UNITS | COUNTY ALL OCCUPIED UNITS | MARINA **RENTER** OCCUPIED UNITS | MARINA OWNER OCCUPIED UNITS | MARINA ALL OCCUPIED UNITS |
|---|---|---|---|---|---|---|
| HOUSEHOLDS PAYING LESS THAN 30% OF INCOME FOR HOUSING | 45% | 65% | 54% | 47% | 66% | 48% |
| HOUSEHOLDS PAYING 30% TO 50% OF INCOME FOR HOUSING | 25% | 18% | 22% | 23% | 20% | 28% |
| HOUSEHOLDS PAYING OVER 50% OF INCOME FOR HOUSING | 28% | 16% | 22% | 27% | 14% | 26% |
| NO DATA AVAILABLE | 2.40% | 0.80% | 1.70% | 0.20% | NA | 0.20% |

Sources: US Department of Housing and Urban Development, CHAS, 2014-2019

## Community Aquatics Center and Youth Serving Water Access

The third urgent need identified in the survey is for a community aquatic center with an emphasis on youth-serving water access and safety programming, as highlighted by 49 percent of all respondents.

There are several water-based recreational opportunities throughout the Marina, including a public boat launch facility, a public beach, temporary/transient docks, boat-paddleboard-kayak rentals, boat and fishing charters, sailing schools, parasailing, and dining cruises. Nonetheless, the Marina does not have any public/County-owned pools or other aquatic centers. The UCLA Marina Aquatic Center (MAC) is the only aquatic center located in the Marina and it is only available to members who purchase quarterly passes. MAC serves as a key amenity to residents, providing water-equipment rentals, aquatic courses (e.g., sailing and rowing), and youth group programs.

The only County-led water program available in the Marina is provided by DBH: The Russell Walker W.A.T.E.R. (Water Awareness, Training, Education, and Recreation) Youth Program. This program, situated at the County's Boathouse in Burton W. Chace Park, offers ocean safety education and in-the-water recreational activities, including kayaking, surfing, paddleboarding, and sailing camps, for youths aged 5-17. It caters to youth from all supervisorial districts, and specifically outreaches to underserved and underrepresented communities, providing programming through sailing camps, schools, youth development organizations, and County departments.

The lack of more comprehensive public water programming and facilities leaves County residents who are not able to afford private water programs without a robust set of opportunities to fully enjoy the Marina. One area of opportunity as part of MdR for All would be to explore partnerships with aquatic centers regionally through the W.A.T.E.R. program, building a network of opportunities for diverse populations to learn how to swim closer to the communities in which they live. Access to affordable swimming lessons is essential, not only for safety purposes but as a prerequisite to allow individuals to participate fully in any water programming or recreation. Within the Marina, DBH can start focusing on building a public recreational facility to service community boating and water-based groups, continuing to increase no- and low-cost access to the water for all County residents.

## Consolidated Parking

Survey participants identified parking as the fourth highest-ranked urgent need, with 54% (unfamiliar) and 41% (familiar) seeing this as a priority that should be addressed.

While the Marina may have been originally intended to primarily provide amenities and services for recreational boaters, public recreational and visitor-serving commercial activities now attract people from the entire County and beyond. This results in high demand for parking facilities, especially during the summer and on weekends. According to the Marina del Rey LCP, there are approximately 2,895 public parking spaces throughout the Marina. (There are twelve permanent and one temporary public surface parking facilities.) Parking requirements associated with non-public uses, including restaurants, residential, retail, and other commercial uses, are regulated under the Los Angeles County Parking County Codes and LCP. The Right-Sizing Parking Study conducted in 2010 concludes that the Marina is equipped with adequate public parking facilities through the year 2030 even with increases in recreational use and population. In addition, these surface parking lots are also greatly under-utilized throughout much of the year. Based on the data, we recommend considering consolidating parking lots close to one another into more compact parking structures to free up land for other County priorities (e.g., housing, recreational amenities). It should be noted that the County has one such parking structure project currently in the planning stage.

