



Los Angeles

LONG BEACH WATERFRONT

Building and Redeveloping with Resilience

Technical Assistance Panel
December 10–11, 2025

About

Urban Land Institute

Urban Land Institute is a global, member-driven organization comprising more than 48,000 real estate and urban development professionals dedicated to advancing the Institute's mission of shaping the future of the built environment for transformative impact in communities worldwide. ULI's interdisciplinary membership represents all aspects of the industry, including developers, property owners, investors, architects, urban planners, public officials, real estate brokers, appraisers, attorneys, engineers, financiers, and academics. Established in 1936, the Institute has a presence in the Americas, Europe, and Asia Pacific regions, with members in 84 countries.

Cover photo: Long Beach's waterfront district boasts a number of destinations and public spaces that are used for national and international sporting events, yet the district remains relatively disconnected from downtown and the rest of the city. (ULI)

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ULI Randall Lewis Center for Sustainability in Real Estate

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California-Nevada Technical Assistance Leadership Exchange

The ULI California-Nevada Technical Assistance Leadership Exchange advances innovative solutions to regional land use and climate resilience issues through collaboration between local governments, public sector leaders, and the real estate industry. The program facilitates connections, dialogue, and expert exchange to explore strategies for creating resilient and sustainable communities through land use and real estate interventions.

Seven public agencies in California and Nevada were selected to participate in this program. Working in tandem with their closest ULI district council, each of these agencies hosted a Technical Assistance Panel focused on a specific resilience and land use challenge in their communities. The fundamental goal of the effort is to provide concrete ideas and strategies to public sector leaders to advance resilience in the built environment. Through its work, the program will create resources to help all ULI members accelerate resilient land use in their communities.

ULI Los Angeles

ULI Los Angeles, a district council of the Urban Land Institute, carries forth that mission as the preeminent regional real estate organization providing inclusive and trusted leadership influencing public policy and practice.

Technical Assistance Panel (TAP) Program

In keeping with the ULI mission, Technical Assistance Panels convene ULI members who volunteer their time to aid public agencies and non-profit organizations that have requested expert insight to address their land use challenges.

During this process, a group of diverse professionals representing the full spectrum of land use and real estate disciplines typically spend two days visiting and analyzing site-specific conditions in the built environment, identifying pertinent planning and development issues, and formulating realistic and actionable recommendations to move initiatives forward in a fashion consistent with the applicant's goals and objectives. [Learn more at LA TAPs.](#)

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The Long Beach waterfront can be seen in the distance between these two multi-family buildings on Ocean Drive in downtown Long Beach.

Executive Summary

Roughly 75 percent of the land in the Long Beach waterfront district is owned by the City of Long Beach. The waterfront is home to the Aquarium of the Pacific, the Long Beach Convention and Entertainment Center, the Long Beach Shoreline Marina, and a host of restaurants, hotels, and other businesses; yet much of this prized waterfront area remains underdeveloped and underutilized.

In 2025, the City of Long Beach (the City) released its [Downtown Shoreline Vision Plan – Draft Vision Concept](#) for the waterfront district. Before the plan became final, the City asked the Urban Land Institute Los Angeles district council (ULI) for insights and recommendations regarding potential development and future resilience opportunities in the waterfront district. With an eye on its leasing strategy and waterfront redevelopment opportunities, the City also asked ULI to consider activation and mobility needs in the district and to provide guidance that would enhance the area's resilience in the face of rising sea levels.

ULI, using its trusted technical assistance panel (TAP) program, assembled a team of real estate professionals to study the challenges and make recommendations that the City can consider as it charts a path forward for the waterfront and rolls out its highly anticipated Vision Plan. The following recommendations include actions to take in the near term as well as longer-term strategies that can launch now but will take years to address.

Waterfront Leasing and Rental Strategy

The City's historic approach to leasing publicly-owned land in the waterfront district has featured below-market, long-term leases. While this past approach encouraged early development and activation, these ground leases are not meeting current market standards, which could be leaving municipal revenue on the table and contributing to an under-performing district. The following steps can begin to shift the direction of waterfront land use.

Create a leasehold directory. The City is encouraged to build a database of its leased properties in the waterfront district. The directory should include all parties' contact information, lease terms, and a calendar of important dates and inflection points.

Engage an independent lease reviewer. A third-party professional should conduct a deep dive into all waterfront leases to gather current values, lease rates, rates of return, and provisions for adjustment. The City should also shift to a forward-looking valuation focus that better aligns lessee and lessor goals through rental rates.

Align lease administration with economic development. Rather than leasing land as a municipal service, the City can treat its leases as key economic development strategies, better leveraging the value of its limited waterfront land for the community's economic benefit.

Elevate waterfront development. The Long Beach waterfront has significant unrealized development opportunities. By allowing certain short-term offsets or losses on leases, the City may be able to better position under-performing properties for longer-term improvement and redevelopment.

Waterfront Redevelopment

To help the City deliver on its vision of creating an "inclusive oceanfront destination for the community and the world," the panel recommends pursuing key redevelopment opportunities, enhancing multi-modal transportation, and improving walkability and connectivity between the district and surrounding areas.

Redevelop The Pike. The panel understands that the lease for The Pike may soon be transferred to a new entity. The City is encouraged to review the lease in detail to determine whether it has grounds to object to the proposed transfer, or if not, what other options may be available before the transaction closes.

Develop the "Elephant Lot." This large surface parking lot at East Seaside Way and East Shoreline Drive represents an important development opportunity that could deliver more housing, a hotel, and even another cultural venue to the district. In anticipation of the lot's use for the 2028 Olympics, the City should work with Olympic partners to determine if the proposed improvements might be built for continued use or quickly

cleared to make way for new development soon after.

Reconsider the City's approach to the marina. The City's municipal service approach to marina operations should be reconsidered and perhaps shifted entirely to an outside operator. This will free City resources and allow a private operator to reposition the marina with first-tier services. This shift could potentially result in greater revenues that could be reinvested in the marina and the surrounding waterfront.

Add amenities and experiences to extend district appeal. The waterfront should have something for everyone to enjoy,

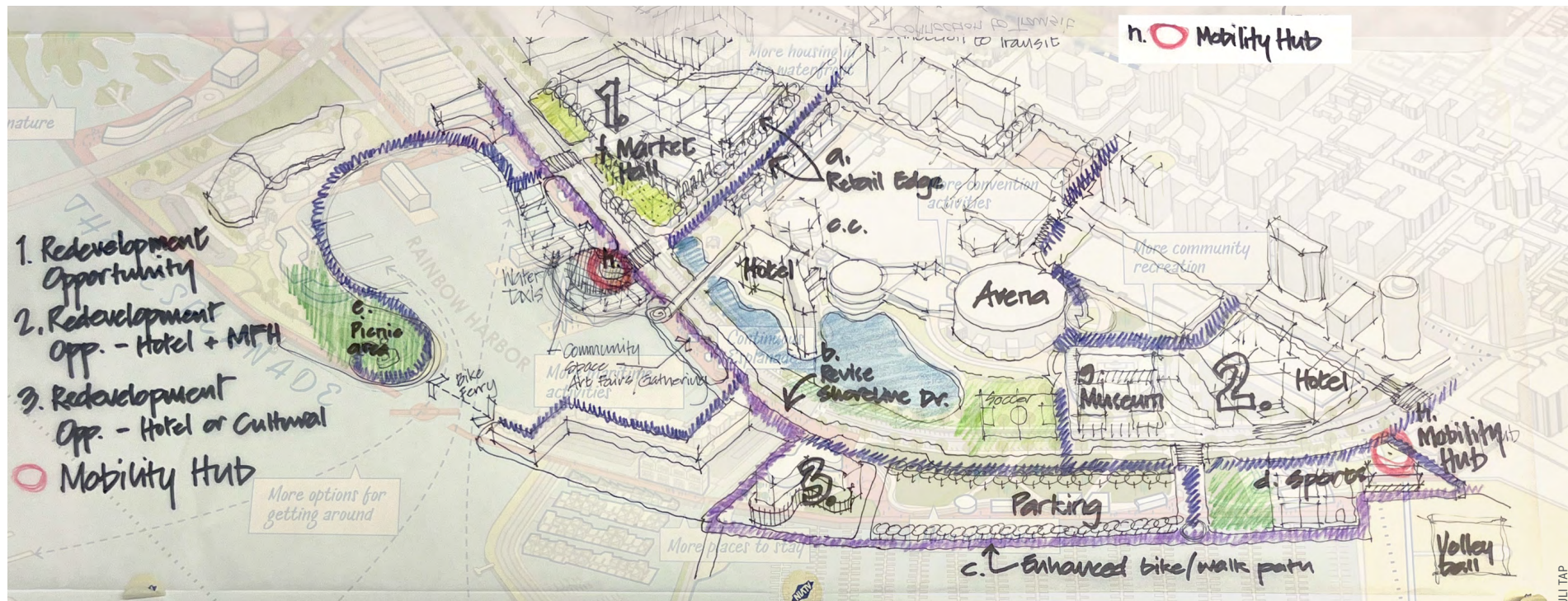
and additional waterfront venues and experiences might include more permanent sports facilities, such as volleyball and soccer facilities, a market hall with a wide variety of food or retail vendors, and a new cultural venue to complement existing destinations and encourage full-day visits to the waterfront.

Connections and Mobility

Building on the connectivity and mobility improvements called for in the Vision Plan, the panel recommends further enhancements to the physical connections that can flex for future mobility advancements while delivering

key economic and physical benefits to the waterfront district and its surroundings.

Leverage existing mobility infrastructure. The existing street network, transit service, and trail network are all excellent foundational aspects of waterfront mobility, and each can be improved to better serve residents and visitors alike. Mobility hubs at key Shoreline Drive locations will make micro-mobility use more convenient and encourage visitors to leave their cars behind. Connecting more directly to the Long Beach Transit Center with shuttles or circulators to link key destinations can also facilitate more movement without more cars.



The panel identified a number of key redevelopment opportunities in the waterfront district and also made note of areas where connectivity should be enhanced.

Consider additional mobility options. Adding bus rapid transit to the district can support more visitorship, as could expanding Metro light rail service with a Pine Ave connector. The panel also recommends a new over-the-water connection, via a bike ferry or other connector, between the Lion Lighthouse and the Shoreline Village area. This would directly connect those walking or biking between destinations, rather than requiring a trip back to and around the shoreline.

Re-envision Pine Avenue. Pine Avenue is the best first point of connectivity improvement between downtown and the waterfront. The pedestrian experience on both sides of the street is lacking, and a terraced pedestrian promenade on the east would soften today's experience of walking along a parking garage. Modifying and repurposing the existing roadway could provide wider sidewalks, and enhanced landscaping will soften an area dominated by concrete.

Re-envision Shoreline Drive. Shoreline Drive is a wide roadway that creates a large barrier between the waterfront and the rest of downtown. The 150-foot-wide roadway could be reduced to two lanes in each direction, and each side repurposed for wider sidewalks, trails, food trucks, and more. Additional trees and landscaping buffers could help shield pedestrians from the traffic and create a cooler pedestrian environment.

Programming, Branding, and District Activation

In support of a clean and welcoming district that maximizes resiliency, community

improvement, and inclusive economic development, the panel recommends cohesive district branding, activations with experiences that capture attention, and physical and ideological connections to the surrounding areas.

Develop a brand family. The waterfront district would benefit from its own brand family that complements the city's broader branding while standing out as distinct to the waterfront. Branding that captures the ideal waterfront experience and has a "Feels Like Long Beach" vibe can help the brand stand out, and branding guidelines can provide businesses and partners with the tools to use and help amplify the brand.

Identify district boundaries and sign locations. Additional wayfinding is needed in the district, and branded elements will assist with district navigation. Points of entry and decision making should be marked, and a new master sign program should include unified materials, formal elements (fonts, colors, etc.), and other visual elements that tie the area together.

Highlight the experience. In today's attention economy, highlighting, sharing, and promoting Long Beach experiences are key to the goal of attracting new and returning visitors and turning a one-stop visit into an all-day adventure. Messaging should start with the people who currently love Long Beach and share their experiences with similar demographics. Broader messaging could highlight other well-loved experiences in the district, again using the voices of the people

already there, and reach those who have yet to discover the Long Beach experience.

Ecology and Resilience

The expansion of the Golden Shores Reserve into an active educational and resilience resource is an excellent goal in the City's Vision Plan. Building on this core goal, the panel recommends considering additional wetlands opportunities and adding new resources to the waterfront that will enhance the ecological environment and support district-wide resilience.

Leverage existing resources. The physical connections to the Golden Shores Reserve need improvement and additional wayfinding. Educational information along these trails to the Reserve can help raise awareness of the area's resilience role while providing helpful navigation assistance. When nearby parking lots are resurfaced or otherwise under construction, the City is encouraged to improve those paved areas with stormwater capture and filtration mechanisms to reduce potential pollutants from running into the nearby waterways. Partners, perhaps the university or aquarium, could be encouraged to collect environmental measurements in the near term to provide a baseline against which future improvements to the environment can be measured.

Consider new resources. The pending cessation of drilling on Grissom Island opens the island to new opportunities. However, given ongoing potential environmental

challenges at the site and the need for frequent monitoring, active access may prove problematic. The panel recommends that the island become an additional wetlands resource and be used for limited educational and research purposes.

