

A ULI ADVISORY SERVICES TECHNICAL ASSISTANCE PANEL REPORT

WILMINGTON WATERFRONT

OCTOBER 2017



ULI MISSION STATEMENT

At the Urban Land Institute, our mission is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

ABOUT ULI TECHNICAL ASSISTANCE PANELS

In keeping with the Urban Land Institute mission, Technical Assistance Panels are convened to provide pro-bono planning and development assistance to public officials and local stakeholders of communities and nonprofit organizations who have requested assistance in addressing their land use challenges.

A group of diverse professionals representing the full spectrum of land use and real estate disciplines typically spend one day visiting and analyzing the built environments, identifying specific 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.

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EXECUTIVE SUMMARY



The map provides context for the Wilmington Waterfront.

ASSIGNMENT AND PROCESS

The Wilmington Waterfront has been planning for public space and urban revitalization investment for over a decade—since 2006, when the community participated in the planning process for the Wilmington Waterfront Development Program. That planning process yielded an Environmental Impact Report (EIR) in 2008, setting in motion a vision for the waterfront that includes an ambitious list of planned projects.

Significant financial resources support the vision for the Wilmington Waterfront Development Program, provided by the Port of Los Angeles Public Access Investment Plan. Through the Public Access Investment Plan, the Port has allocated ten percent of its operating income for waterfront capital projects over the next ten years. In total, \$85 million in funding is to be specifically allotted to capital investment in the Wilmington Waterfront, with the possibility for another \$8.9 million.

Therefore, the Port of Los Angeles is moving quickly to plan, design, and develop two central components of the Wilmington Waterfront Development Program: the Wilmington Waterfront Promenade and the Avalon Promenade and Gateway Project. Following these public open space development opportunities are land use and development investment opportunities in many of the adjacent blocks located just north of these projects and east of the existing Wilmington Waterfront Park, near Harry Bridges and Avalon boulevards.

The Harbor Board of Commissioners reviews the Public Access Investment Plan annually, and the Wilmington Waterfront Development Program has already evolved in important ways since 2008. In keeping with its mantra that “Port success means community success,” the Port has requested a ULI Technical Assistance Panel (TAP) to provide recommendations for the development of the Wilmington Waterfront.

KEY QUESTIONS

The following questions were presented to the TAP:

Activation and Private Development Attraction:

What strategies should the Port employ to activate the Wilmington Waterfront with private development? What would assist in securing a high quality commercial (likely restaurant) tenant at the Wilmington Waterfront Promenade? What other potential commercial developments and uses are recommended for the Avalon Promenade and Gateway Project and the Harry Bridges Properties?

Utilization of Port Property along Harry Bridges

Boulevard:

What development strategies should be used to develop the parcels partially owned by the Port between Harry Bridges Boulevard and C Street? How can the Port's ownership of part of the area be leveraged to stimulate development? Should the Port surplus the land or act as landlord to the development and how will segmented ownership affect either strategy? How should the preferred transaction structure be timed?

Design of Avalon Promenade and Gateway:

What planning, design, and land utilization strategies should be employed to maximize connectivity between the Wilmington Waterfront and the commercial corridor north of C Street on Avalon Boulevard?

Financing:

What financing mechanisms can be utilized to fund improvements in the Wilmington Waterfront Development area?

MAJOR CONCLUSIONS

The recommendations included in this report suggest that the Port and the community focus on the corridors and parcels around the intersection of Avalon and Harry Bridges boulevards. As the "Anchor at Avalon," the intersection can provide a node of activity, set in a walkable, healthy urban neighborhood, with connections to the Wilmington Waterfront Promenade and the Avalon Promenade and Gateway project. By focusing development investments and urban design efforts on the blocks around Harry Bridges and Avalon boulevards, the Port and the community can also ensure the success of the waterfront open spaces.

The Port should leverage its landholdings in the parcels surrounding the intersection to attract new commercial uses to the neighborhoods by enacting a Community Facilities District, an RFP with flexible disposition, and ground leases. The market data suggest opportunities for a combination of new development and adaptive reuse of existing buildings. With investment, the five square blocks between Harry Bridges Boulevard and C Street to the north and south, and Lagoon Avenue and Broad Avenue to the west and east, can provide a new economic driver to Wilmington—a "Live, Work, Play" commercial environment that attracts visitors, workers, and residents throughout the year.

The panel's recommendations included in this report suggest that the Port and the community focus on the corridors and parcels around the intersection of Avalon and Harry Bridges boulevards.



The commercial businesses and other uses that eventually locate in the Wilmington Waterfront should be forward looking, with space for job training centers and technology jobs, while also paying homage to the past communities and current wonders of the Port. A mixture of daytime and nighttime uses, “Port Tech” offices, incubators, and other commercial uses, along with restaurants, retail, and the open space developments planned by the Port, will ensure a commercial vibrancy that has a unique and authentic feel. Such commercial vibrancy can create a node of activity, spilling over activity toward the waterfront and into public spaces.

Critical to the success of the Wilmington Waterfront Development Program, this report suggests a parking garage at the current planned site of the Avalon Triangle Park. Another new recommendation is to move forward with the Avalon Promenade and Gateway project as a phase of the project prior to the design and development of the LADWP property. As the Port pursues options for site control, the Avalon Promenade and Gateway through the LADWP property can begin, and the public can access the waterfront before the land swap and the design and development of that open space are complete.

The panel recommends creating an environment that attracts visitors, workers, and residents throughout the year.