## Improved Wayfinding and Placemaking Signage

The fifth urgent need identified by survey respondents is improved wayfinding and placemaking, prioritized by nearly 30% of all survey participants (familiar and unfamiliar). The Marina currently has existing gateways and wayfinding signage, with gateways located at every vehicular entrance into the Marina from Lincoln Boulevard and Washington Boulevard. The existing wayfinding was reevaluated in 2017 with the Design Control Board (DCB) approving a conceptual Signage and Gateways Master Plan (Master Plan) for the Marina. The plan is currently being refined. Once this plan has been adopted and implemented, the improved wayfinding and placemaking signage will give the Marina a recognizable identity, increase accessibility, and heighten public awareness of Marina del Rey as a regional public amenity.

Boats in the Marina at sunset

# GUIDING PRINCIPLES

In shaping the future of Marina del Rey, DBH developed a set of guiding principles to ensure that this unique waterfront community evolves into a welcoming and inclusive destination for all. The following nine principles for future development provide a shared vision for the future. In developing these principles, DBH sought to provide clarity and direction about what MdR for All is intended to achieve and have consistency in decision-making and implementation to ensure that the future policies and development in Marina del Rey remain consistent with the overarching vision laid out by the Board of Supervisors and supported by the Los Angeles County Racial Equity Strategic Plan.

## Activate the Waterfront

Great public spaces have the potential to bring people together. Highlighting the Marina's most unique asset – its waterfront access - is an essential step in bringing more visitors to Marina del Rey to experience the waterfront and making it a regional destination. Encouraging new uses through interim activations and supporting existing waterfront uses by strengthening no- and low-cost public access is a major step in that direction.

## Facilitate Access

In addition to creating connections between Marina Del Rey and surrounding communities, creating connectivity within the Marina is important for residents and visitors alike. Signage and wayfinding should be intuitive and accessible. Consistent with the Marina Vision Statement, mobility hubs should be located across the Marina, combining access to vehicles with transit, bicycle, and pedestrian

facilities. As part of MdR for All, a commitment to enhancing connections from transportation hubs in disadvantaged communities to the Marina is key. This strategic initiative aims to ensure that all residents, regardless of their location, have convenient and accessible pathways to enjoy the wealth of amenities offered within Marina del Rey. By improving transportation links, MdR for All seeks to break down barriers and create a more connected and equitable community for everyone.

## Create a Destination

Marina Del Rey has served as a popular destination for Los Angeles County residents for many years. With future development plans focused on decreasing barriers to access, Marina Del Rey can become a unique destination that welcomes a diverse cross-section of visitors from across the region. With a range of affordable to high-end restaurants and retail in a waterfront setting, the Marina can offer singular experiences that are truly welcoming and inclusive to all. Future developments at the Marina should create opportunities for recreation and year-round programming that engage a full spectrum of residents and visitors.

## Engage with the Community

Building a Marina centered on equity requires comprehensive and consistent community engagement. Outreach in support of MdR for All must reach a wide spectrum of people across the County to ensure that the changes made as part of MdR for All have the community support to be successful.

## Implement Projects Now

We seek to implement policies to empower projects identified as part of MdR for All to be implemented with a sense of urgency wherever possible. The County has a pressing need to build more affordable housing options in the Marina as soon as possible. By strategically using existing infrastructure and prioritizing vacant parcels, a diverse range of projects can bring more affordable housing units to market quickly. The current data collected from Marina stakeholders put a priority on creating planning mechanisms designed to expedite the construction of affordable housing.

## Make the Marina Resilient for All

Future projects should include best practices to build sustainability into the Marina's DNA and reduce the environmental footprint of Marina operations and development. Innovative sustainable building practices should be used in every project. Development goals should align with County, State and Federal goals to achieve net zero and other markers for environmental excellence.

## Honor the Past

As Marina del Rey continues to evolve, moving the Marina into the future requires recognition of its past. From Marina del Rey's indigenous history to its contemporary art and culture, the Marina should continue to be a space of community that celebrates all.

## Maximize the Use of County-Owned Land

The County's ownership of Marina del Rey offers a unique opportunity to establish a new concept of fair market value that incorporates community benefits and progress towards the equity goals of MdR for All as well as financial returns. Establishing a new fair market value would allow the County to make the decision to accept alternative forms of consideration (i.e., a package of economic consideration as well as community benefits) to achieve clear process towards articulated policy goals such as building affordable housing and creating additional community-serving water programming and open space.