Consider scalable pilots. As the City considers other means to increase area resilience, pilot projects can be tested and scaled across the waterfront. One idea to explore is a floating, tethered wetland, which can increase native plants and provide habitats for animals and sea life. While this is a very early-stage experiment in a select few cities, it is a good example of new thinking that can have a significant positive impact on the environment.

Use a nature everywhere approach. The City is encouraged to take a "nature everywhere" approach to development that incorporates habitat preservation, water quality management, and environmental education into the development process and project outcomes. This approach will support more robust environmental resilience and make multi-benefit use of improvements, including particularly infrastructure improvements, across the district. Additionally, leveraging the city's existing stormwater catch basins to capture and reusing or diverting stormwater can reduce harmful discharge into the ocean. Diversifying plantings with native species can also assist with rainfall absorption and promote environmental cooling through evapotranspiration. Native plants tend to be more resilient over time, requiring less

maintenance and watering than turf or other non-native species.

Fund resilience improvements with a climate resilience district. A climate resilience district (CRD) is a designated funding and planning mechanism that captures long-term revenue to fund planning and resilience across a specific geography. A CRD mobilizes district funding, aligns planning efforts, and enhances community and economic resilience, protecting neighborhoods, critical infrastructure, and the waterfront economy while reducing climate-related risks.

Explore uses for a Long Beach waterfront CRD. A CRD for the Long Beach waterfront can specifically help address sea-level rise, mitigate heat, fund the construction of resilience hubs, support energy resilience, and provide funding to improve coastal infrastructure.

Phasing and Implementation

The redevelopment and resilience recommendations outlined by the panel will take decades to complete. The following timeline can help the City and its partners begin to phase and implement the work.

Near Term (1-4 years)

- Examine current leases.
- Create a lease directory and database.
- Plan and execute Pine Avenue improvements.
- Conduct feasibility and issue an RFP for a Market Hall.

- Improve the Shoreline Village site.
- Make early connectivity and mobility improvements along Pine Avenue and Shoreline Drive.
- Launch branding efforts and implement new wayfinding with the branding elements.
- Form a new EIFD or Climate Resilience District.
- Conduct a feasibility study for wetlands expansions.

Medium Term (4-15 years)

- Revitalize Shoreline Drive.
- Improve the trail network.
- Consider opportunities for and redevelop the Elephant Lot.
- Pursue other redevelopment sites and include plans for parking, wetlands, and educational resources.
- Pursue Grissom Island redevelopment.

The Long Beach waterfront is home to a wide array of cherished amenities and destinations for Long Beach residents, Californians, and beyond. The City's new Vision Plan will set the district on a path that will help the waterfront become the inclusive oceanfront destination the City wants it to become. With a number of additional improvements and key resilience measures, the City can reposition the waterfront into the first-class, well-connected, and thriving district that Long Beach residents love and visitors love to return to.



Introduction and Background

The City of Long Beach, California, has created a waterfront district that serves a wide range of purposes for the city and the region. With shipping and logistics resources in the port, a very large, public-owned marina, an expansive beach for recreation, an aquarium, and numerous restaurants and hotels, there is significant activity at any point in time along the waterfront.

In many ways, the Long Beach waterfront is also a playground for Southern California, the nation, and the international community. The Grand Prix of Long Beach is the longest-running major street race in North America and runs along the waterfront's Shoreline Drive. The Olympics are due to return to Los Angeles in 2028, and a number of events will be held in Long Beach. Additionally, the iconic Queen Mary ocean liner is docked on the waterfront, and the Catalina Island ferry service is based in the district.

Unlike most waterfront districts, however, the City of Long Beach (the City) owns approximately 75 percent of the land along the waterfront. Long-term land leases support current uses, and historically favorable lease terms have created a stable of waterfront tenants who are generally pleased with the status quo. Although these tenants' longevity could be viewed as a benefit to the city, the leaseholds can also create challenges when considering potential district repositioning and future land uses.

The City is also highly attuned to the challenges ahead for the waterfront as sea

levels continue to rise. The impacts on the Long Beach waterfront could be significant, and the City seeks actionable plans that can accommodate successful development in the face of rising water levels.

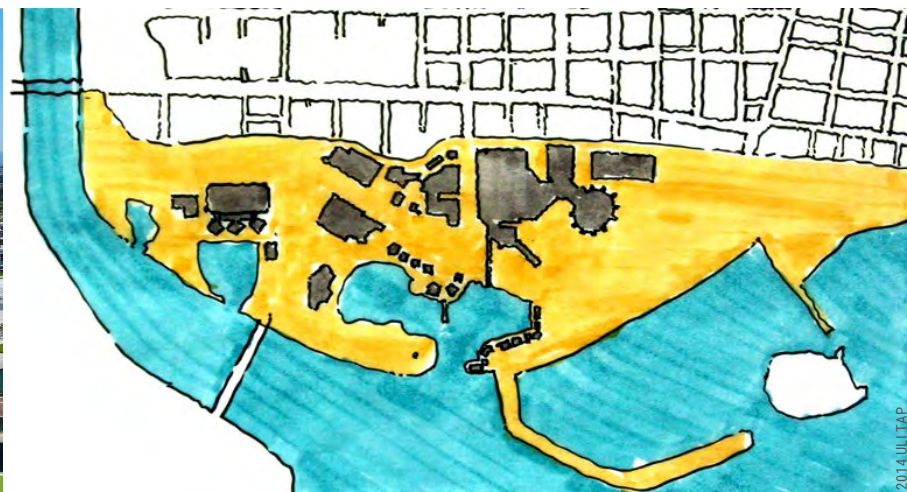
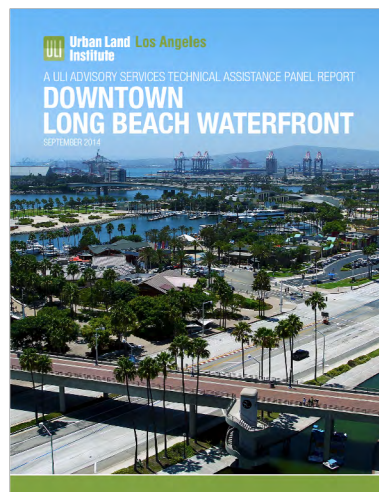
With these challenges in hand, the City of Long Beach and the Los Angeles district council of the Urban Land Institute (ULI) partnered to participate in ULI's regional California-Nevada Technical Assistance Leadership Exchange. Focused on resilience strategies for the Long Beach community, the Leadership Exchange brought together a panel of real estate and resilience professionals to study the challenges facing the Long Beach waterfront. The study included a tour of the area, stakeholder interviews, and recommendations the City can use going forward as it contemplates the future of this important district, its tenants, and valuable waterfront uses.

2014 ULI Study

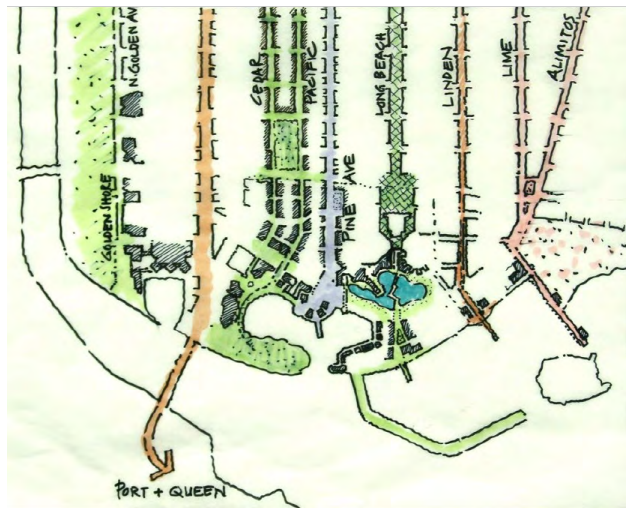
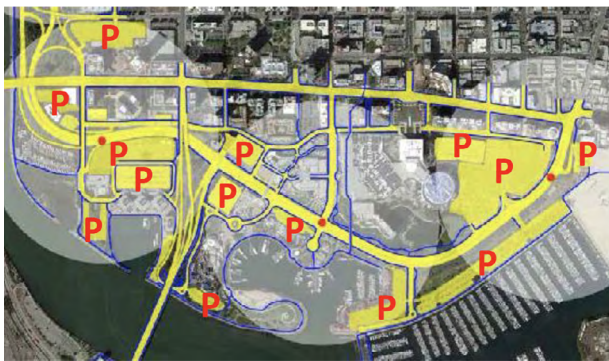
In 2014, the City of Long Beach and the Downtown Long Beach Associates (DLBA) commissioned ULI Los Angeles to conduct a TAP along the Long Beach waterfront, with a focus on meeting the community's expressed desire for more visible connections to the waterfront and creating better integration and connectivity, particularly pedestrian connectivity, between the downtown core, the waterfront, and the East Village district.

The map below depicts the built environment at the time of the study, with the dark shaded areas representing buildings and the yellow areas representing open space, surface parking lots, and underutilized land.

The recommendations from the [2014 TAP](#) focused on better utilization of the land in the district and improved street optimization to create additional development opportunities,



In 2014, the City of Long Beach turned to ULI for recommendations for improved land use that would facilitate additional development opportunities downtown and along the waterfront.



The City's planning efforts and previous studies all point to a need for increased connectivity to the waterfront.

improved pedestrian connectivity, and enhanced experiences. The 2014 panel believed these improvements would enhance the appeal of the Long Beach waterfront, strengthen its connectivity to downtown and beyond, and create an even stronger destination for residents and visitors alike.

Waterfront Vision Plan

More recently, the City of Long Beach embarked upon a planning and visioning process for the waterfront, leveraging the work of the 2014 TAP and resulting in the

[Downtown Shoreline Vision Plan, Draft Vision Concept](#). This draft document provides "a transformative vision that integrates economic development, resiliency, and enhanced connectivity and public access." Once complete, the Vision Plan is anticipated to serve as the foundation for land-use regulations that will guide development along the waterfront well into the future.

The work that went into the 2014 TAP, the more recent Vision Plan, and the other important planning work completed by the City and its partners helped inform this ULI

Vision Plan Matrix

The representative projects listed below illustrate how the Vision Plan themes and strategies are being realized in the projects visible across the waterfront and downtown districts today.

| Vision Theme | Key Strategies | Representative Projects |
|---------------------------|--|--|
| Connectivity | Continuous esplanade; multimodal access; improved roadway/bridge links | Connectivity Study (WG-02); Ped/Bike Bridge (RH-07); Wayfinding (CE-05); Transit Shuttle (D-01); Shoreline Drive. Realignment (WG-06) |
| Inclusive Waterfront | Affordable recreation; cultural & community amenities; event spaces | Pike Redevelopment (RH-01); Amphitheaters (QM-01/03); Recreation & Cultural Facilities (CE-09/10/11); Marina Green Expansion (CE-08) |
| Economic Resiliency | New development parcels; fiscal district; tourism economy | Mixed-Use Parcels (WG-07); Combined Fiscal District (D-03); Signage District (D-08); Waterfront Hotel (RH-06); Convention Center Repositioning (CE-07) |
| Environmental Stewardship | Wetlands expansion; pollution control; sea level rise (SLR) resiliency; ecological restoration | Pollution Controls (WG-01); Wetlands Masterplan (WG-05/11); Harbor SLR Upgrades (RH-03); Grissom Eco-Plan (DM-02/05); Interpretive Center (WG-12) |

Stakeholder Insights and Panelists' Observations

City staff led a tour of downtown, the Arts District, and the waterfront and its related sites. In addition to touring the waterfront's underutilized parcels, the panel took note of the street and sidewalk networks, the physical and visual connectivity between destination areas (and lack thereof), and the new development that has recently taken place downtown. The panel also toured the area around the confluence of the Los Angeles River and Queensway Bay, noting the existing wetlands, water-based traffic, and trail network moving through the area.

Following the study area tour, the panel interviewed community, business, and developer stakeholders who shared the following insights into the opportunities and challenges before the waterfront.

- The City's vision is to create an inclusive oceanfront destination for the community and the world.
- The focus areas of the Vision Plan are downtown, waterfront, and harbor.
- The City owns significant waterfront land.
- Area amenities include the marina, the annual Grand Prix, the Aquarium of the Pacific, and the Long Beach Convention and Entertainment Center, among others.
- There are enhanced infrastructure financing districts (EIFDs) and a Downtown Association already in place.
- Tourism remains strong across the area, yet the shoreline could be so much more.

- The 2028 Olympics will be impactful.
- The City has strong partners in the Port of Long Beach, the convention center, and waterfront and downtown employers.
- The mission for the waterfront is unclear. Is it a playground or an economic engine?
- Connectivity remains a challenge with grade changes, blocked visibility, and overly wide streets.
- The loss of oil revenue is creating financial pressure on the City.
- Retail trends are calling into question the future success of malls like the Pike Outlets.
- Sea level rise and wetlands mitigation are influencing waterfront decision-making.
- Much of the waterfront and surroundings are built to serve vehicles first (over pedestrians, bicyclists, or other modes of mobilities).
- The existing land leases in the area feature very good tenant terms, creating unreasonable tenant expectations.
- There is a strong need to prioritize Pine Street improvements as a first point of enhanced connection and redevelopment.
- Process is imperative. The City's current approval process is becoming increasingly challenging for developers, requiring longer timeframes to navigate and resulting in increased development costs.

The panel's recommendations, detailed in the following pages, are built upon a framework that identifies improvements in the City's processes that can lead to enhanced redevelopment opportunities and improved community and district connectivity.



The panel's tour included several key destinations along the city's waterfront, highlighting areas of potential redevelopment and improved resilience.