The TAP recommends that all investment in the future of Wilmington prioritize access via all modes—car, transit, bike, and pedestrian. All users should be able to freely and easily access and enjoy the neighborhoods and Wilmington as well as the waterfront. The Wilmington Waterfront should be planned and designed for local access, via C Street and Avalon Boulevard, along with regional access, via Harry Bridges Boulevard.

While the Wilmington Waterfront should aspire to draw visitors from around the region, the successful development of the waterfront and its surrounding neighborhoods requires that use by local residents be the initial focus. Wilmington should, above all else, invest in its future as a healthy community by connecting all of its residents to the waterfront, the employment opportunities of the future, and an authentic quality of life that only urban waterfront areas offer. The Wilmington Waterfront can be like no other place in Los Angeles.



ULI'S TECHNICAL ASSISTANCE PANELS

TAP PROCESS

Prior to the TAP, ULI panel members met with representatives from the Port of Los Angeles (Port) to determine the scope of the panel assignment. ULI selected panel members with practiced and professional skills that address the stated objectives for the TAP. Panel members reviewed background materials prepared by Port staff prior to the TAP, including market and demographic data, the Port's Public Access Investment Plan, the Wilmington Waterfront Development Program, the Port's commercial leasing guidelines, and more.

The TAP process is usually a day-long event, but given the desire of the Port for a thorough study of the opportunities presented by the study area, this TAP lasted for two days. On the first day, panel members toured the study area with over 20 community members, representatives from the office of Councilmember Joe Buscaino, Assemblymember Mike A. Gipson, staff members of the Department of City Planning, and Port employees. On the second day, panelists worked through an intensive analysis on the specified issues before presenting their findings at a public event attended by many members of the community.

THE EXPERTS OF THE TECHNICAL ASSISTANCE PANEL

ULI convened a panel of professionals representing a variety of disciplines connected to land use and real estate development, such as architecture and urban design, real estate development, economic analysis, and development financing. The ULI panel members brought professional expertise relevant to the Port's objectives for the study and a working knowledge of the real estate market, design typologies, regulatory schemes, and transportation engineering common in the study area. All panel members volunteered to participate in the panel process and did not receive compensation for their work.

As a part of the TAP process panel members toured the study area and met with stakeholders.



FINDINGS & RECOMMENDATIONS

BACKGROUND AND CONTEXT

Wilmington is one of two community plan areas adjacent to the Port of Los Angeles (Port). The other plan area, San Pedro, is experiencing a revival, with investment and an active setting of public attractions and restaurants. Visitors come to San Pedro from all over the region to enjoy the sites and sounds of the Port. Wilmington has yet to see that kind of urban waterfront revival, though it has many unique assets to build on.

The Port is an incredible economic resource for the city and region, and a multi-generation source of well paying jobs for the residents of Wilmington.



The Port is an incredible economic resource for the city and region, and a multi-generation source of well paying jobs for the residents of Wilmington. The Port moves more container volume and cargo value than any other port in the country, utilizing 7,500 acres, 43 miles of waterfront, and 27 cargo terminals. Together, those terminals handle over 180 million metric revenue tons of cargo every year.

The Port is also investing in its future, with \$1.5 billion in capital improvement projects projected for the next five years. Those investments include terminal upgrades, new rail capacity, and the implementation of further electrification of terminal handling systems.

The economy's growth, along with the growth of the Port, has provided the Wilmington community with a steady employment base. The Port is also providing benefits to the community by funding the Public Access Investment Plan. Through that plan, the Port has allocated approximately \$400 million for capital and non-capital dollars for the next ten years. Of that total, an estimated \$200 million will go to capital projects and an additional \$200 million for public benefits like operations, management, programming, and outreach.

Wilmington's portion of the capital investment funds is programmed for the development of a new waterfront park, called the Wilmington Waterfront Promenade, beautification of Harry Bridges Boulevard between Island Avenue and Avalon Avenue, and the development of a pedestrian bridge and park, called the Avalon Promenade and Gateway. Another potential project calls for the development of the Avalon Triangle Park. These projects were all prioritized based on a community input process for the allocation of any public access funds.

A 2006 community planning process for the Wilmington Waterfront Development Program offered the community a chance to prioritize the projects and investments that were eventually included in the Public Access Investment Plan. An Environmental Impact Review (EIR) for the Wilmington Waterfront Development Program was approved in 2008. That EIR provides the foundation for the TAP's understanding of the Port and the community's vision for the Wilmington Waterfront. Included in that EIR are three large projects, one of which, the Wilmington Waterfront Park, has already been completed. That park is popular and well used, providing proof of concept of the Port's commitment to funding and managing public open space. The final two components, the Avalon Promenade and Gateway and the Wilmington Waterfront Promenade are at various stages of development and design, with significant funding allotments from the Public Access Investment Plan. The Port is ready to move quickly to development on both the Waterfront Promenade and the Avalon Promenade and Gateway, with support from Councilmember Joe Buscaino.

At the local level, the Board of Harbor Commissioners has authority for all navigable waters, tidelands, and submerged lands in the Port of Los Angeles. The Wilmington neighborhood is located in Council District 15, represented by Councilmember Joe Buscaino. The Port of Los Angeles is a proprietary department of the City of Los Angeles, so it receives no tax revenue from the City of Los Angeles. The Port of Los Angeles leases its property to tenants.

Two statewide agencies have regulatory authority over Port-owned properties: the State Lands Commission and the California Coastal Commission. The State Lands Commission restricts certain kinds of land use on Port property, including a prohibition of residential land uses, and encourages other kinds of uses, including recreation and access. The essential obligation of the State Lands Commission is to manage the tidelands for the benefit of the public by encouraging public access and protecting passive uses of open space. Uses that do not accommodate, promote, foster, or enhance the statewide public's need for essential commercial services

or their enjoyment of tidelands are not appropriate uses for public trust lands. The Coastal Zone regulated by the California Coastal Commission includes the Wilmington Waterfront Promenade project.