Southward view of Marina del Rey and Venice Beach

# CASE STUDIES

## Case Studies

Studying case examples of comparable projects provides valuable insights for envisioning a successful Marina del Rey development. By analyzing the successes and challenges of similar marina or waterfront revitalization initiatives, planners and stakeholders can gain a comprehensive understanding of effective strategies and potential pitfalls.

These case studies, whether they involve transforming waterfronts or enhancing recreational spaces, offer a practical framework for addressing issues such as resilient infrastructure, activation, engagement, mixed-use economic development, and creating a destination. They also can inform decision-making and guide the creation of a Marina Del Rey that harmonizes economic vitality, ecological stewardship, and the local community's needs, using an equity lens to guide planning and decision making. The following case studies demonstrate success in areas that Marina del Rey can leverage to enhance future development projects.

## Case Study: NOW Hunters Point, San Francisco CA

In 1998, after a community-led campaign, Pacific Gas and Electric Company (PG&E) agreed to close Hunters Point Power Plant. In 2006, PG&E began decommissioning the power plant and developing remediation plans for the site. Site remediation began in 2010, with 30% of the onsite crews comprised of residents, setting a standard for local hiring that has been a model for private-sector infrastructure projects.

In 2013, PG&E began community-focused programming as NOW Hunters Point, an experiment to program and temporarily activate the remediated, and vacant Hunters Point Power Plant. NOW Hunters Point operated from 2013-2021 and was a vehicle to re-orient the site to the community, soliciting input on interim use programming, neighborhood issues and future development. The site hosted more than three hundred events in partnership with twenty local community organizations and welcomed more than 66,000 people to programs held on site.

Instead of leaving this undeveloped portion of Hunters Point Power Plant unused, the team leveraged the site to serve as a platform for multiple programs including recreation, art installations, and community services. Major collaborations included constructing a small studio on site used by StoryCorps to record and archive each

resident's personal narrative, a series of listening parties curated by Studio O, and performances by Circus Bella, a local community circus.

In seeking to welcome a diverse cross-section of Los Angeles County residents, MdR for All should consider the following successful programming ideas from NOW Hunters Point as it implements its own program:

- Interim Use Activation: Consider activation of underutilized or vacant spaces for community-oriented purposes until more permanent plans are implemented. This approach involves transforming vacant areas into vibrant spaces that serve a specific purpose, such as community gardens, pop-up markets, art installations, or temporary cultural events.

- Needs Assessment and Feedback Incorporation: The project organizers need to conduct needs assessments to understand the specific needs and priorities of the local community. Feedback received from residents during workshops and meetings is taken into consideration when making project-related decisions.

- Design Charrettes: Intensive workshops where community members collaborate with urban designers and planners to shape the physical design of the project are necessary. This ensures that the development aligns with the community's vision.

- Art and Cultural Integration: Integrating local art, culture, and heritage into project designs can foster a sense of community ownership and pride.

## Case Study: Navy Pier, Chicago IL

Chicago's Navy Pier is the great "people's pier" envisioned as part of Daniel Burnham's 1909 plan for how Chicago met the lakefront. Historically, the Pier has undergone various transformations, from the original "people's pier," to the Base of Naval Operations in the 1930s, a university in the 1940s, a period of neglect and then a tourism-motivated Festival Pier in the 1990s. The year 2016 marked the Pier's centennial anniversary and the completion of a first-phase transformation of Navy Pier into the "people's pier" once again. The development reimagines South Dock as a new green spine that extends all the way from Lake Michigan back into the city and anchors a series of plazas, museums, theaters, restaurants, and other destinations that exemplify the vitality of Chicago life and culture.

Navy Pier's blend of family-friendly activities, cultural exhibitions, and seasonal events contributes to its status as a dynamic and vibrant destination that highlights Chicago's diverse offerings. The iconic Ferris wheel, interactive exhibits, live performances, and views of Lake Michigan at Navy Pier continue to draw millions of visitors annually as a cherished and iconic landmark in the city. The redevelopment efforts have enhanced its appeal and accommodate modern tastes while preserving its historical significance. Here are some key takeaways that could elevate Marina Del Rey's development into a regional destination:

## Accessibility:

Its central location and proximity to downtown Chicago make Navy Pier easily accessible to both locals and tourists. The availability of public transportation, parking facilities, and pedestrian-friendly access contributes to its convenience as a destination. New crossings and reconfigured traffic patterns assure a safer and more welcome arrival for pedestrians and cyclists visiting the Pier.