Waterfront Leasing and Rental Strategy

Over the years, as the Long Beach waterfront has taken shape, the area has become an assembly of local and regional destinations. These individual amenities each create a separate draw, attracting people from around the city, across the state, and beyond. This approach has been effective to a point, yet it requires a paradigm shift for the Long Beach waterfront to be competitive with other waterfront communities and to provide the waterfront experience Long Beach residents seek.

No longer seen as a collection of separate amenities, the waterfront district should be recognized as an important regional asset and a critical economic engine for Long Beach. Taking a holistic approach to the district, rather than a parcel-by-parcel or amenity-by-amenity view, will require a new infrastructure management and planning, and an updated strategy for negotiating and managing the City's leases in the district.

The City's historic approach to waterfront district leases catalyzed development in the district's early days. At the same time, these early ground leases no longer meet current market standards, which is likely leaving significant municipal earning potential on the table and, the panel believes, may be contributing to an environment where frugality, rather than best-in-class delivery, has become the norm on highly valuable waterfront land.

To assist the City in shifting its approach to waterfront leasing, the panel outlined the following strategies and tasks.

Create a Leasehold Directory

With a bit of legwork and data entry, the City can create a working database containing all of its leased properties, starting with those within the waterfront district.

Include a summary of important information from each lease. The leasehold summary

should include, at a minimum, the names and contact information for all parties to the lease, coordinates and placement on a leasehold map, and a calendar of all related events, such as review dates, lease reset dates, transfer dates, required approvals, etc. It will be important that the calendared dates are set with appropriate alerts and notifications to help ensure that those managing the database and the processes are alerted to upcoming deadlines and critical inflection points.

Identify financing inflection points. The directory should also note and set calendar alerts for potential expiration dates of long-term financed improvements. These financing inflection points may provide the City with additional leverage and a window of opportunity to negotiate with the lessee as they seek additional financial resources. For tenant improvements, this timeframe is generally five years. Minor renovations typically become ineligible after 10-15 years, and major renovations lose eligibility after approximately 35 years. These financial inflection points may create pressure points on lessees, who may then be more inclined to work with the City on needed improvements.

Engage an Independent Lease Reviewer

The City would benefit from the expertise of a third-party reviewer for its lease holdings. Conducted by a professional operating outside of the City's day-to-day processes, this third-party reviewer can provide the City with beneficial objectivity and insights



gleaned from regular engagement with the broader marketplace, such as experience from working with similar clients across the region or nation.

Include key parameters in the review. The reviewer should evaluate the following key parameters of each lease:

- Land and water value as stated in the lease and measured against comparable properties. Comparable properties for the City's waterfront district could include Marina del Rey, Port of Los Angeles, Redondo Beach, Channel Islands Marina, and Port of Ventura.
- Rates of return earned and resulting rents collected by the City.
- For percentage rents, the base value and the associated percentage rate.
- For participation rents, the percentage and method of calculation.
- Provisions for rent adjustment, including the frequency of adjustments and the mechanisms for adjusting.

Shift to future-looking valuation. Following the review of existing leases, the City is encouraged to shift to a forward-looking leasing approach that uses rental rates to better align lessee and lessor objectives. This approach considers future valuation rather than past performance, places less emphasis on a fixed rent, and moves to a percentage rent tied to the tenant's gross revenues. This alignment promotes cooperation and partnership; when the lessee succeeds, the lessor benefits as well.

A Note about Rental Rates

Percentage Rents (also known as fixed rent) sets the lease rated at a fixed percentage of the stated land or property value. The challenge with this rent approach is that it does not allow for alignment between lessee and lessor.

Participation Rents are set in a manner that adjusts the rate up when the lessee collects more revenue and likewise adjusts down to a lesser amount when revenues dip. This alignment between rents collected and lessee success encourages alignment of goals between lessee and lessor, ensuring that the property is maintained in a manner that appropriately supports the tenant's needs.



If business revenues dip temporarily, lease payments adjust accordingly, providing some relief until revenues rebound.

Align Lease Administration with Economic Development

Based on the panelists' prior work in the area and their familiarity with the leasing arrangements, the panel understood that the early waterfront ground leases were drafted to support a rapid uptick in land and quick development momentum. Rather than viewing the leases as a revenue generator, the agreements were drafted with a municipal service mindset.

Shift to an economic development mindset.

If the City shifts to a more proactive, economic development approach to the waterfront leases, it can begin to elevate the value of the land in the district and align the lessee's success with that of a more broadly successful waterfront district. Instead of providing the leases as a municipal service, the City is encouraged to treat land leasing as business and economic development activities, better leveraging the value of the City's limited waterfront land to the broader community's benefit.

Align marina operations with economic development goals. The City's ownership and operation of the marina represents another point of fresh opportunity. The panel understood that the City was choosing to operate the marina in order to keep rates affordable to the broader Long Beach community. At the same time, by doing so,

the marina is required to operate under the same municipal rules and pay employees at civil service levels. This elevates the marina's operating costs to the point that stakeholders note profits are very thin and upgrades are difficult to fund. By shifting to an outside operator, the City can redeploy its resources elsewhere while still providing residents with marina access. A professional operator is likely to have access to the broader resources needed to upgrade the marina, moving beyond basic municipal services into an economic generator and first-class destination for the City and the region. With careful planning, it is possible to upgrade the facility while also maintaining a certain level of affordability.

Elevate Waterfront Development

The Long Beach waterfront represents one of the last shoreline areas in southern California with major sites with significant development opportunities. At the same time, much of the district's built environment has significant deferred maintenance or requires upgrades.

Consider short-term offsets for long-term gain. As the primary landholder along the waterfront, the City is in a position to determine how and where to use its real estate assets. The City is encouraged to consider short-term offsets in order to position properties—and the broader waterfront district—for larger long-term gains. This could take the form of increasing rents to more closely align with market rates, which may prompts some tenants

to leave the area. That short-term loss, however, can open space for renovation and repositioning, possibly leading to new tenants more willing to pay market rents. Over time, these shifts can also lead to first-class developers choosing to work in the area, additional first-class improvements coming to the district, and an overall improved sense of place for the Long Beach waterfront.

The panel strongly encourages the City to seek legal counsel in this area and to engage seasoned economic advisors to help structure the negotiations and the terms of any revised contracts, ensuring each is designed to support the City's long-term goals.



The public areas around the Aquarium of the Pacific are marked by lush landscaping along the edge of the harbor and a mobility hub closer to the building.



Waterfront Redevelopment

As the City considers the range of needed improvements across the waterfront district, to help deliver on the vision of creating an "inclusive oceanfront destination for the community and the world," the panel outlined three key areas of focus: pursuing pivotal redevelopment opportunities, enhancing multi-modal transportation, and improving walkability and connectivity across the waterfront district and to surrounding areas. The recommendations in this section focus on key redevelopment opportunities.

Redevelop The Pike

For a number of years, the popularity of The Pike Outlets, a suburban-style shopping center along Shoreline Drive, has been waning. The buildings are designed to face inward, turning their back on the waterfront and limiting shoppers' interaction with the amenities surrounding the shopping center.

The current ground lease for The Pike runs through 2068, and the panel understood that the current lessee is in conversations to transfer the lease to a new entity. The City may have an opportunity to address the future of The Pike development, given this pending proposed lease transfer.

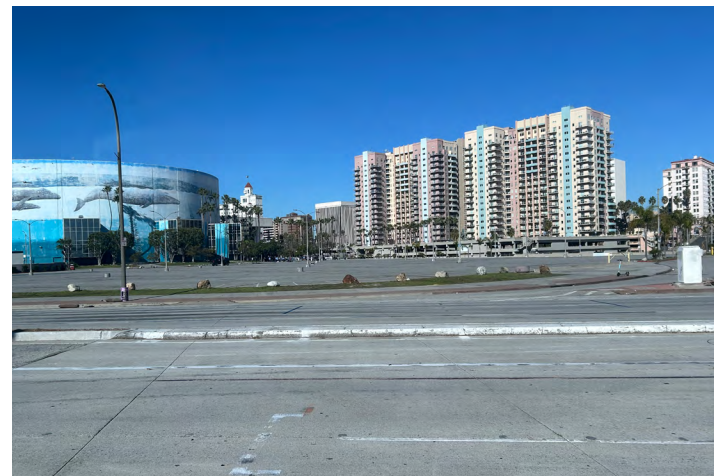
- **Examine the current lease documentation.** The City is encouraged to deeply review the lease language for The Pike and determine if it retains the right to "review and consent" to any potential transfer. This lease provision may provide the City with grounds to object to the proposed transfer.

- **Explore modification or termination.** The City may also wish to consider the potential for modifying the existing lease, buying it out, transferring it to a lessee of the City's choosing, or terminating it before this current transaction closes.
- **Consider a new use for the site.** The panel liked the concept of a "market hall" at the site, designed to face the water and engage with the rest of the district. With a variety of food vendors and retail offerings, a market hall can provide an engaging experience for visitors and a nice complement to the convention center across the street.

Develop the "Elephant Lot"

The Elephant Lot, the large surface parking lot at the southeast corner of Seaside Way and Shoreline Drive, presents a compelling development opportunity for the waterfront district. As a vacant parcel, the lot is used for one month each year to host Grand Prix of Long Beach activities and will also provide critical space for venues during the 2028 Olympics. With improvements for the Olympics on the near horizon, the City should explore the potential for the improvements to be built in a manner that allows for ongoing use well past the games. Barring that opportunity, improvements should be cleared quickly to facilitate future redevelopment at the site.

- **Explore post-event options for the site.** The City and Olympics designers could take the view that the Olympics



(Top and middle) The Pike and the Elephant Lot (bottom) represent two key redevelopment opportunities on the waterfront.

improvements could be used post-games or built in a way as to facilitate future development at the site. The site is large enough to accommodate a potential hotel property, residential development, and a cultural venue, such as a museum.

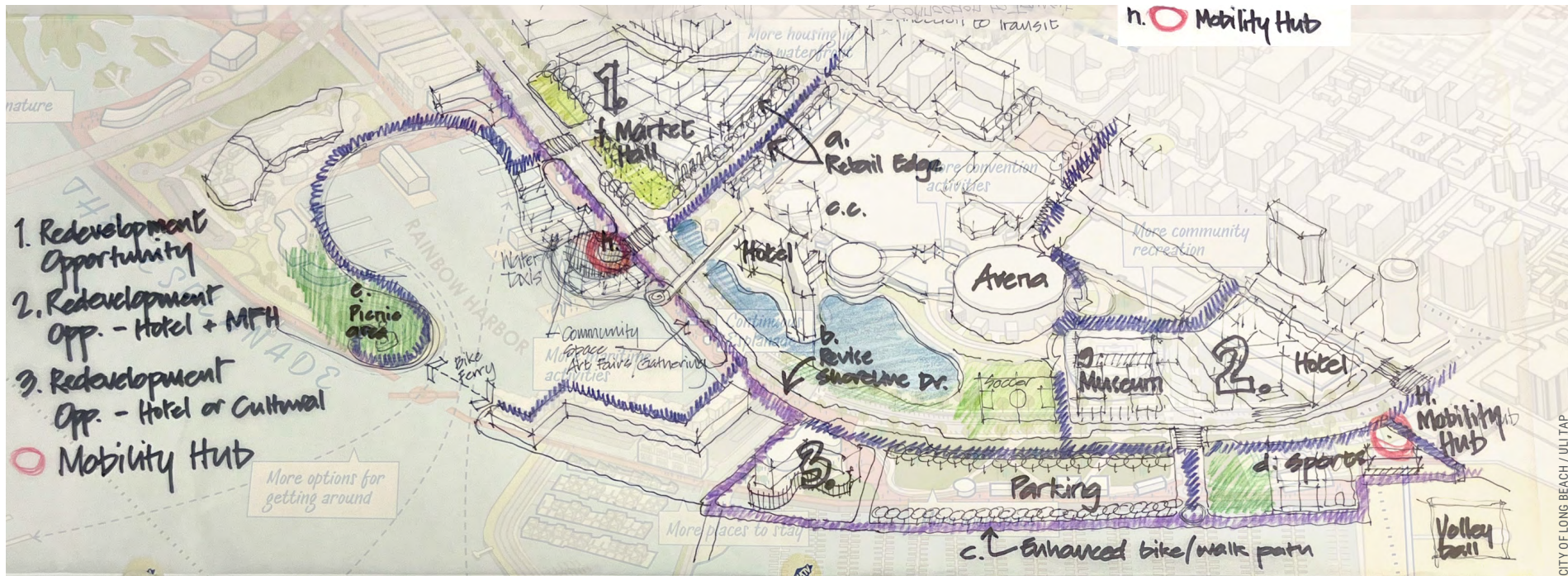
- **Aim for development in 2030.** With the games just two years away, the City should consider issuing a request for qualifications or proposals before the games are held, with the goal of selecting a development partner soon thereafter. Once the Olympics have concluded, development work could begin quickly, with development underway by 2030.