The Port's gigantic economic engine and layers of regulatory oversight are on the doorstep of the community of Wilmington—a predominantly Latino community, with multi-generational ties to the waterfront and to Port operations. This community is faced with the environmental impacts of adjacent industrial uses. With an estimated 2009 population of over 70,000 residents, Wilmington is a substantial community—it would be a large city in most other parts of the country. In the context of Los Angeles, however, it's an untold story and an underappreciated asset.

The Wilmington neighborhood is located in Council District 15, represented by Councilmember Joe Buscaino, who was present for the TAP panel's presentation of their findings.



SWOT ANALYSIS

Strengths

The Port has tremendous financial resources to implement a vision, given the 10 percent of operating income allocated to fund projects through the Port's Public Access Investment Plan. Backing up those financial resources is political will, built from mutual support for the plan from both the city council district and the Port of Los Angeles. The success of an ambitious vision for the Wilmington Waterfront will depend on the Port and the city working in harmony.

Along with the strong political support for the project, Wilmington and its surrounding neighborhoods are home to an active, engaged group of residents and stakeholders, many with multi-generational ties to the Port and the neighborhood. The obvious investment of creative thought and passion that has already gone into the planning for the Wilmington Waterfront will serve the community well in ensuring that more ambitious and challenging components cross the finish line, and that operations and maintenance of the public amenities at the Wilmington Waterfront continue into the long-term future.

With an extensive view of the Port and its activities, the Waterfront Promenade creates many options for potential attractions.



Together, the public engagement and the political will apparent in the Wilmington Waterfront planning process up to this point, along with the strong and engaged participation on the days of the TAP, show a strong desire to implement an ambitious vision.

The Port also controls a significant amount of land in the study area—in a city and region where land assemblage is usually very difficult. The large amount of land already under port control offers flexibility and leverage in developing and programming that land. A key component of the Port's land holding is the size and situation of the parcel on the water's edge of the Wilmington Waterfront—the parcel planned as the future Wilmington Waterfront Promenade. With an extensive view of the Port and its activities, the Waterfront Promenade creates many options for potential attractions.

The predictability offered by the approved Wilmington Waterfront Development Program, with the environmental review requirements of the California Environmental Quality Act already approved, affords a strong foundation to build on as the vision for the Wilmington Waterfront continues to evolve and take shape. There is no need to start from scratch—the Port and the community have already taken huge steps forward toward achieving the vision.

Finally, the commercial and residential community provides a sustainable economic situation. The employment base earns good wages, with the potential to grow even more as the business models and practices of the Port evolve with the global economy and the future of shipping and logistics technology. The strong economics of the residential and employment population are part of the equation in attracting investment, along with affordable real estate prices and relatively low barriers of entry for development and investors. Moreover, the overall market conditions of the city and region offer a related strength: new housing opportunities and neighborhood-scale amenities are in high demand in Los Angeles as a whole. The Wilmington Waterfront is an appealing investment opportunity, and should only continue to become more appealing as a shared vision is implemented.

Weaknesses

One large missing piece in the overall vision for the Wilmington Waterfront is the Los Angeles Department of Water and Power (LADWP) facility located in the middle of the planned Avalon Promenade and Gateway Project. The LADWP still controls a large portion of the plan area, and the TAP panel believes, based on interviews with Port and LADWP officials, that another level of coordination between the Port and the LADWP will be necessary to complete the vision for the Wilmington Waterfront. The Port simply does not have control of portions of the area currently envisioned for all the open space included in both the Avalon Promenade and Gateway Project and the Wilmington Waterfront Promenade.

Another weakness the TAP panel identified in the current plan is a lack of vehicular access and parking—an issue compounded by the planned closures of Avalon Boulevard and Fries Avenue. The forthcoming addition of more train traffic through the area will have to be addressed while creating both pedestrian and vehicular access to the waterfront, particularly to support a potential restaurant use on the waterfront and large events that will be held at the Waterfront Promenade. Similarly, there is a lack of public transit access to the entire waterfront area.

The environmental conditions of the area around the Wilmington Waterfront are another weakness. Soil conditions will have to be remediated on some parcels before development can occur. Despite significant recent improvements to air and water quality, potential waterfront activities would be located adjacent to industrial uses. A related environmental condition of the waterfront area is the amount of truck traffic on Harry Bridges Boulevard, although the TAP believes those impacts can be mitigated by careful planning and street design.

Finally, the Wilmington Waterfront lacks a coordinated or unified branding effort to tell the story or promote the appeal of the area. The TAP believes many of the unique stories to be told about the waterfront, its history, and its communities are lacking from any public awareness. As another key aspect of branding, the names of the places associated with the waterfront must still be thought-out and defined. The name of one of the component projects, for instance, has been referred to at different times as the “Window on the Waterfront,” the Avalon Promenade and Gateway, a “land bridge and elevated park,” and the Pedestrian Bridge. If there are too many “Waterfront Parks” and “Promenades,” the overall vision will lose some its potential as a unique collection of interesting and authentic places.

Acquisition of a LADWP facility in the plan area is necessary to complete the full vision for the waterfront.



Opportunities

The TAP recognizes the Wilmington Waterfront plan as a tremendous opportunity for the local community of Wilmington and the entire City of Los Angeles. The TAP believes the Wilmington Waterfront and all its stakeholders should articulate and implement a big, ambitious vision for the future.