## Efficient Use of Space:

The redesign has created stronger connections between city and lake with unique spaces for visitors to enjoy by de-cluttering and simplifying previous designs.

## Event Programming:

The pier hosts a variety of events throughout the year, including fireworks displays, music festivals, food festivals, and seasonal celebrations and redevelopment has worked to enhance these experiences through new infrastructure. These events create a sense of excitement and give visitors reasons to return.

## Diverse Attractions:

Navy Pier offers a wide array of attractions, including museums, theaters, rides, shops, restaurants, and seasonal events. This diversity caters to various interests and age groups, making it appealing to families, tourists, locals, and different demographics.

Watching the sunset at the Marina

# RECOMMENDATIONS & NEXT STEPS

Marina del Rey is a unique asset to Los Angeles, providing significant revenue to the County as well as an attractive and enjoyable community for residents and visitors to the region. As the values, goals and priorities of the greater Marina del Rey community and the County have evolved over time, it is important to continuously evaluate existing policies in a broader context to ensure they are adequate to meet these needs.

The County has conducted previous evaluations of Marina del Rey, including the 2014 Marina del Rey Vision Statement (Vision Statement). Based on the previous planning work by the County, and extensive community feedback described in this report's Stakeholder section and assessed in the UNA, the County, stakeholders, and the community have identified the following highest-priority needs, ordered as reflected in the community:

1. Increased quantity of, and access to, open space;
2. Increased affordable housing options;
3. Youth-serving programming and a community aquatics center;
4. Changes to parking (facilities and requirements); and
5. Updated wayfinding and signage.

Using the lens of equity and inclusion as defined by the County policy, we developed a list of recommended actions to achieve these needs, in the short-, medium-, and long-term time horizons. The short-term strategies are intended to be finalized and implemented within a year of the date of this report. The medium-term strategies have an implementation horizon from one to three years of the report's publication. We imagine the longer-term strategies to be considered and adopted for implementation concurrent with the shorter-term strategies but will not be realized until three to five after the report's publication.

## Measurements of Success

This section highlights the key indicators to understand whether the strategies, once implemented, are yielding intended results, using 2023 as a baseline year.

1. How has familiarity with Marina del Rey increased over time? This should include an evaluation of countywide and local communities.
2. How many new community programs have been initiated?

3. How much capital has been deployed for the development of programs and facilities? How many people are utilizing the programs and facilities?
4. How many new operators and lessees are there within the Marina?
5. How many foundation and nonprofit partners have developed programming and activation within the Marina?
6. How many articles or news alerts have been written about the Marina's activation and programming?
7. How many affordable housing units have been approved for development or preservation?

Other inquiries can and should be developed to measure success and to evaluate intended results. We propose that the County gather qualitative feedback through strategic outreach to stakeholders and complete another survey that builds on the UNA. We recommend initiating formal evaluation by a third party at the three-to-five-year milestone of implementing these strategies. Continued data collection about the demographics of Marina visitors and users will also be important.

## Short-Term: Expansion of Existing and Developing Programs

Based on stakeholder feedback and the UNA, a lack of familiarity with Marina del Rey remains a barrier to access. This includes a lack of familiarity with the Marina as a public asset, but also with how to access and move around Marina del Rey. To help quickly address this deficiency, we recommend the following immediate and short-term strategies.

<u>Launch Marketing/Knowledge Campaign</u>

As identified in the MdR for All survey, many respondents expressed unfamiliarity with Marina del Rey. Recognizing this gap in awareness, this marketing and awareness campaign is built to bridge this informational divide and ensure that a broader and more diverse audience is acquainted with the opportunities and offerings within Marina del Rey. Such a campaign should include:

1. Continuous updates and enhancements to the MdR for All website to build on the MdR for All brand identity that was designed and launched during this initial study phase;
2. Cross-county advertising, including posting on other County websites and availability of physical materials at County facilities.;

3. Increasing partnerships with local organizations to promote and inform future and ongoing programs; and
4. Preparation of mailers, billboards, etc., targeting communities with less access to open space amenities.