Reconsider the City's Approach to the Marina

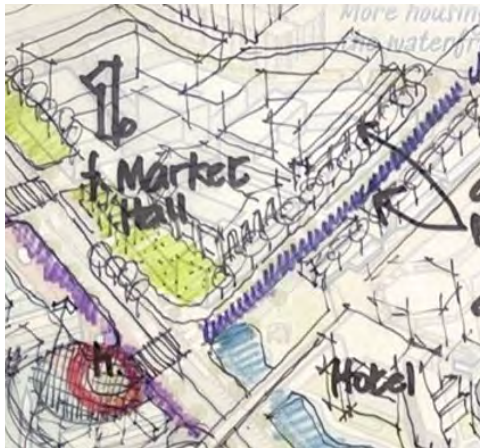
The City has taken an admirable approach to its ownership and operation of the Long Beach Shoreline Marina. As a municipal marina, the City has been able to keep slip costs low and provide affordable access to waterfront and boating resources. At the same time, the panel learned that many of the people using the marina are not Long Beach residents; thus, this benefit is not accruing to Long Beach residents and instead goes to visitors who drive in, park, use the marina, and leave. The "municipal service" approach is also a notable deviation from other marinas in Southern California



The Long Beach Shoreline Marina is owned and operated by the City.



The panel notes three critical real estate redevelopment opportunities, as well as areas of improved mobility and connectivity, aided by two key mobility hubs.



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and warrants reconsideration as a function of the broader waterfront district review.

- **Conduct a market study.** The City is encouraged to pursue a market review of peer marinas, including services and rates. This review may uncover opportunities to raise slip rates while still remaining competitive with the broader market.
- **Consider opportunities to enhance revenue.** Additional revenue collected by the marina could fund improvements to facilities, including upgrading docks, access points, services, and more, thereby increasing the overall appeal and competitiveness of the marina.
- **Reinvest marina funds into the waterfront.** Marina funds could also be shifted, as available, to help fund other improvements around the marina property and along the shoreline, both of which can further enhance the user and visitor experience.
- **Consider privatization of operations.** The City's operation of the marina could also be shifted to a third party. This shift could provide greater access to resources through an experienced marina operator, move employees out of the "civil service" category (making operations more competitive), and free municipal resources (human and capital) for other pursuits.

Add Amenities and Experiences to Extend District Appeal

In addition to considering new land uses and repositioning development along the waterfront,



These waterfront districts feature active uses, such as events and vendors, that help activate the area and attract visitors.

the panel considered the amenities and experiences residents and visitors currently enjoy, as well as those that might be missing from today's district offerings.

Ensure there is something for everyone.

The waterfront, much like a well-functioning downtown, should have something for everyone to enjoy. For Long Beach, the waterfront is already serving families, many of whom come to the district for the aquarium. It is also a destination for conventioners from far and wide who would appreciate more reasons to explore the surrounding area. It is also a destination for people seeking the various fitness opportunities along the beach and through the network of trails. This one-stop approach needs expansion, and efforts should be made to provide visitors and residents with

reasons to expand their visit to other venues beyond their primary destination. Building on the foundation of amenities already in place, additional waterfront venues and experiences might include:

- **Permanent sports facilities.** A more formal sports area, including permanent volleyball courts and a soccer field, could be added to the beach or nearby open space. These additions could launch out of the upcoming venues for the Olympic Games, making some of that infrastructure permanent and community-focused.
- **A market hall.** As noted earlier, the large spaces at The Pike could be repositioned with the introduction of a market hall. Typically managed by a singular entity,

market or food halls provide smaller spaces for a variety of vendors—often food, drinks, or small retail goods—in one large area. Market halls work well in urban areas and could provide a welcome dining alternative for visitors to the beach or the nearby convention center.

- **New cultural venue(s).** The popularity of the nearby Museum of Latin American Art and the potential to tie into the growing arts district downtown could be amplified with the addition of a complementary museum or in the waterfront district. This could create an experience for visitors that spans an entire day, rather than driving in for one venue visit and leaving.

In each of these instances, there is already a kernel of each use active in the waterfront district. People are already visiting for sports, food, and culture—amplifying these uses and giving people more reasons to stay and linger in the area longer, moving between venues rather than visiting just one and then leaving.

The land around the marina and along the waterfront is home to a variety of temporary uses. The Grand Prix is there for a month, the Olympics will come and go, and pick-up volleyball games and other recreational activities find their way to the open spaces and the beach. Creating permanent sports facilities might encourage more frequent activation. Additional shade structures and comfort measures like benches would also be welcome. Those enjoying the marina green—and the panel as seen to the left—were hard-pressed to find shade and additional comfort along this portion of the waterfront.





Connections and Multi-Modal Mobility

A clean, connected, and welcoming waterfront should be supported by multi-modal connectivity that provides residents, employees, and visitors with safe, affordable, and accessible options for moving around the district and connecting to surrounding areas.

Progress has been made in the area of waterfront district mobility since the 2014 TAP, and connectivity improvements are proposed in the Vision Plan. Building on these foundational improvements, the panel sought to provide recommendations for additional sustainable mobility improvements, further enhancement of physical connections, and support of a mobility network that is effective today and can flex with future advancements.

Connect to Create Economic and Physical Benefits

The physical connections that are foundational to a successful mobility network in the waterfront district hinge on the ability to integrate Shoreline Drive with downtown and beyond. This integration and improved district mobility also has the potential to reduce greenhouse gas emissions along the waterfront by making alternative transportation options more accessible and the connections more apparent.

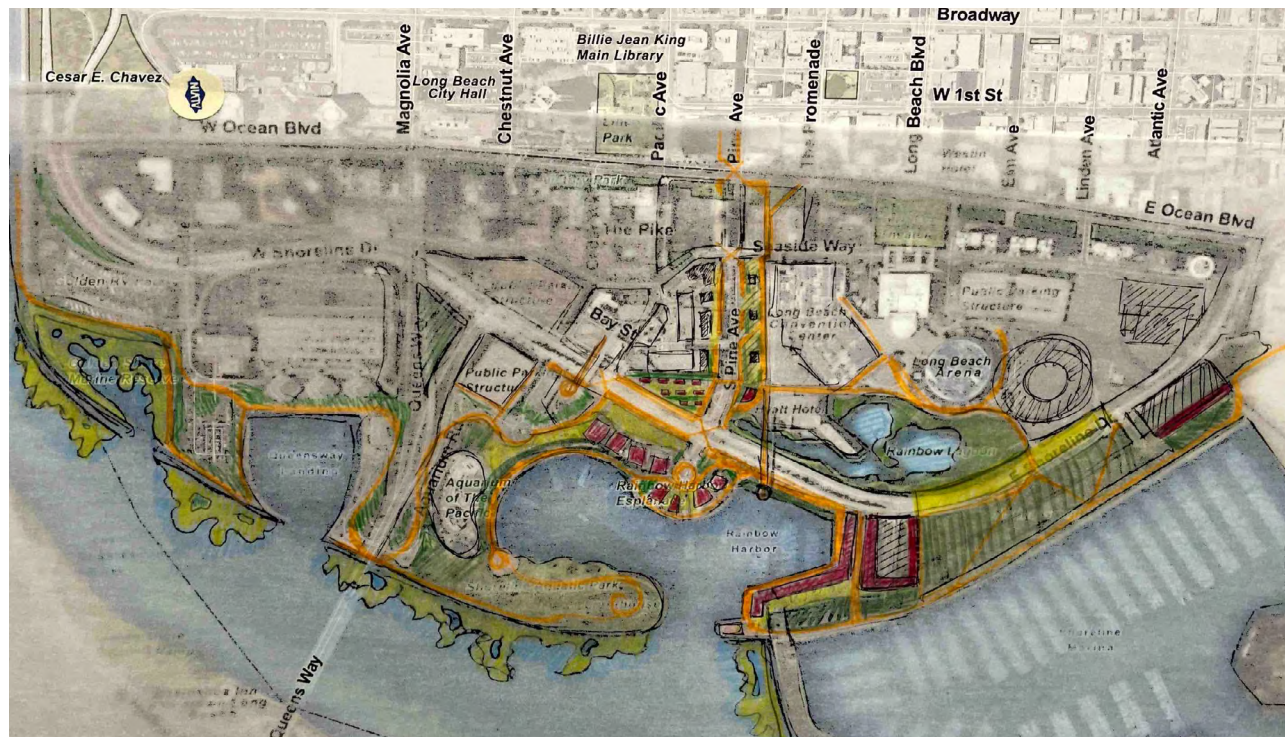
The Long Beach waterfront sits at a lower grade than the rest of downtown, and the visible and physical connections between the two need improvement. Successful public spaces benefit from the ability to naturally flow from one area to another, from

downtown to the waterfront and back. Wayfinding makes these routes even clearer and supports further exploration. Without this natural flow, activity remains fragmented, making it challenging to attract new development.

Leverage Existing Mobility Infrastructure

The City has good transportation resources. Wide and generous streets serve the waterfront, bus service connects along Shoreline Drive, and a paved trail connects the waterfront to points beyond for those seeking recreation or active commuting.

Enhance multi-modal accessibility with new mobility hubs. Leveraging existing mobility resources further, the panel recommends adding mobility hubs at key Shoreline locations to make micro-mobility (scooters, e-bikes, on-demand rideshares, etc.) easy and convenient, helping visitors leave their cars behind. This would further activate the frontages of key locations along Shoreline Drive, integrate the waterfront network with the downtown area, and provide designated zones for all multimodal users to congregate, including pedestrians, bicyclists, and transit users.



This panel illustration depicts where current and new trails can better connect waterfront destinations with the rest of the district and downtown. Other improvements include expanded wetlands and a terraced promenade along the east side of Pine Street.

Create a stronger connection to transit.

The city's strong transit network serves downtown well. The system, however, weakens along the waterfront, with fewer transit options. Connecting more directly to the Metro transit resources and the Long Beach Transit Center can encourage more residents and visitors to park once and leave their cars behind while they explore the waterfront. This may take the form of more frequent bus service and shuttles or circulators that link key destinations.

Consider Additional Mobility Options

Add bus rapid transit (BRT). Adding BRT service to the area from outside of downtown will help increase visitorship and reduce the overall parking burden along the waterfront. Making this shoreline the second

waterfront beyond Santa Monica to be directly accessible by BRT would expand the potential market for Long Beach's waterfront experiences and make access for residents that much easier.

Expand Metro service with a Pine Ave connector. A transit connection down into the waterfront would be a great way to connect people from downtown and points beyond to the waterfront. The panel recommends that the City and Metro explore a potential connector down the wide expanse of Pine Avenue.

Create stronger connections between bay points. Shoreline Aquatic Park offers a great view of Long Beach. Making it easier to get to and travel between the shoreline parks, lighthouse, shopping, and east to the beach beyond would be welcome. A more direct connection, via a bike ferry or other

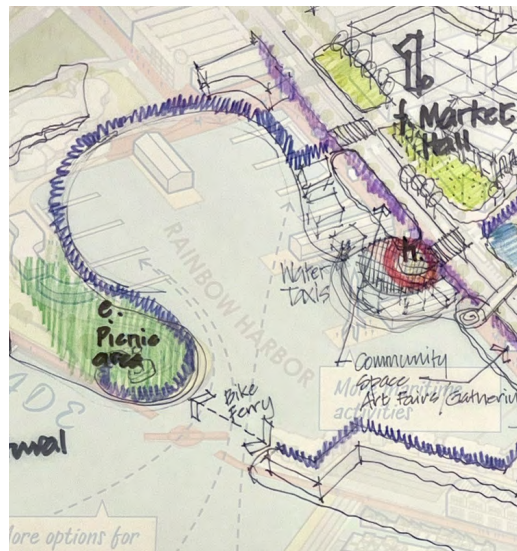
connector, could create a fun adventure for those walking, biking, or otherwise exploring the area without having to travel back to the inner shoreline.

Re-envision Pine Avenue

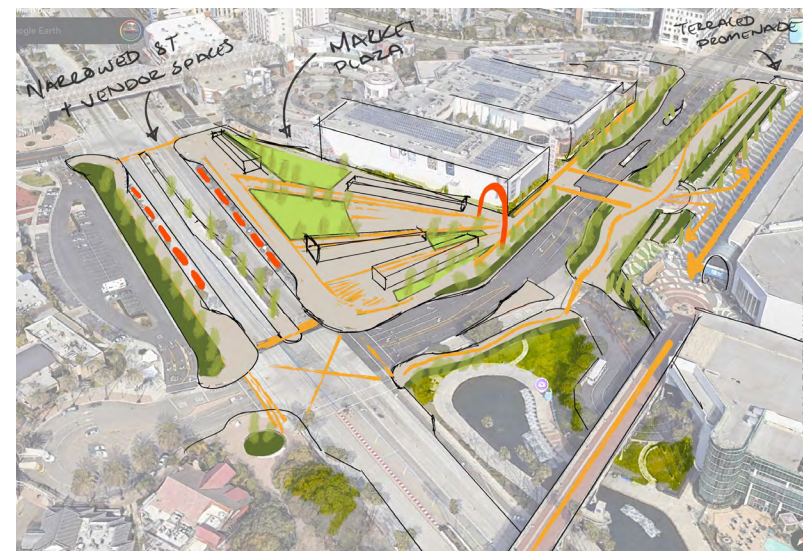
Pine Avenue provides important connections between downtown and the waterfront. The 2014 TAP report and the Vision Plan both call for improvements to the corridor, and developers interviewed for this study unanimously called for improvements in the district to begin with Pine Avenue. In addition to the grade change along the streetscape, the roadway is too wide for the current traffic volume. The buildings that line the street are not well activated, and wayfinding along the street is neither apparent nor effective. Pine Avenue modifications will also need to consider potential impacts to the grand prix course, and additional study is warranted.



Pine Avenue connects directly into the heart of downtown's transit resources.



A new bike ferry could directly connect the Bay points.