Perhaps the most exciting and potentially unique opportunity is in raising the awareness of this authentic and historically important corner of the city. Wilmington has a great story, with its history of connection to the waterfront. The opportunity is to build on the strengths of an already unique part of the city—avoiding the same kind of sterile or easily duplicated environments found in other parts of the city. The entire city should know that Wilmington is like nothing else in Los Angeles.

Wilmington's historic architecture contributes to a unique and authentic urban environment.



Achieving that goal will require designs and developments that educate and inform the public of that history and its unique importance to the development of Los Angeles. The TAP panel believes the Wilmington Waterfront plan and the developments it proposes should have one foot in legacy and one foot in prophecy. In other words, the history of the area is central to what the Wilmington Waterfront will become.

As mentioned briefly above, starting to tell the story of Wilmington and the waterfront will require a coordinated and recognizable branding and wayfinding campaign. It should be easy to find the waterfront, and visitors should know what's waiting there when they arrive.

Development opportunities should focus on job creation of existing and future port industries. Ideally staying a step ahead of changing technology, the Port can offer job training and business locations for what the TAP calls “Port Tech”—the kind of green jobs and technology applications that are already changing the nature of business operations around the Port. The disposition of Port-controlled commercial parcels should capitalize on that potential for tenancies and business that want to be near the port, in Wilmington.

There is also an opportunity to create a “Live, Work, Play” environment that offers services and uses that are active and attractive throughout the day and into the evening, by integrating new mixed-use development with the existing residential and commercial communities. To help realize that “Live, Work, Play” environment, planning and design should focus on creating a walkable, healthy urban place. Walkability will be generated by access for all modes (driving, transit, walking, and biking) through and into the community and waterfront, creating a healthy place for families and children to enjoy the outdoors. The TAP identified C Street and its existing businesses—like Harpurs Marine Engines, iron works, and cabinetmakers—as an existing model of attractive commercial uses that may be expanded and supplemented in creating a walkable, authentic urban environment. The TAP suggests that the development opportunity isn't just about

the parcel directly on the waterfront. The Avalon Boulevard corridor should extend the community's connection to the waterfront, offering a node of activity and a variety of business and employment opportunities as the "Anchor at Avalon."

The TAP suggests that, in combination with new development, adaptive reuse of existing buildings offers a strong development proposal—one that can attract pioneering developers to the Wilmington Waterfront, following a model that has already proven successful in other parts of the city. As mentioned above, the economic proposition in the area is compelling, and development investment could deliver many kinds of uses, including Port Tech, retail, job training, museums, and art spaces. Given the attractive investment opportunity of the Wilmington Waterfront, the TAP recognizes the opportunity to create a platform for economic development and resources to invest in Wilmington.

Finally, the Wilmington Waterfront has an opportunity to supplement the financial resources of the Port's public access investments with grant funding. The TAP believes that the Wilmington community is a strong candidate for several varieties of grant funding given the economics and environmental conditions of the area.

Threats

The TAP also identified a few potential threats to the implementation of a large, successful vision for the Wilmington Waterfront. Local stakeholders must remain aware of these potential challenges, and have a plan for how to overcome these challenges if they arise.

One such threat is that park operations and maintenance requires continued financial commitment and oversight. Although the Port has significant resources committed to the ongoing maintenance of public access infrastructure over the next ten years, the community and political leadership should take steps to build redundancies and additional funding sources to ensure the long-term condition of future investments.

Another obvious conflict is the precedence of harbor operations: recreational mariners and pedestrians will always encounter constraints from harbor operations, and these conflicts will have to be addressed on a case-by-case basis. On a related point, regulations from the Public Utilities Commission, State Lands Commission, and the California Coastal Commission will sometimes conflict with the goals of outdoor recreation and programming of public spaces.

The "Anchor at Avalon" is a key node connecting the Avalon Boulevard corridor to the waterfront.





With a willingness to see underutilized parcels developed, Wilmington should look to Downtown Los Angeles as an example of what's possible in a friendly entitlement and permitting environment.

As mentioned above, evolving technology will also shift the nature of employment in and around the Port. Local businesses and workers will have to anticipate that eventuality. Market cycles and changing economic conditions could also throw some of these plans into disarray in the near- or long-term future. The Port and the city are approaching a decade of growth and expansion following the Great Recession—although it's impossible to control the global economy or to predict its future fluctuations, it's important to prepare for the possibility of another downturn.

Finally, the Wilmington Waterfront has already laid out an ambitious vision. Managing and delivering on expectations will challenge all planning and development efforts in the future.

MARKET ANALYSIS

The TAP analyzed the Wilmington Waterfront plan area and its surrounding environs with market data that have proven useful in assessing the potential of revitalizing neighborhoods around the region and country. The most important factors in the redevelopment and revitalization of urban neighborhoods include affordable land, available product (i.e., parcels, buildings, etc.), nearby residential population, amenities, transit and accessibility, and strong market fundamentals.

According to the TAP's analysis, Wilmington, especially the blocks in the area around the intersection of Avalon and Harry Bridges boulevards, meets all of those requirements: there are a variety of adaptive reuse opportunities and vacant parcels, a unique and authentic built environment, and strong market fundamentals in the form of relatively affordable real estate prices and a significant residential population making strong wages at good jobs.