Within DBH, the Community and Marketing Services Division has existing programming that has been successful at engaging and reaching Marina del Rey stakeholders. We propose continuing to develop programmatic efforts within the existing DBH community touchpoints and beyond to develop a broader understanding of the Marina.

Marina Consortium

The MdR for All process is focused on establishing meaningful connections with stakeholders both within the Marina and throughout the County. While there is active participation from residents, stakeholders, and lessees in MdR, an important task will be reaching out to those who aren't already part of the MdR community, particularly individuals in the surrounding high-need communities. The formation of the MdR for All Consortium would be a gathering of leaders from public and private institutions representing the diverse needs of the County with an objective of seeking ways to leverage growth opportunities to address the immediate and long-term needs identified in this report. Members of the Consortium would include Marina stakeholder groups such as lessees, boaters, and residents as well as individuals that represent the following advocacy areas: affordable housing, racial and social justice, cultural and arts institutions, universities/higher education institutions, youth-serving nonprofits, financial institutions (CDFIs), the broader business community and environmental justice advocacy groups. The participation of organizations that represent the racial and economic diversity of the communities surrounding the Marina will be critical to ensure underrepresented groups benefit from the recommendations identified in this report. In addition to serving as a bridge between government entities and community needs in the Marina, the Consortium will become a trusted and critical sounding board and thought partner for long-term planning initiatives including the development of an amended or new Specific Plan process.

Enhance Wayfinding, Branding and Sense of Place

DBH is working on a Master Plan to improve wayfinding and placemaking in Marina del Rey. The Master Plan is currently being refined and implementation should be possible

in the next 2-3 years. Once implemented, the Master Plan will make it easier for Marina users to locate and access all the amenities within the Marina.

## Medium-Term: Land Use Strategies

We have identified medium-term strategies that require additional planning on the part of the County and Marina stakeholders but may be implemented under the current land-use regulations. This approach accounts for the gap between programs that can be initiated immediately and longer-term strategies.

Promote Interim Use Activations

DBH should consider partnering with social enterprise organizations, small businesses, community organizations and key regional art and cultural providers to develop and implement a pilot program that invites these entities to cultivate an ongoing presence within the Marina. DBH could consider interim site activations such as commercial and retail popups and community-facing programs that build on the strengths of partner organizations and businesses and address needs based on the UNA. New activities and services could take place in currently vacant parking and underutilized lots, and other public areas. Such activation should be aimed at attracting new and more diverse visitors to Marina del Rey. The key components of a successful interim use program are:

1. Unifying themes to strengthen the draw of residents and visitors;
2. Guiding principles for interim use should dictate design, outreach, and community engagement. For instance, one principle may be to orient uses to art, music or locally made goods. Another principle may be to activate the public outdoor areas or common spaces to encourage interaction with the waterfront;
3. Building strong partnerships with new organizations and stakeholders;
4. Engaging community stakeholders from the larger community to co-create the plan and concepts;
5. Securing lessee support; and
6. Finding opportunities to align events with philanthropic programs and funding.

DBH has developed a “Lighter, Quicker, Cheaper” (LQC) Strategy which is a lower risk and lower cost local development strategy that tries to efficiently generate new uses

and revenue for places in transition. Specific LQC ideas include a MdR Night Market, art and dining pop-ups and co-located programming with Lessees.

Increase Transit Service

The UNA identified access to open space as one of the Marina's key urgent needs. More importantly, the UNA recognizes the Marina not only as a county-wide asset for those within the boundaries of Marina del Rey, but also nearby communities and those across Los Angeles County. Many residents in central neighborhoods and communities within the County exist in "park deserts" and must travel greater distances to access open space. We recommend increasing transit service, including increased frequency for existing routes to the Marina as well as adding routes and services directly to those communities in greatest need of open space access. Potential options could include an inexpensive shuttle service from nearby epicenters in traditionally underserved communities, such as the Fox Hills Mall and the Hawthorne Metro Transit Center.

Develop Affordable Housing and Opportunity Sites

Priority sites include affordable housing lots, based on existing land use and zoning regulations, which may be available for redevelopment in both the near- and medium-term. Other prioritized needs include additional open space, an aquatic center or other improvements to advance the UNA and equity goals articulated in the Los Angeles County Racial Equity Strategic Plan.