The panel envisioned improvements to the open space south of the Laugh Factory that would connect to an enhanced Pine Avenue and a narrowed Shoreline Drive.

Add a lower promenade to the east. The walkway that lines the convention center makes walking along Pine easier, but it removes pedestrians from the street level, reducing access to the businesses lining the sidewalks below. Improving the environment at the street level, perhaps creating a terraced pedestrian promenade, would make the walk more interesting and enjoyable than the current environment, which is dominated by a multi-level parking garage wall.

Reduce and repurpose the roadway. The 76-foot-wide Pine Avenue roadway could be reduced to one lane of vehicular traffic in each direction to gain approximately ten feet on each side for greater pedestrian activity. This addition to the edges of the street could bring a new eastern promenade to life, create space for parklets and activations in front of the businesses lining the west side

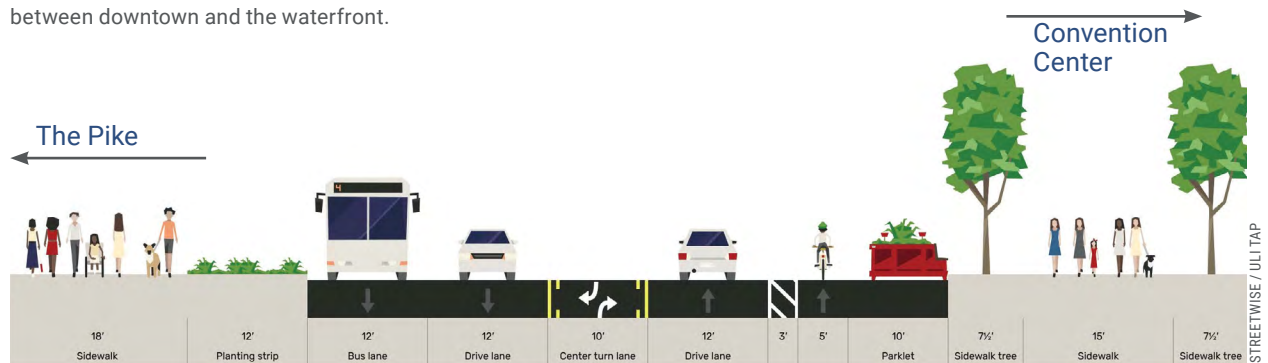


The intersection of Pine Avenue and Ocean Drive is marked by a hardscape of concrete and pavement.

Pine Avenue Looking North



The panel envisioned how Pine Avenue could be reduced and reconfigured to improve the pedestrian experience moving between downtown and the waterfront.



Pine Avenue Looking South



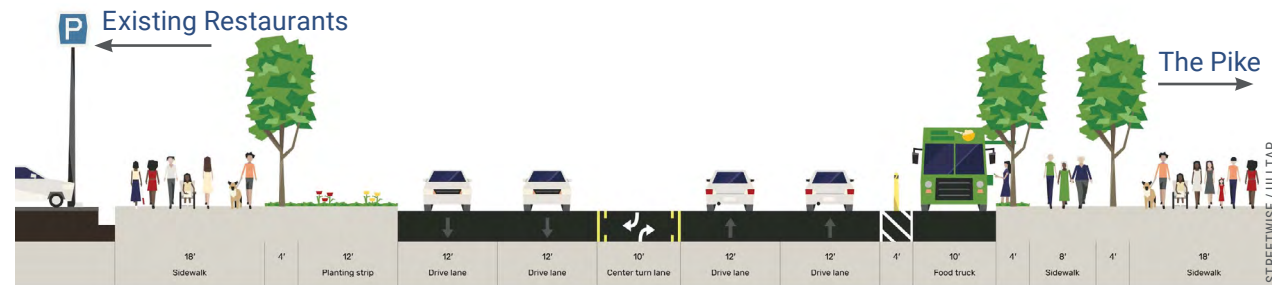
of the street, and provide more room for landscaping and other softening of an area that is dominated by pavement, concrete, and tall palm trees.

Re-envision Shoreline Drive

Shoreline Drive is an impressively wide expanse of roadway that runs along the waterfront, creating a significant barrier between the water, beach, and marina and the shopping, dining, and downtown businesses beyond. While some stakeholders noted that Shoreline Drive was originally envisioned as an interstate highway, its current design makes it an excellent venue for the Long Beach Grand Prix. An overly wide roadway is not required for the road race; instead, it inspires unsafe speeds among everyday drivers. The wide roadway also detracts from the area's walkability as pedestrians feel unsafe and unmoored from a human-scale environment, leading them to be less inclined to walk between waterfront destinations.

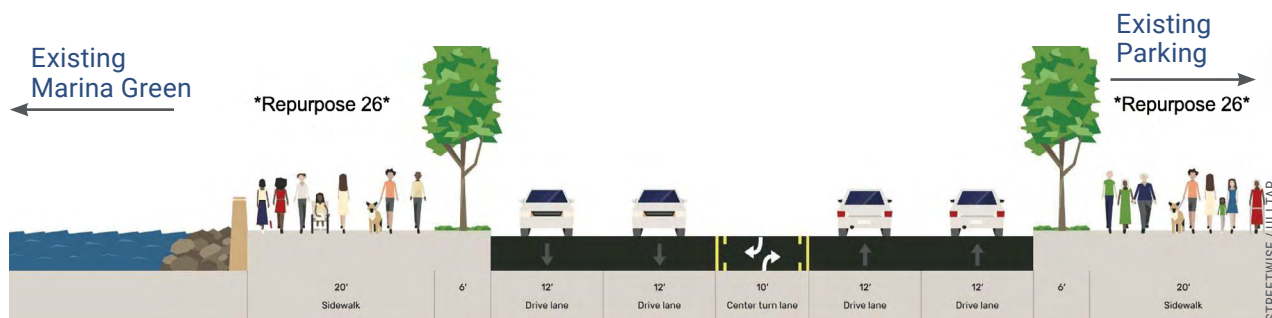
Reduce and repurpose the roadway. The 150-foot-wide roadway could be reduced to two lanes in each direction. This would free 26 feet, or a minimum of 20 feet on each side of the roadway for new uses that could support a more enjoyable pedestrian and bicycling experience. Wider sidewalks and trails could be added to the streetscape, as could parking for food trucks and other pop-up vendors. Additional trees and landscaping buffers could help shield pedestrians from the traffic nearby and create welcome shade and cooling opportunities along the way.

Shoreline Drive Looking West at Pine Avenue



The panel envisioned how Shoreline Drive could be reduced and reconfigured to improve the pedestrian experience moving between downtown and the waterfront.

Shoreline Drive Looking West at the Marina





Programming, Branding, and District Activation

The City asked the panel to consider how its work in the waterfront district can create and support a clean and welcoming district that maximizes resiliency, community improvement, and inclusive economic development. Much of this work can start with cohesive district branding, activations with experiences that capture attention, and physical and ideological connections to the surrounding areas, including connectivity to the natural environment—the water, the beach, the wetlands, and more.

Develop a Brand Family

The neighborhood brand can be a good starting point for a new era of stewardship of the waterfront district. The waterfront should be welcoming to all, and the first opportunity to express that welcome is through the district's branding and signage. By integrating the Vision Plan elements into a cohesive design approach and connected strategy, there is potential for early positive impact with branding.

The waterfront district would benefit from its own brand family, with unique design elements and unifying sensibility. This brand would complement the city's broader branding, yet also stand out as distinct to the Long Beach shoreline neighborhood and its key amenities. The branding process itself, led by professionals skilled in the work and designed to be collaborative, can be a powerful tool for uncovering and aligning the priorities of partners and community stakeholders.

- **Capture the ideal Long Beach experience.** The Long Beach brand should encapsulate the aspirational experience of the waterfront district, embodying the experiences the City hopes to elevate and pointing to all of the reasons to return.
- **Create clear criteria for "Feels Like Long Beach."** Long Beach is a unique urban beach city. Creating a visually inclusive brand that embodies a "Feels Like Long Beach" vibe can help distinguish the brand and will require some creative work around clear, identifiable criteria. Businesses should be invited to adopt the brand, adding their own unique spin on the "feels like Long Beach" vibe, which can further elevate the brand and reach broader markets.
- **Create standards for brand stewardship.** Through the course of a branding exercise, the City and its branding agency should develop a set of standards that reinforce the brand elements (color, font, messaging) for businesses and organizations that want to incorporate the district's brand in their marketing or signage. Again, this amplifies the brand and expands its potential reach.

Ideally, these branding efforts will result in a visual communications tool kit that captures the essence of the district's strategic amenities, speaks to its key audiences, and supports district programming.

These brand identities help districts differentiate within the otherwise crowded market of vibrant coastal communities.



Jack London Square



City of Dana Point



Dana Point Harbor



Seaport Village

Identify District Boundaries and Sign Locations

Branded elements help create a visible waterfront district, and signs help tell the story while assisting with district navigation.

- **Develop a master sign program.** Signage across the district should use unified materials, formal elements (fonts, colors, etc.), and other visual items that clearly tie the signs and the district together and complement the city's broader branding. The district should stand out, but it should not compete with or detract from the city's other signage.
- **Mark points of entry and decision making.** A new suite of sign elements that

are distinct from the City's wayfinding standards could help brand the waterfront. New visitors should be able to easily recognize where they are, see where they want to go, understand how to get there, and know when they have arrived.

Highlight the Experience

Successful marketing and branding efforts today pursue the attention economy—highlighting, sharing, and promoting the experiences that truly capture and sustain people's attention. Turning this practice to Long Beach's waterfront, the first question to asked is, "What experiences define or should define the unique and memorable nature of the Long Beach waterfront?"

- **Start with the people.** To develop a resilient economy and bring more people to the waterfront, defining the Long Beach waterfront experience should start with the people who currently enjoy the area. Understanding how they connect meaningfully with the spaces and reflecting their stories to the broader market can encourage additional new and repeat visitors. These constituencies include, at a minimum:

- Local beach visitors
- Aquarium visitors, including families with small children
- Conventioneers
- New urban residents living close to and in downtown
- Local business owners, operators, and employees

Position the Waterfront District with New Branded Signage



The panel identified key points across the district that would benefit from new branded signage.

- **Employ a user-driven approach.** The panel analyzed how people are accessing the waterfront today to determine a step-by-step approach to reaching current and future visitors, providing navigation assistance, and ensuring that these residents and visitors are able to find and explore all that the district has to offer.
- A-Line transit riders are connecting to the district by walking from the station down Pine Avenue to the beach and beyond.
 - Micro-mobility riders (scooters, bikes, e-bikes, and more) can be found moving between the Metro station,

along Pine Avenue, and along the Shoreline trail.

- **Turn a one-stop visit into an all-day adventure.** By making information about district offerings clear, visible, and accessible, people who are coming

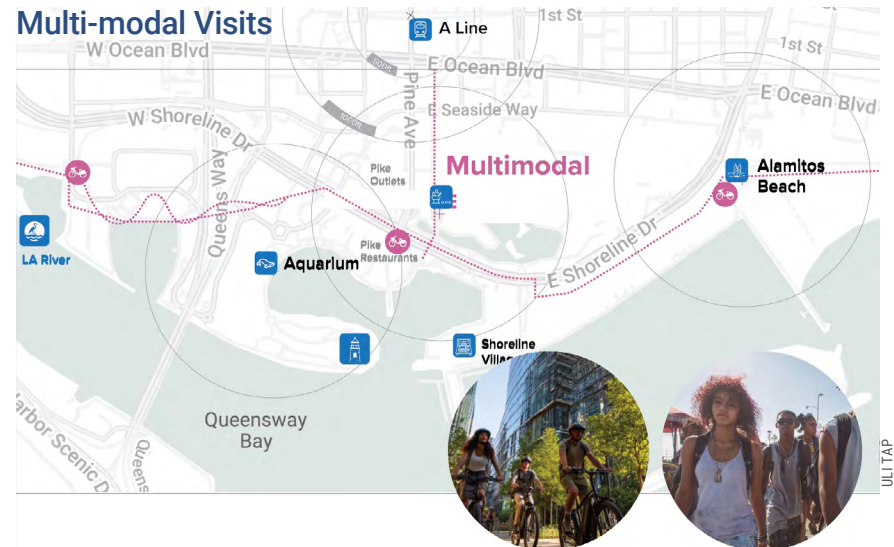
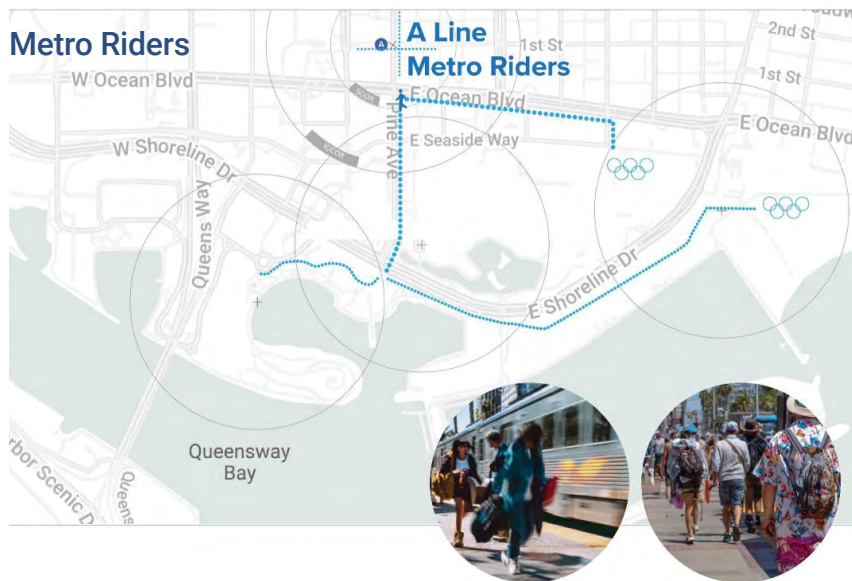
to the area for one purpose might be encouraged to visit other nearby venues.