All of Los Angeles is in growth mode, and market fundamentals have been strengthening since 2013. Los Angeles isn't as far along into the growth cycle as some cities around the country, so a few places like Wilmington still have more room for rent appreciation and absorption of product. The TAP found tight vacancy, decent asking rent, rent growth, and shrinking vacancies in Wilmington. Those are good signs for an upcoming market that can attract creative types and good job creating opportunities. Wilmington can and should take advantage of its relatively low prices and available product to capture some of the growth still coming to the region. With a willingness to see underutilized parcels developed, Wilmington should look to Downtown Los Angeles as an example of what's possible in a friendly entitlement and permitting environment. As a small market within that larger regional market, Wilmington won't attract investment dollars for large office uses, but it does appeal for industrial and light industrial uses.

All the ingredients are in place, so there's no reason that Wilmington can't also do what San Pedro and Long Beach are already doing. Wilmington can have its own, unique renaissance.

PLANNING AND DESIGN RECOMMENDATIONS

The TAP recognizes that bringing people to the waterfront will require more than drawing a line on a map and saying, “that’s how you get there.” There will be an involved process of planning, recruiting potential developers and tenants, and, throughout it all, community engagement.

A few big ideas should guide the thinking of stakeholders throughout the many phases of implementation for the Wilmington Waterfront vision.

Wilmington can be both a regional destination and a tremendous local benefit. To transform the Waterfront area into a regional attraction, however, the Port of Los Angeles (Port) and the Wilmington community should first focus on the potential local benefit.

The first priority in terms of local benefit should be the health of the community, building upon the accomplishments of Wilmington stakeholders in pushing for environmental regulations that have already shown real progress and the work of the Port in delivering public access facilities. There are still many ways to improve health outcomes with planning and urban design. A healthy environment includes the ability to leave the car behind for certain trips, opportunities to stay active in mind and body, and opportunities for social interaction and creative expression. Wilmington can and should be a healthy place, not just an economically active place.

A healthy environment also allows for the community to improve its economic situation. In Wilmington, as in many other places around the city and country, investing to improve quality of life could also bring concerns about gentrification and displacement. (The TAP notes that stakeholders did not



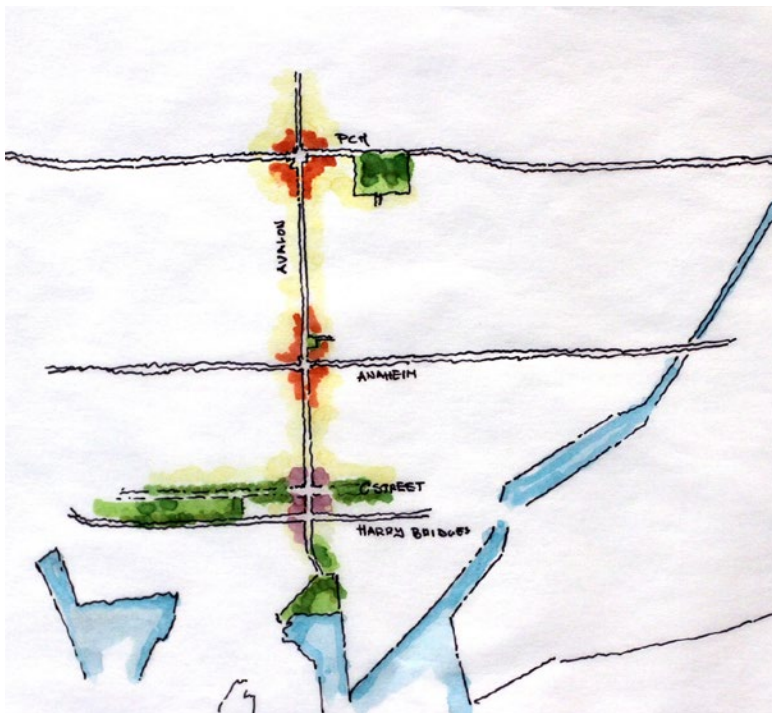
seem concerned about gentrification during interviews and the tour of the area. To the contrary, they expressed hope for a significant turnaround of the neighborhood. It’s important to be cautious about the potential for these concerns, however.) As appealing as Wilmington is, it’s going to get even more appealing. As investments and improvements arrive to Wilmington, prices will go up and renters and business owners could have a hard time affording the neighborhood. Policies should focus on providing opportunities for all income levels to live and work in Wilmington. Moreover, policies should acknowledge that the Wilmington community has shouldered extra burdens of the environmental conditions from adjacent industrial uses. Wilmington should be a place where the people who made it nice can continue to live and flourish.

Supporting a healthy community should be a focus for investment.

Connectivity is another idea that planners and designers often discuss as a way to achieve positive health outcomes. In this case, the TAP focused on multiple corridors of connectivity: Avalon Boulevard and C Street as the local access and connection to the Wilmington Waterfront, and Harry Bridges Boulevard, with its connection to the freeway, as a regional access corridor. These multiple corridors should allow regional and local populations traveling by all modes to safely and easily travel to the Avalon Promenade and Gateway and the Wilmington Waterfront Promenade.

Wilmington's proximity to the Port means a long-term base for good jobs—the rest of Los Angeles does not have the same kind of proximity to this economic behemoth. However, cargo handling technology and methods are changing, which means new skills will be necessary to support port operations. A central component of investments to improve the quality of life in Wilmington should be to site and support job training facilities to prepare Wilmington residents for the jobs that will exist ten years from now, not the jobs that existed ten years ago. Any future job training facilities should offer resources for Port-related jobs as well as a broader collection of trades.

The TAP focused on multiple corridors of connectivity.



Another way to improve the employment base in the area is by cultivating a commercial vibrancy and a “Live, Work, Play” environment around the Wilmington Waterfront where those living in the adjacent communities are provided more recreational, cultural, entertainment and dining opportunities within close proximity to their homes. This kind of commercial and cultural vibrancy, with a variety of businesses, retail, nearby residential neighborhoods, and daytime and nighttime activity, will make the area attractive every day and over the long term. The Wilmington Waterfront and its surrounding neighborhoods shouldn't be a place that hosts a couple of events a year on the waterfront and stays relatively unknown and unused the rest of the time.