New housing projects can be planned for lots within the Marina that are currently vacant but adjacent to transit and serviced by utilities. Within the Marina, Parcel 147 has been specifically identified as a site prioritized for development. In fact, it may be feasible to advance affordable housing projects prior to any specific plan revisions or updates based on recent state legislative incentives and other recently enacted legislation.

Evaluate Existing Uses for Opportunities to Meet Urgent Needs

The County should assess existing uses of land in MdR, including on those parcels that are currently unused or underused, as well as those with expiring lease terms in the next five years. Projects could be undertaken on such parcels, as appropriate, to fulfill

the Marina's urgent needs as identified in this report, particularly where longer lease terms may be required in order to make those projects feasible.

## Long-Term: Local Coastal Program Changes to Achieve Equitable Outcomes

To truly achieve the vision of a Marina del Rey for All, the County should consider an update to the LCP with an explicit focus on equity in future development and with equity priorities as a guide in policymaking decisions. The data collected for this report make an implicit argument for what is needed in this regard. Income and political inequality, sub-standard housing and historic discrimination based on race and ethnicity have severely limited the opportunities for many in the communities surrounding Marina del Rey. These realities underscore the critical timing of this report: The Marina del Rey for All initiative represents a once-in-a-generation opportunity to address these historic inequities with a strategic framework and concerted action.

The goals of these updates could be to permit more open space and recreational use, greater visitor serving and/or residential density if and where appropriate, re-evaluate the distribution of land uses, such as consolidation of parking facilities to promote increased access to Marina del Rey, greater efficiency of land use and opportunities for increased affordable housing requirements and incentives. Additionally, the County should seek to implement LCP updates that allow for more public gathering spaces and community-serving amenities, which would promote greater access to the public resource that is Marina del Rey.

An updated LCP will also avail the County of an opportunity to reevaluate access to the Marina. This will allow for consideration of modified circulation networks and connections, and exploration of potential partnerships to extend transit routes to the Marina from other communities. Depending on the specific changes to be implemented, these actions could occur on a faster timeline than other long-term projects.

## Local Coastal Program Update - Planning Process

Define LCP Update Objectives

This work builds on and transitions the data and conclusions of the UNA, as well as the Vision Statement, towards an adopted and actionable regulatory document that is

equity driven. It will establish the overarching vision, goals, and objectives of an updated Specific Plan.

Technical Studies

In anticipation of the LCP update, a series of crucial technical studies may be needed. The Right Sized Parking Study, identified by DBH, will be a primary focus, addressing essential considerations for optimizing parking solutions. Additionally, comprehensive studies on opportunity sites, circulation patterns, and potential transit route extensions from adjacent communities to the Marina may be initiated. These technical examinations provide foundational information for decision-making and strategic planning in the forthcoming phases of the MdR for All initiative.

LCP Update Development

This work includes the drafting of the updated Plan and begins to define the scope of the "project" to be studied under the EIR.

Community and Stakeholder Engagement

To navigate the regulatory landscape effectively, proactive engagement with the Coastal Commission is essential. DBH will initiate early and regular consultations, beginning with discussions on project objectives. Subsequently, engagement includes seeking feedback on a preliminary draft before it advances to the Regional Planning Commission (RPC). This collaborative approach ensures alignment with coastal development standards.

In addition to the community outreach that the County would typically follow during the planning process, it is recommended that the County include the Marina Consortium in the stakeholder engagement for this process.

Refine and Finalize

Based on community and stakeholder feedback, refine and finalize the LCP Update. This step also includes confirming that the final draft balances public input with the identified objectives.

Approval, Adoption, and Certification

This includes hearing(s) before the RPC and the Board of Supervisors to review the updated Specific Plan, revise as needed based on feedback from the RPC and Supervisors, and final County adoption of the Specific Plan/LIP and LUP and certification of the EIR. This task also includes certification by the Coastal Commission.

## Other Key Considerations and Recommendations

In addition to the land use and planning considerations and recommendations, it is recommended that the County innovate in the following ways to achieve lasting and meaningful change to address the UNA and equity priorities of the County. The interventions below are immediately actionable by the County and thus can run concurrently with the short-, medium-, and long-term initiatives set out above. This report envisions that the actions be further developed with detailed scopes of work and milestone timelines in consultation with DBH and other County departments and agencies.