- **Enhance mobility connections.** There are a host of people who move to and through the district on a daily basis,

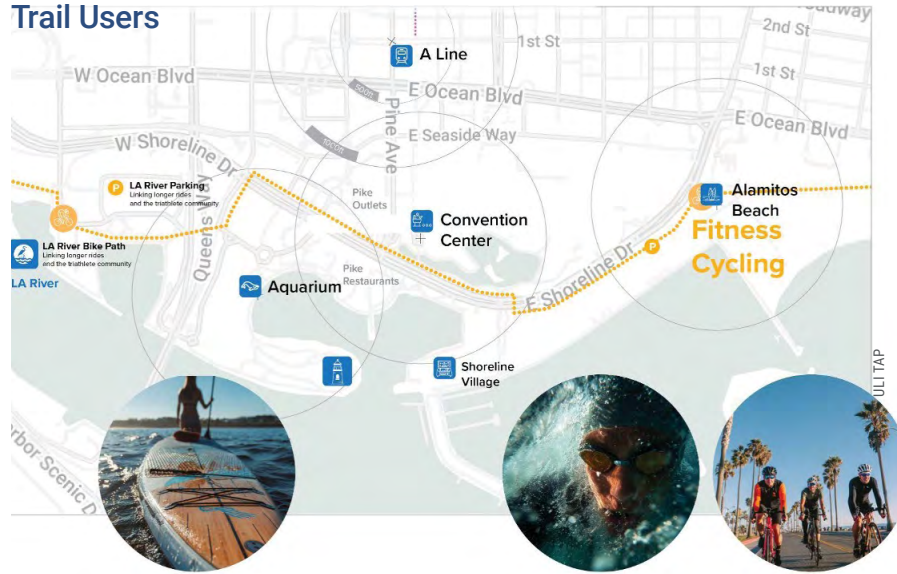
whether biking to work, walking their dog, or scooting to lunch. Improved sidewalk crossings, trail connections, and mobility services across the waterfront can better support loyal visitors and expand the network of people frequenting the area.

Waterfront District – User Mapping

Using a map of the waterfront, in which the dotted-line circles represent 1,000-foot diameters, the panel identified visitors to the district, noting how they tend to move to and across the area and which locations they tend to visit. These maps can be used to strengthen existing mobility networks, identify locations for enhanced connectivity and signage, and understand where potential gaps in mobility and connectivity infrastructure may be limiting venue visitation.



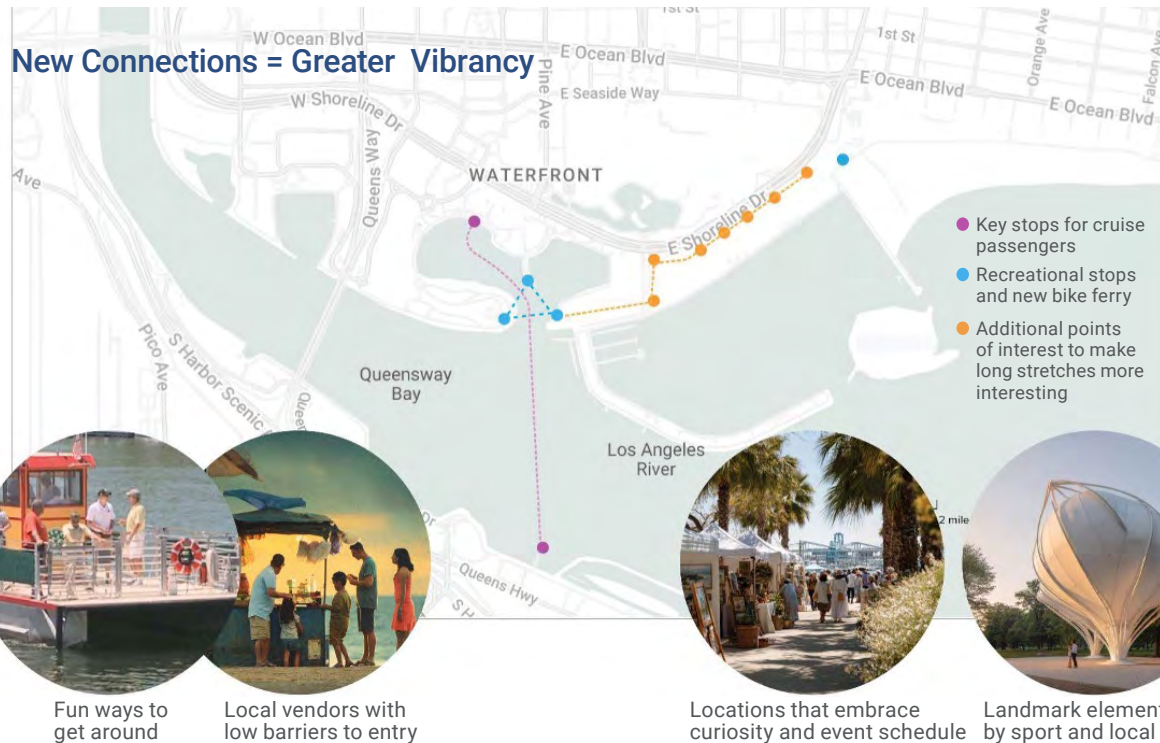
Trail Users



Digital Billboard Revenue Potential

Through the course of its branding, programming, and signage deliberations, the panel considered how digital billboards could support the district. In addition to providing event information and navigation assistance, these digital signs can provide compelling revenue opportunities. The estimates below demonstrate how advertising revenue generated by a billboard can be leveraged to create additional district funding.

| Scenario | Gross Revenue (Annual) | City Share (25%) | 10-Year Total w/ Escalator | Potential Bonding Capacity (millions) |
|--------------------|------------------------|------------------|----------------------------|---------------------------------------|
| Low | \$600,000 | \$150,000 | \$1,700,000 | \$1.9–2.3 |
| Mid | \$1,200,000 | \$300,000 | \$3,400,000 | \$3.9–4.5 |
| High (\$600k/sign) | \$1,800,000 | \$450,000 | \$5,100,000 | \$5.9–6.5 |
| High (\$1M/sign) | \$3,000,000 | \$750,000 | \$8,400,000 | \$9.8–11.3 |



Enhanced Connections Leads to Greater District Vibrancy

Helping visitors, whether local residents or international cruise ship visitors, find all of the great destinations across the Long Beach waterfront will help activate the district, increase visitation across venues, and create a more vibrant and welcoming waterfront for all.

Fun ways to get around

Local vendors with low barriers to entry

Locations that embrace curiosity and event schedule

Landmark elements, inspired by sport and local culture



Ecology and Resilience

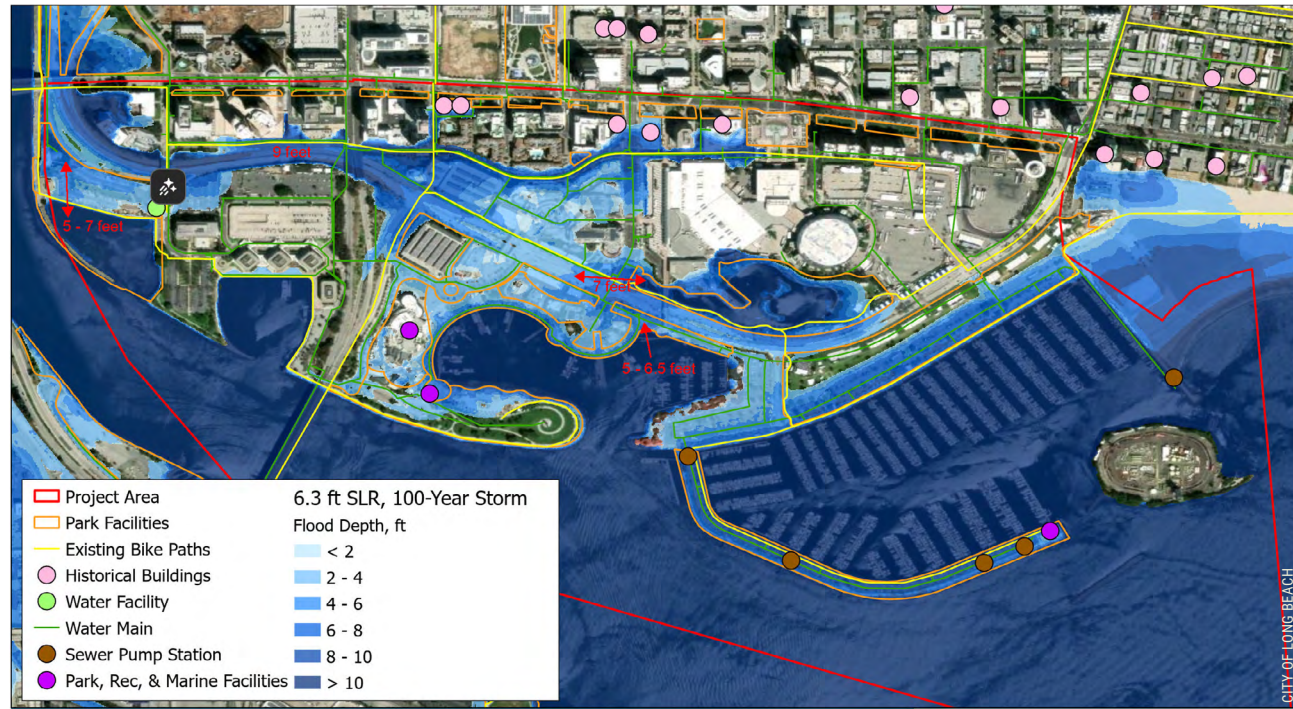
The panel's charge from the City included an evaluation of the City's waterfront resilience strategy and its proposed wetlands in particular. At present, the goal of the wetland area is to create natural solutions to minimize flooding, support wildlife habitats, and create an outdoor learning space.

In addition to considering the resilience and infrastructure needs for the new wetland and learning area, the panel considered resilience strategies that could span the entire waterfront district and improve the natural ability of the area to thrive as sea levels rise. The strategies should also support a continued welcoming environment for people, plants, animals, and sea life.

Leverage Existing Resources

The waterfront district is full of potential partners in this effort, and a number of resources are already in place.

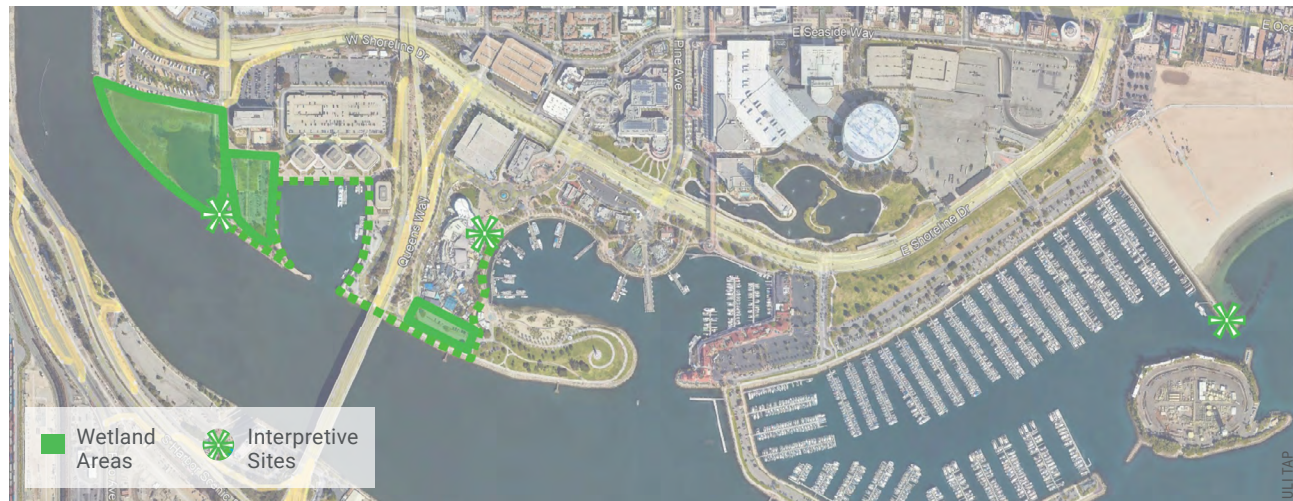
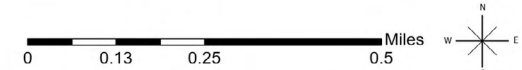
- **Activate connections.** More visible and intentional physical connections are needed between active recreation areas and the Golden Shores Reserve. Wayfinding and educational information along these pathways can help activate the areas and raise the public's awareness of the resilience goals and related efforts at the Reserve and the surrounding waterfront.
- **Use best management practices in existing parking lots.** With a significant number of parking lots across the district, particularly at the outfall of the Los Angeles River, the City should explore



CITY OF LONG BEACH DOWNTOWN SHORELINE SLR STUDY



11.18.2024



The panel envisions how the waterfront's wetland areas could be expanded and explained with new interpretive sites.

how potential pollutant runoff may be captured or mitigated before it leaves paved surfaces and enters the river and bay. These mitigation efforts could be incorporated into broader parking lot repaving or redevelopment.