Wilmington has an opportunity to be unique—neither just another generic attraction that can be found in so many other places around Los Angeles, nor a copy of the current Port's O' Call or future San Pedro Public Market. It will need to build on its existing unique identity and attractions. The redevelopment and investment in the Wilmington Waterfront won't require a big developer, planting their own ideas without consideration of the unique context of Wilmington. Wilmington and its stakeholders have an opportunity to be very specific about the design ideas and themes implemented here. Wilmington is real and authentic, and it can and should stay that way. It's up to the community to decide what the reality of Wilmington becomes.

DEVELOPMENT STRATEGY

To tie all these related, but ambitious, ideas together, the TAP recommends a strategic, mixed-use implementation of the Wilmington Waterfront plan, with three components:

Phase 1 – Jobs Training Center and Parking Structure

Phase 2 – Community Activation: The Anchor at Avalon

Phase 3 – Remaining Port-Owned Properties

The TAP describes the prevailing planning and design concept that these phases support as a pair of bookends (one at the Wilmington Waterfront Promenade and another around the intersection of Avalon and Harry Bridges boulevards). The pedestrian bridge connecting these two bookends will also provide opportunities to see and learn about the Port and its infrastructure in action.

Phase 1 – Jobs Training Center and Parking Structure

As a catalyst for all the development that will follow, the TAP recommends focusing the initial development and investment efforts on the blocks flanking Avalon Boulevard just south of Harry Bridges Boulevard. The block to the west of Avalon Boulevard would be the best fit for a job training use, focusing on the kind of Port Tech training that will be useful in future Port operations.

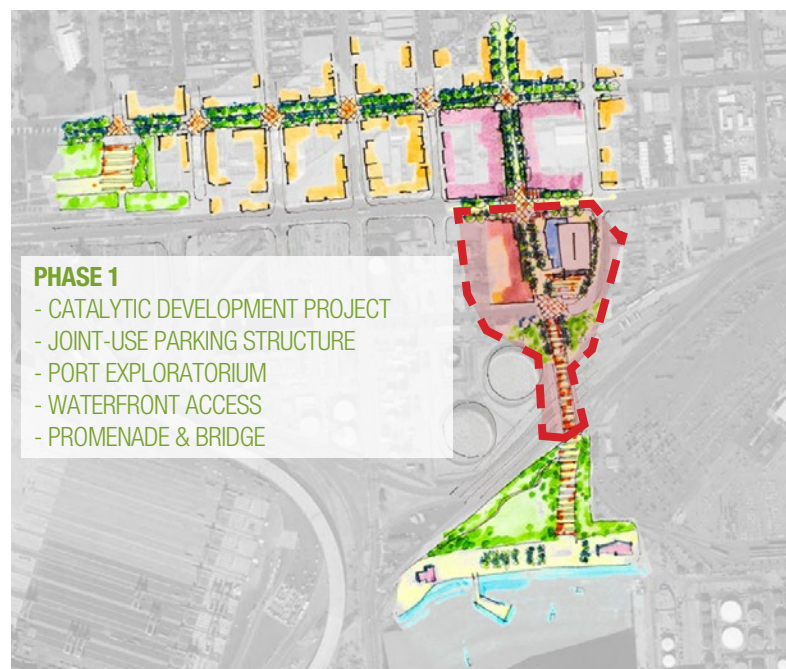
As an additional catalytic component, the TAP recommends that a publicly financed parking garage be constructed on the block to the east of Avalon Boulevard and south of Harry Bridges Boulevard. The TAP prefers a parking garage at this location to the planned Avalon Triangle Park. Similar to the experience of Santa Monica and Pasadena, for instance, this parking garage will enable and support all the development investment that follows. It's possible also to develop a joint-use parking structure, which can devote space to other uses and programming, such as the "Port Exploratorium" idea that this report discusses again later.

Furthermore, the site for the parking garage is contaminated, so using it for parking is more viable than dealing with the extra costs of the extensive remediation that would be necessary for site other uses on this parcel. While the primary objective of the parking garage is to position it strategically in support of other uses in the area, the condition of the land is nonetheless a factor.

Phase 2 – Community Activation: The 'Anchor at Avalon'

The second phase of the development is what the TAP calls the "Anchor to Avalon": the two blocks between Marine and Broad avenues, north of Harry Bridges Blvd., where the primary node for placemaking can create a "Live, Work, Play" environment. Here also the TAP shifts the focus of recent planning efforts, which have focused mostly on the Wilmington Waterfront Promenade. The TAP believes that when the blocks around this intersection are attractive, walkable, and active, the rest of the waterfront developments will have a much-improved chance at becoming a beloved amenity for the community. Success for the waterfront, however, starts in the commercial neighborhoods around Avalon and Harry Bridges boulevards.

Phase 1- Development Component South of Harry Bridges





Phase 2- Completing the Node

The Port controls 200,000 square feet of land near the intersection of Avalon and Harry Bridges boulevards, offering a great amount of leeway in attracting development and adaptive reuse investment. The TAP does not suggest the Port and the City Council office should seek developers of 30-story Class A office buildings. The market doesn't support that kind of development, and, more importantly, the community isn't looking for that kind of development.