1. Economic Study. There is a unique opportunity to reimagine the economic strategy for County-owned land at the Marina and re-evaluate how lease agreements and other revenue-generating agreements for using the Marina are structured. The study would explore whether new revenue-generating strategies could be deployed with an eye toward creative and collaborative approaches to increase financing to build public facilities and create value-added public-serving amenities. As commercial land prices continue to increase in the region, the County may benefit from a comprehensive economic study that assesses the cost of anticipated facilities and improvements identified in the UNA, available funding sources, and how the revenue originating from the Marina as well as available land within the Marina could be used for such improvements.

2. Set-Aside for New Fund in Lease Renewals. When new leases are signed, the County should consider adding a new provision that aligns with the UNA. For example, the Board could direct DBH to set aside a portion of ground rents (percentage of rental payments) as contributions to a newly formed community-led fund for the purpose of generating annual capital. The fund could be tied to increasing the value of the leased assets by investing in infrastructure updates and could finance programs that promote broader access, education, and connectivity to Marina del Rey. Under established rules, the leased asset generating the revenue does not need to be the asset that the public entity intends to improve with the proceeds of the payments.

   Historically, Marina-generated funds have been directed towards the County General Fund, while a small portion is retained within the Marina pursuant to a 2013 Board action. This newly created fund would be similar to the Marina

Accumulated Capital Outlay (ACO) fund and act as a means to facilitate equity-driven investments in the Marina. Because this may amount to a new development impact fee, the adoption of a new policy would need to carefully establish a nexus between the leasing requirement to make the community fund contribution and the related impacts the lease renewal could have on the environment.

3. Demonstration Projects. The County could consider identifying portions of the Specific Plan area that would be appropriate for demonstration projects which could be quickly implemented to address community-identified urgent needs. Such proposed activation or demonstration projects would be oriented toward addressing the UNA and Board priorities. This proposal is consistent with the interim use activation proposed above. While emphasis is for low-cost, short-term projects, some demonstration projects could be permanent — such as the construction of affordable housing on vacant lots such as Parcel 147 – a goal that has been articulated by the Board, DBH, and Marina lessees over the past decade. Underused and leased parcels with expiring terms should also be studied and evaluated as possible sites for these demonstration projects.

4. Public-Private Partnership. DBH could work to identify opportunity sites for public-private partnerships (P3), including anchor institutions such as USC, UCLA, or Loyola Marymount University, which have the capacity to generate jobs, incubate uses, and be thought leaders through research and academic coursework. This P3 initiative may include partnerships with philanthropic foundations committed to the equity and inclusion priorities of the UNA and the County. We further recommend that DBH continue to partner with existing and future MdR lessees and regional employers and workforce development organizations to solicit and incorporate their feedback and support as they explore opportunities for P3 engagement.

5. Land Use Controls. The County could conceive a covenant running with the land that would capture the mitigation, monitoring, and reporting program (MMRP) created through a community process that prioritizes the design, uses and community-serving amenities identified in UNA. The covenant or potential overlay district would focus on the key takeaways from the UNA. These include a focus on the creation of priority improvements including the provision of open space, increased access to the Marina, and activation of public spaces,

providing the overall vision for the Marina's revitalization through an equity and inclusion lens.

6. Redefining Fair Market Rental Value[2]. On a more exploratory and creative basis, DBH could consider re-evaluating the definition of *fair market rental* value under current County policy for purposes of new leases and lease renewals. Such investigation would seek to formalize the term's definition so that the County has maximum flexibility to include, for example, the cost of improvements, community facilities, and contributions outside of rent payments that could subsidize community-serving amenities. This investigation could also be completed in conjunction with the proposed economic study and review of the proposed set-aside.

[2] Existing legacy leases within the Marina define "Fair Market Rental" as the "fair rental value of the property subject to [the] lease, taking into consideration the uses permitted thereunder and all of its terms, conditions, and restrictions, franchise value, earning power, and all of the factors and data required or proper to be considered in determining fair market value under the laws of eminent domain in the State of California." (See e.g., Amendment No. 9 to Lease No. 7580, Parcel No. 18R)