- **Record baseline conditions.** To track environmental improvements, baseline measurements are needed. The City may want to ask institutional partners, university friends, or citizen scientists to capture these baseline measurements. A protocol for ongoing measurements can help ensure tracking and that reliable current and historical data inform future work. This data can also help inform public messaging and signage related to the wetlands and the City's resilience efforts.
- **Enhance the Golden Shores Reserve.** The habitat at the Golden Shores Reserve could be expanded to the east, encompassing the nearby parking lots and moving towards the Catalina Island ferry launch, to deepen the wetlands' resilience and habitat benefits.
- **Add interpretive elements and programming.** The Reserve and its wetlands are separated from much of the rest of the waterfront by roadway infrastructure. Adding information along the waterfront, particularly at key sites near the aquarium and at Grissom Island, can raise awareness of the wetlands and the broader ecological environment that surrounds this otherwise destination and recreation-filled district.



Grissom Island could become a wetland park with a degree of limited research access.



These waterfront wetlands enhance the resilience of these shorelines and the nearby urban areas.

Consider New Resources

There are additional opportunities to enhance the area's resiliency by viewing the district's existing resources in a new light.

- **Tell the story of Grissom Island.** The role that Grissom Island has played

in Long Beach is an interesting story worth telling. Sharing this information through signage or other programming, particularly during the 2028 Olympics, would be an interesting and educational addition to the aquarium's existing programming.

- **Explore the Island's potential future use.** With the looming cessation of oil and gas extraction on Grissom Island, the City is encouraged to explore if and how the island could become an additional wetland habitat.
- **Provide access to Grissom Island.** Due to safety concerns about capping the oil wells, future access to the island will need to be managed. The panel recommends turning the island into a limited-access reserve for educational and research purposes. This approach can help restore the site's natural and ecological health while also providing access for scientific and research purposes.



Floating wetlands and enhanced stormwater catch basins could enhance the waterfront's resilience.

Consider Scalable Pilots

As the City considers other means to increase the resilience of the waterfront in the face of sea-level rise, it is encouraged to consider pilot projects that can be tested on a small scale, refined, and then spread more broadly across the waterfront.

- **Investigate additional wetland habitats.** [Chicago](#), [Cambridge](#), and Baltimore are experimenting with tethered, floating wetlands in rivers and ponds as a means of increasing the presence of wetland plants and native vegetation. The floating islands also provide refuge for fish and birds and provide additional food sources for insects and more.

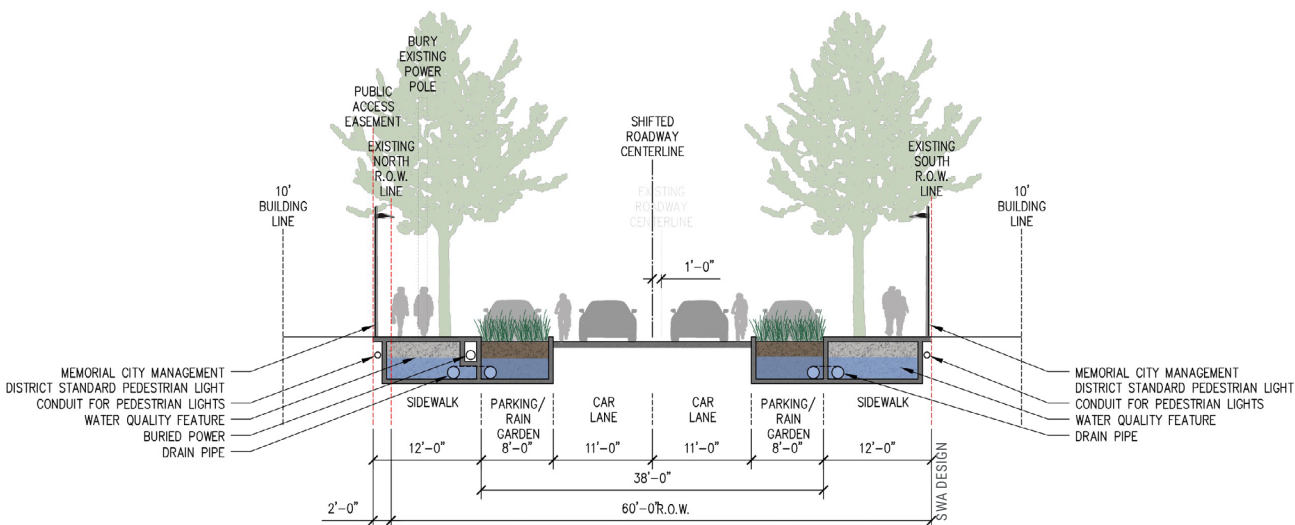
Use a "Nature Everywhere" Approach

Every development site has resilience potential. Using an approach that incorporates habitat preservation, water quality management, and environmental education into the development process and project outcomes can better position the Long Beach waterfront for success and resilience during future extreme weather events and climate impacts.

- **Promote multi-benefit infrastructure.** The days of single-purpose infrastructure

are over. To get the most value from the investment, private developers and the public sector should seek infrastructure solutions that address multiple challenges with a single investment. These measures could include green infrastructure that uses tree plantings to provide shade and assist with stormwater management and porous pavement that filters water as it reduces rainfall runoff.

- **Leverage existing stormwater catch basins.** The City's existing stormwater drains and catch basins, particularly those along Pine Avenue and Seaside



Infrastructure improvements can be maximized to provide a number of key benefits with one investment.

Way, could provide good opportunities for capturing and diverting—or capturing and reusing— stormwater before discharging it out into the bay.

- **Diversify plantings with native species.** Native plants can also help capture and put rainfall to good use. With more absorption power than turf, native plants can help absorb the rainfall and assist with environmental cooling through evapotranspiration. Native plants will also prove more resilient in times of drought, requiring less maintenance and water than turf or other non-native species.

Fund Resilience Improvements with a Climate Resilience District

To more actively address and fund the City's climate resilience and development goals for the waterfront district, the panel recommends a new climate resilience district for the waterfront.

Form a climate resilience district. A [climate resilience district](#) (CRD) is a designated funding and planning mechanism that captures long-term revenue—primarily through a property tax increment—to fund critical planning and resilience measures across a specific geography. A CRD mobilizes district funding to implement large-scale infrastructure and community projects designed to reduce climate risk and strengthen economic resilience, including such climate adaptation projects as flood control, heat mitigation, green infrastructure, and wildfire resilience.

Align planning efforts. A CRD supports coordinated, district-scale planning that aligns public agencies, private partners, and community stakeholders around shared climate goals.

Enhance resilience. Finally, as the name implies, a CRD enhances community and



This stormwater drain is assisted by the surrounding rain garden and native plants, designed to capture and reuse rainfall.

economic resilience. Resilience measures and funding help protect neighborhoods, critical infrastructure, and the waterfront economy while reducing climate-related risks and improving public health and livability.

Long Beach is a good candidate for a CRD for several reasons. The waterfront has a high exposure to flooding and sea-level rise, and the entire city faces challenges with heat. There is a concentration of critical, community-centric, publicly-owned assets in the city's downtown and along the waterfront. Finally, a CRD provides the city with the opportunity to leverage public and private investment in the district for related improvements.

In considering a possible CRD for the Long Beach waterfront, the panel made the following assumptions:

- The panel envisioned a district boundary that would include downtown and the

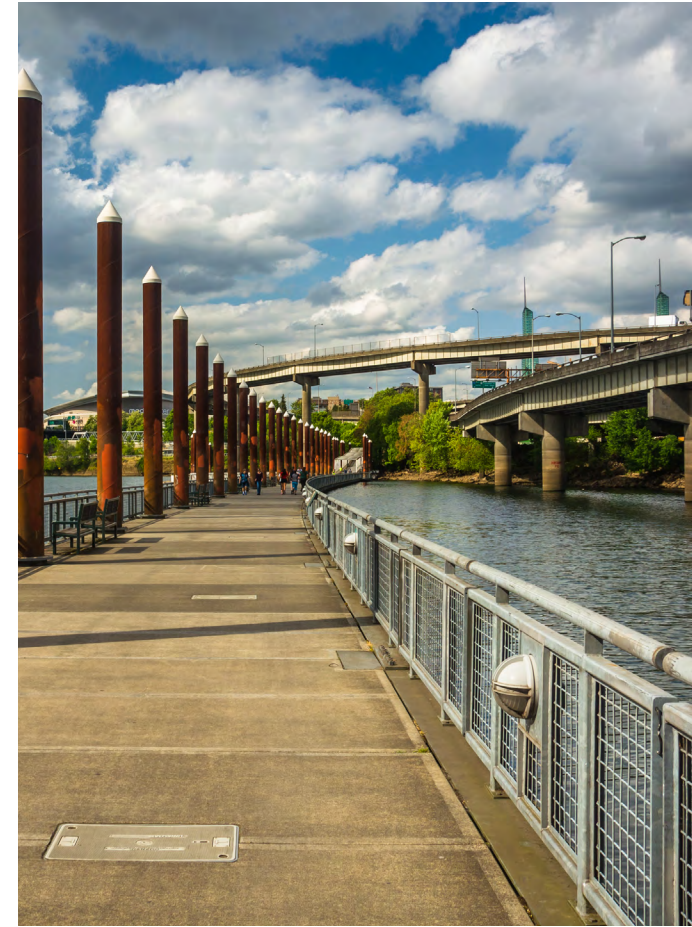
waterfront. Using a land value that falls within approximately ten percent of the area average, it is possible that the CRD could have a \$7.5B base land value.

- The panel also anticipated that a CRD could expect a three percent average growth in land value, with a 50 percent tax increment contribution from taxes paid to the City of Long Beach and County of Los Angeles.
- This structure could provide a compelling alternative to an enhanced infrastructure financing district (EIFD).

Explore Uses for a Long Beach Waterfront CRD

The panel believed a CRD could be put to use for the following resilience measures along the Long Beach waterfront:

- **Address sea-level rise.** Protection from sea-level rise could be addressed, as could stormwater systems for the waterfront and downtown.
- **Mitigate heat and build resilience hubs.** Construction of green corridors and other heat mitigation measures could be funded, as well as the construction of resilience hubs for the waterfront and downtown.
- **Support energy resilience.** Energy resilience measures could be added to the district, and seismic upgrades could be funded.
- **Improve coastal infrastructure.** Coastal infrastructure (more broadly) could be funded through a CRD, as could ongoing maintenance and operations.



This floating walkway in Portland, Oregon, can rise with the tides, offering connectivity while adjusting with the environment.



Implementation and Phasing

The redevelopment and resilience recommendations proposed by the panel will take time, even decades, to complete. To begin phasing the effort, the panel categorized the work into near- and medium-term actions that the City and its partners can tackle over time.

Near Term (Phases 1 and 2 over 1-4 years)

- **Examine current leases.** The City should engage an objective outside expert to review all existing leases, flagging potential issues, identifying potential points of term flexibility, and noting inflection points.
- **Create a lease directory.** The City should also create its leasehold directory and database to aid in this and ongoing leasing efforts, including calendaring key lease-term events.
- **Plan Pine Avenue improvements.** The 1,000-foot stretch of Pine from Ocean to Shoreline needs to be reconfigured, and planning should begin in the near term.
- **Conduct feasibility and issue an RFP.** The Market Hall concept should be explored with a feasibility study, ideally positioned where The Pike Outlets are located today (Opportunity Area 1). If determined to be a viable and marketable use and assuming the City can terminate the current lease, the City should craft an RFP or RFQ to solicit interest in the development work. Should the current lease hold, the City is encouraged to consider activation of the green and open space directly south of



Early improvements include updates to Pine Avenue, Shoreline Drive safety, access to the waterfront from Shoreline Village, and a new plaza and Market Hall.



Phase 2 improvements could include activating Shoreline Village, further activating the convention center area, and enhancing Shoreline Aquatic Park.

the Laugh Factory, making better and more active use of this high-visibility and central parcel of waterfront land.

- **Improve the Shoreline Village site.** Waterfront access needs improvement, and new development should be explored for Opportunity Area 3. The City is also encouraged to consider alternate uses for this site and gauge interest and feasibility.
- **Make early connectivity and mobility improvements.** In addition to improved Pine Avenue connectivity, adjustments should be made to improve pedestrian safety along Shoreline Drive and better connect the paths along Shoreline to the lighthouse and Shoreline Village.
- **Launch branding efforts.** The new district branding campaign should begin with community engagement and feedback sessions that will take time. The resulting brand identity should then be rolled out in district signs and wayfinding and shared, with usage guidelines, with district businesses and destination entities.
- **Form a new EIFD or climate resilience district.** Focused efforts on the waterfront will require significant funding. A CFD can begin to generate the revenue needed to support the improvements and resilience efforts.
- **Conduct a feasibility study for wetlands expansion.** Additional wetlands along the waterfront can enhance district resilience, and a feasibility study can determine the scope of the effort needed



Phase 3 could include improvements to the area's trail network and connections to the waterfront promenade.

and better identify the potential benefits to the district and its businesses.

Medium Term (Phases 3 and 4 over 4-15 years)

Beyond 2030, the panel outlined the following actions to help the City advance its development and resilience efforts.