There are, however, opportunities and support for office and commercial spaces for the Port Tech mentioned earlier, constructed on a smaller footprint and with buildings and site plans that open to the street and to the public. Port tech businesses could include both job training centers and incubators for companies related to the innovations occurring at the Port. These buildings could be built as a variety of mixed-use, offering retail on the street level and offices on floors above the street. The streetfront retail can include restaurants and artisan craft spaces, mixed in with light industrial uses. It's possible that these parcels should be re-zoned for mixed-use to allow the right mix of commercial uses.

Critical to the potential development of a desirable mix of commercial uses on these blocks, the TAP recommends leasing the Port-owned land between Harry Bridges Boulevard and C Street.

The underlying investment thesis of ground leases is that the lessor (in this case, the Port) retains control of the property and an ongoing revenue stream. For the lessee (in this case, a developer), the initial capital outlay is greatly reduced because they are not paying the full purchase price of the land. This affects financial viability by removing acquisition financing as a factor and making investor returns easier to manage. Ground leases can still create some financing difficulties, so they need to extend for a sufficient amount of time, such as 50-plus years, for ground-up development.

Phase 3 – Remaining Port-Owned Properties

Finally, there is the remaining issue of the three blocks to the west of Marine Avenue. The TAP recommends that the Port prepare a master plan that allows for a flexible disposition strategy and incremental development. The Port will have to discuss how to dispose the site in their control. Do you lease the properties to stimulate development? Do you put a programming plan in place before disposing of the property?

Though many of the parcels on the blocks to the west of Marine Avenue are no longer owned by the Port, the Port can still help recruit developers and businesses that encourage pedestrian activity between the commercial area and the Wilmington Waterfront Park to the west.

The key word in the third phase is flexibility—to allow for new development businesses that will promote pedestrian activation and support the momentum of the commercial developments and open spaces coming to the Wilmington Waterfront.

COMMERCIAL USE ON THE WATERFRONT PROMENADE

There is a final remaining development question regarding the potential for a restaurant use on the Waterfront Promenade. The TAP believes that whenever a willing tenant is identified, a restaurant use is compatible with the vision for the Wilmington Waterfront.

The TAP suggests that the restaurant space should be designed with the community context in mind, perhaps catering to recreational mariners in addition to local residents. A restaurant could be a weekday lunch draw and a nighttime dinner draw as the Wilmington Waterfront continues to develop.

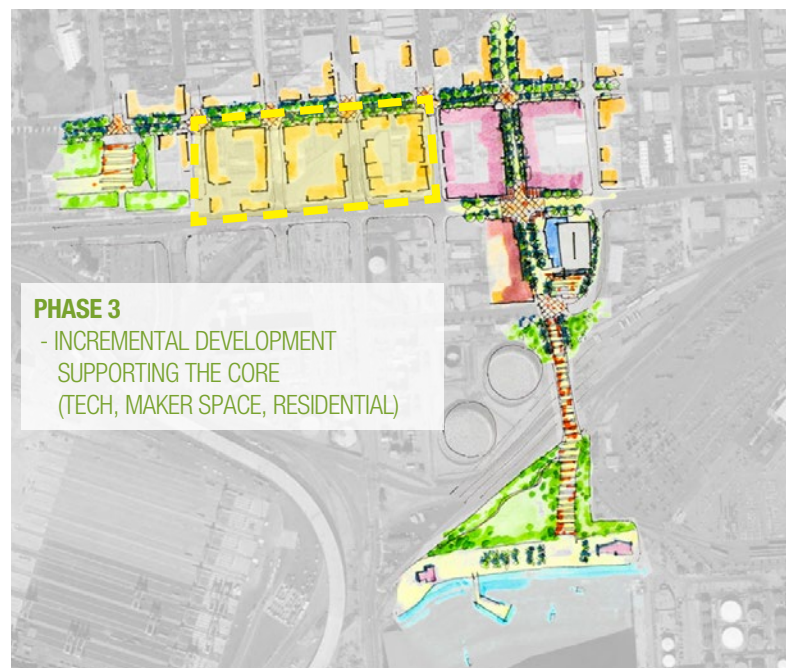
As this report has already mentioned on several occasions, a restaurant or commercial use on the Waterfront Promenade will require adequate parking and circulation. The TAP believes that the current proposal for parking in the area, as well as the proposed closures of Avalon Boulevard and Fries Avenue, will not provide enough vehicular access to the Waterfront Promenade or a burgeoning commercial district around Avalon and Harry Bridges boulevards.

DESIGN RECOMMENDATIONS

A big question the TAP considered was whether the Wilmington Waterfront should be considered a regional or a local destination. The answer to that question—that it can and should be both—informed the design recommendations you will read and see in the following section of this report.

For local access, and for the best opportunities at urban design considerations of streetscaping and placemaking, the TAP recommends focusing efforts on C Street and Avalon Avenue. Those are community-scale streets, with existing building stock that already contributes a great deal to the authentic and local charm of Wilmington. Improvements on those streets should build on their existing assets, prioritizing the kind of healthy, walkable environment that will bring the local community back to the area again and again, for many different purposes. The potential effect of C Street and Avalon Boulevard is similar to that of Larchmont Boulevard in Los Angeles or the Third Street Promenade in Santa Monica. Looking even further afield, the TAP sees a placemaking precedent in the Kaka’ako District in Honolulu, which has benefitted from a successful mural program and the adaptive reuse of existing buildings for active and cultural uses.

*Phase 3- Incremental
Market Driven*



Regional access will come from Harry Bridges Boulevard, which connects to the I-110 Freeway and the rest of the city and region. Harry Bridges Boulevard can and should see streetscape improvements, as prescribed in the Port's Public Access Investment Plan, to welcome regional visitors, while C Street is designed to benefit the enjoyment of local communities. The TAP recommends adding branding and wayfinding improvements to connect to both the Wilmington and San Pedro waterfronts. Bike connections should also be included in these improvements, building on projects such as the recent addition of Metro Bike Share to the Port of Los Angeles in both San Pedro and Wilmington.