- **Revitalize Shoreline Drive.** Following the conclusion of the 2028 Olympic Games, work should begin on Shoreline Drive, particularly the stretch bordering the marina. Narrowing the roadway, improving the pedestrian and mobility trails, and increasing connectivity north

into the Arena site and to the convention center should be the focus.

- **Improve the trail network.** The bicycling and pedestrian trails should be improved and expanded, creating more robust connectivity to the shoreline, west into the wetlands, and beyond to the LA River bike path.
- **Consider opportunities for and redevelop the Elephant Lot (Opportunity Area 2).** Pre-Olympics, the City should conduct a feasibility study for this site and issue an RFQ or RFP for its development. Following the Games, this site will be ready for a higher and better use, one that

might leverage infrastructure built for the Games. A new use (hotel, residential, etc.) could leverage the revenue generation potential of the site and deliver tax revenue to the City.

- **Pursue other redevelopment sites.** Further west, the expansion of the Aquarium of the Pacific, including plans for parking, wetlands, and educational resources will take place. This additional development could also include new cultural resources, such as a museum in the district.
- **Pursue Grissom Island redevelopment.** The decommissioning of oil drilling on Grissom Island opens the door to some new limited use. Educational experiences, curated research, or limited parkland access could be granted. The site could also contribute to the community's resilience by providing new wetland habitat. A feasibility study should precede any other efforts.



Longer term, wetlands could be expanded along the waterfront and larger-scale redevelopment of the Elephant Lot could take place.



About the Panel

Ryan Altoon

President & CEO
Sustainable Cities



Ryan Altoon is a commercial real estate development executive with 20 years of experience, leading investment, entitlement, and development of mixed-use infill projects focused on transit-oriented, sustainable design and walkable urban communities. He serves as CEO of Sustainable Cities, overseeing more than \$500MM in new construction and entitlements for 2,700 residential units, 250,000 square feet of commercial space, hotel, transit, and civic uses.

Previously, Ryan served as Executive Vice President with AndersonPacific, where he was responsible for entitlement, development, capital markets, and investor relations. Prior to APL, he worked at George Smith Partners, underwriting debt and equity packages for acquisitions, entitlement, development, and refinancing. Prior to GSP, he was Managing Director of GFX Center, a design and graphic reproduction firm he founded. He also served as Business Manager for Altoon + Porter Architects, LP.

Ryan is Past Chair and current Governance Chair of ULI Los Angeles. He also serves as Chair of Toluca Lake Beautification Partners, Commissioner for the LA County Local Agency Formation Commission, and is the Immediate Past Chair of the Long Beach Economic Partnership, a former board member of Linc Housing, and former Chair of the Downtown Long Beach Alliance. He received an MBA from the University of Southern California, a Certificate of Architecture from the Harvard Graduate School of Design, and a BA from the University of California, Santa Barbara. He is a LEED Accredited Professional.

Mike Bradford

Project Executive
Clark Construction



Clark Construction is a privately held, full service general contractor providing construction services throughout the US. Mike has worked with Clark since he first entered the workforce as a college graduate in 1988. He specializes in healthcare and higher education work and has contributed to notable healthcare projects in the Western Region for a series of seismic retrofits statewide for Dignity Healthcare (including Long Beach's St Mary's Medical Center) as well as the recent expansion of Community Medical Center(s) in both Fresno and Clovis. Mike resides in Long Beach and has a personal and professional interest in seeing his city flourish.

Jeff Braun

Principal
ENGEO



Jeff Braun, PE, GE, PMP, is a Principal at ENGEO Incorporated with over 25 years of engineering experience serving projects throughout the world.

He has led ENGEO's multi-disciplinary teams for public and private sector projects in Guam and California, including several projects throughout Los Angeles and Orange Counties. Many of Jeff's projects required advanced analyses and design coordination, as well as collaboration with, and approval by, several third-party stakeholders, including private entities and agencies at the local, state, and federal level.

Prior to joining ENGEO, Jeff served as an Engineer Officer in the U.S. Army, providing master planning, design, construction management, and inspection services on projects in several countries with international contractors, governments, and militaries.

He holds a B.S. in Civil Engineering from the United States Military Academy at West Point, an M.S. in Engineering Management from Missouri University of Science and Technology, and an M.Eng. in Geotechnical Engineering from UC Berkeley.

Viraj Chuhan
Urban & Landscape
Designer
Agency Artifact



Viraj brings interdisciplinary expertise to the team with his background in architecture and expertise in landscape architecture and urbanism. He is devoted to crafting sustainable and inclusive spaces, breaking free from traditional constraints and positively influencing those who inhabit them.

Utilizing strategies derived from mapping, research, and community-centric design, his keen interest lies in implementing inventive approaches for sustainable urban solutions. Viraj can integrate nature, space, and built systems seamlessly, laying the foundation for a robust and captivating global future achieved through resilience and unity.

Sarah Drobis
President
Gibson Transportation



Sarah has extensive experience in traffic and transportation engineering, directing and conducting complex parking and transportation studies throughout Southern California.

Sarah has conducted numerous traffic impact and parking demand studies, comprehensive mitigation programs, and site circulation reviews for commercial projects, schools, universities and churches. Her expertise includes operational analyses, access and circulation planning for various travel modes, transportation master planning, regional travel demand modeling, corridor studies, signal warrant analyses, development of trip generation models, and traffic simulation modeling. Sarah has extensive experience in working the public sector and stakeholder groups in developing traffic management plans. Her expertise also includes development of special event traffic and parking management plans.

Projects include studies for the Los Angeles County Museum of Art, Universal Studios Hollywood, the Academy Museum of Motion Pictures, Hollywood Central Park, The Ford Theatres, and the University of Southern California Health Sciences Campus. In addition, she led the transportation studies for the award-winning Memphis Aerotropolis: Airport City Master Plan in Memphis, Tennessee.

With a degree from Vanderbilt University with a degree in Civil Engineering, Sarah worked in Atlanta, assisting on traffic simulation modeling, highway and transit regional transportation demand modeling, and planning projects across the Southeast.

Andrew Fogg
Partner
Cox Castle &
Nicholson, LLP

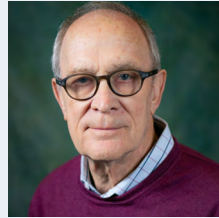


Andrew is a Partner and co-leader of Cox Castle's statewide Land Use and Natural Resources Team. Andrew has extensive experience in representing developers in the land use entitlement process and related areas, including all aspects of planning, zoning, and environmental review, in cities and counties throughout California.

Andrew represents developers and public entities in processing administrative land use actions, including the negotiation and approval of numerous entitlement documents, development agreements, owner participation agreements, disposition and development agreements, subdivision approvals, conditional use permits, variances, and zoning and general plan modifications related to various projects. Andrew has been actively involved in a myriad of projects, including public private partnerships, urban infill mixed use, hospitals, hospitality, master planned communities, residential and commercial condominiums, commercial centers, and industrial developments. Andrew has advised clients on all aspects of the California Environmental Quality Act (CEQA), including exemptions and ensuring the adequacy of project specific reports and declarations. He has also defended projects that have been challenged under CEQA and other planning and zoning laws.

Prior to joining the firm, Andrew spent several years as an in house counsel at Amgen, Inc., a Fortune 500 global biotechnical company, where he provided legal support on land use and real estate matters for the company's locations world-wide.

Brian Jones
President
BMJ Advisors



As President and Chief Executive Officer of Forest City's West Coast commercial division, Mr.

Jones was responsible for all aspects of commercial development in the western United States. He provided strategic support to the commercial group and explored new international business opportunities for the firm.

Several of his large-scale development projects included; San Francisco Centre, a 1.5 million square foot retail/office project in downtown San Francisco; Victoria Gardens in Rancho Cucamonga, California, a 1.3 million square foot lifestyle town center; the Simi Valley Town Center; Northfield Town Center, a component of Forest City's master planned Stapleton project and the Orchard Town Center, a 1 million square foot mixed-use project in Westminster, Colorado.

Mr. Jones attended Willesden College of Technology in England. He is active on the executive board of the Lusk Center for Real Estate at the University of Southern California. Mr Jones serves as The Chairman of The Board of Advisors of Adept an integrated development, architecture and construction company. Mr. Jones joined Forest City in 1978 and retired in 2010.

Allan Kotin
Principal
Allan Kotin & Associates



Allan has over 50 years of experience in real estate economics with an emphasis on financial planning and redevelopment. He is proficient in transaction negotiation, financial structuring, and market assessment for developers, investors, lenders and public agencies.

Allan has held key positions with several major real estate consulting and strategic planning firms, including KRM, Sedway Kotin Mouchly Group, KMG Consulting, and PCR Kotin. Allan's management responsibilities have included market research, feasibility analysis, development monitoring, and the strategic planning.

Allan has been actively involved in public private joint ventures, acting as a key strategist and negotiator for public agencies in redevelopment and asset management transactions. He has particular expertise in participatory ground leasing and has been a key member of lease negotiating teams on several of the largest ground lease transactions in Southern California.

Allan teaches and lectures widely and recently retired from an adjunct professorship at the University of Southern California Price School of Public Policy. Allan has lectured at the Harvard Graduate School of Design and has taught real estate economics at the University of California School of Architecture and Urban Planning. He is a frequent lecturer, presenter, and panelist at ULI conferences, the International Council of Shopping Centers, the former California Redevelopment Association, and other organizations. Allan still teaches as part of the ULI's courses in Pro Forma Analysis of Development Projects.

Casey Le
Senior Associate
Gibson Transportation



Casey has conducted a variety of transportation impact, parking, site access, and circulation studies that required analysis of intersections, freeways, alternative transportation modes, construction periods, and field data collection.

Casey conducts technical analyses for various studio and creative office developments in Los Angeles and is managing transportation studies for FOX FUTURE, the long-term plan for the Fox Studio Lot in Century City, and for The Star, a cutting-edge creative office development in Hollywood. Other current projects include The Huntington Library, Radford Studio Center, Television City, as well as studies for private charter schools, industrial and warehouse facilities, and a multitude of mixed-use and transit-oriented developments. Casey prepared technical analyses and parking and/or traffic studies for mixed-use developments and for a master plan development in the City of San Ramon. Casey also conducted transit and arterial analyses for a large-scale city-wide traffic congestion improvement program.

Prior to joining GTC, Casey interned with The Irvine Company, where she performed travel time studies and provided a new shuttle design for the Fashion Island Shopping Center.

Before graduating from the University of California, Los Angeles with a degree in Civil Engineering, Casey worked with the Luskin Center for Innovation at the University to assist in piloting research design to explore the traffic conditions in downtown Los Angeles.

Christy Montgomery
Associate Principal
RSM Design



Christy Montgomery is an Associate Principal at RSM Design with over 20 years of experience in environmental graphics, wayfinding, and placemaking. Her recipe for creative problem-solving: context, client goals, and design excellence. She finds joy in building intuitive wayfinding systems. Her passion for placemaking is grounded in her lived experience of the world.

Christy is committed to articulating a clear vision that carries through to final installation. Every project presents unique challenges and opportunities based on the site and its users. Her process begins with dialogue, care, and context. Once this foundation is in place, inspiration emerges from the place itself and the people who use it. Every step thereafter fuses what's possible with what's needed. Christy values clear communication and teamwork to stay aligned throughout the process. She finds professional fulfillment in creating places that meaningfully serve their communities.

Christy graduated from Willamette University with a Bachelor of Arts in Art and Politics. She also holds a Bachelor of Fine Arts in Graphic Design from ArtCenter College of Design. Her specialties include complex mixed-use projects, site analysis, tactical wayfinding, and the hyperlocal expressions of brand narratives.

Jonathan Watts
Principal
Tighe Architecture



Tighe Architecture is pleased to announce that Jonathan Watts, AIA, has joined the firm as a Principal.

Jonathan brings more than 35 years of experience in architecture and land-use planning since relocating from the UK to Los Angeles. His portfolio spans mixed-use urban infill, multifamily housing, hotels, offices, retail, and entertainment projects. With a deep commitment to great design and livable communities, Jonathan views design as the core value architects bring to both clients and society—creating sustainable, beautiful environments while delivering highly functional, profitable projects.

Jonathan has played an instrumental role in addressing Los Angeles's housing challenges, contributing to significant developments such as Ivy Station which includes the Shay Hotel, Sway, Rinrose, several projects in Santa Monica and Culver City, and other large-scale, mixed-use projects that have added much-needed housing and activated communities.

In addition to his professional practice, Jonathan is an active leader within the Urban Land Institute (ULI). He has served as Chair of two ULI committees and currently co-chairs the Technical Assistance Panels committee, which provides valuable analysis and recommendations to cities, not-for-profits and community groups. Jonathan is also Vice Chair of the Santa Monica Boys and Girls Club.

Jana Webby
Landscape Architect
and Principal
SWA Design



Since joining SWA in February 2013, Jana has completed award-winning projects for the City of West Hollywood, City of Oxnard, and The Trust for Public Land. She is currently SWA's project manager for the Walmart Home Office in Arkansas, as well as for multiple public park and college campus design projects in Southern California. Jana's leadership approach prioritizes crafting solutions that are contextually responsive and beautiful, and that function within ecological and social systems. Jana enjoys developing high-level visions for change and working out the details of how to implement them.

Jana is a member of both the American Society of Landscape Architects (ASLA) and the Association for Women in Architecture + Design. She is a licensed landscape architect in California (#6188) and a SITES-accredited professional. Jana earned a Master of Landscape Architecture degree from Cal Poly Pomona and a Bachelor of Arts in Anthropology from Trinity University.