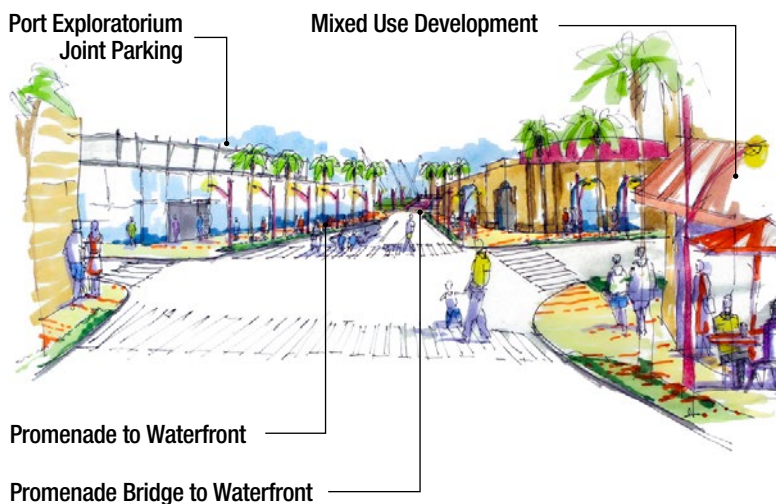
The intersection of Avalon and Harry Bridges boulevards provides the meeting place for these two pathways into Wilmington. Thus, the TAP called it the "Anchor at Avalon." The TAP considered the "Window to the Waterfront" name, but after realizing that a similar name has been deployed in the past to describe what is now called the Avalon Promenade and Gateway, the TAP decided that "Anchor at Avalon" better describes the placemaking and commercial attractions that can be attained at and around the intersection. Regardless of the final name for the intersection and its surrounding blocks, the Anchor at Avalon is where the lively urban street scene, commercial vibrancy, and the

presence of the waterfront all connect and dovetail. The rendering created by TAP designers shows the potential character of this intersection, as a crossroads between past and future as well as Wilmington and the waterfront.

To a certain extent, the TAP proposal refines the existing public access improvement plans and Waterfront Promenade vision by refocusing placemaking elements north of the Waterfront Promenade. The TAP does so for the purpose of extending the reach of the waterfront, making a more tangible connection with the community. Given the short distance from Harry Bridges Boulevard to the waterfront, the lack of clear line of sight must be overcome to maximize the potential of the connection between the "Live, Work, Play" environment and the Wilmington Waterfront Promenade. Walkable places shouldn't only be confined to the park and open spaces planned for the Wilmington Waterfront Promenade and the Avalon Promenade and Gateway.

To begin the transition into the Wilmington Waterfront Promenade, the TAP recommends leaving Avalon Boulevard to extend south of Harry Bridges Boulevard, over to the parking garage, thus providing vehicular access to the beginning of the Avalon Promenade and Gateway. (The TAP heard on the first day of its proceeding of a new proposal to close Avalon Boulevard at Harry Bridges Boulevard, though the proposal is relatively new, given the presence of Avalon Boulevard in the most recent design renderings of the Wilmington Waterfront Promenade.) By extending Avalon Boulevard, the intersection becomes the first step in a series of programmed experiences. The experience of moving south from Wilmington into the waterfront provides a smooth transition from the walkable urban neighborhood to historic- and Port-focused programming.

The intersection of Avalon and Harry Bridges boulevards provides the meeting place for these two pathways into Wilmington.



The design treatment of the intersection of Harry Bridges and Avalon boulevards will be important to the pedestrian connection between the Promenade and the “new downtown” area. Pedestrian crossings should receive specialized pavement treatment to emphasize their importance. This critical pedestrian connection will allow the proposed Triangle Park parking garage to serve the business district, and it will be the key pedestrian connection between the neighborhood and the waterfront.

On either side of Harry Bridges Boulevard, street frontages should not include blank walls and site plans should encourage pedestrians to walk into and around the properties. That permeability and activity will smooth the transition to the pedestrian bridge and park spaces located to the south. Then the Avalon Promenade and Gateway project’s pedestrian bridge will function like a true promenade, or a linear park.

Near the parking garage, or even in the same structure as the parking garage, the TAP recommends locating a use that focuses on interpretation and education. If the site can be made compatible based on historic uses, a “Port Exploratorium,” as the TAP called this idea, could showcase the history of the Port and the local community, explaining the importance of both to the region. San Diego’s San Diego Visitor Information Center, opened downtown in 2015, exemplifies a well-designed amenity of similar purpose. The TAP also imagines that the Port Exploratorium could include a giant, scale model of the Port, similar to the famous example of the scale model of New York City, located in the Queens Museum.

As a critical access point to the Wilmington Waterfront, the TAP’s proposed parking garage, located on the “Avalon Triangle Park” site, need not be a bland example of the common parking garage. For example, a parking garage in Miami doubles as an architectural icon, as shown in the image included in this report.

The park should begin on the doorstep of the parking garage. The pedestrian bridge that connects the commercial area to the Waterfront Promenade is also interpretative, so the design engages visitors with history and Port lessons every step of the way. The raised bridge also provides a vantage point on the railroad. As visitors venture farther south onto Port property, they also immerse in harbor infrastructure, with the view of the cranes, the water, and the passing trains, as well as the well-designed open space planned for the Waterfront Promenade.

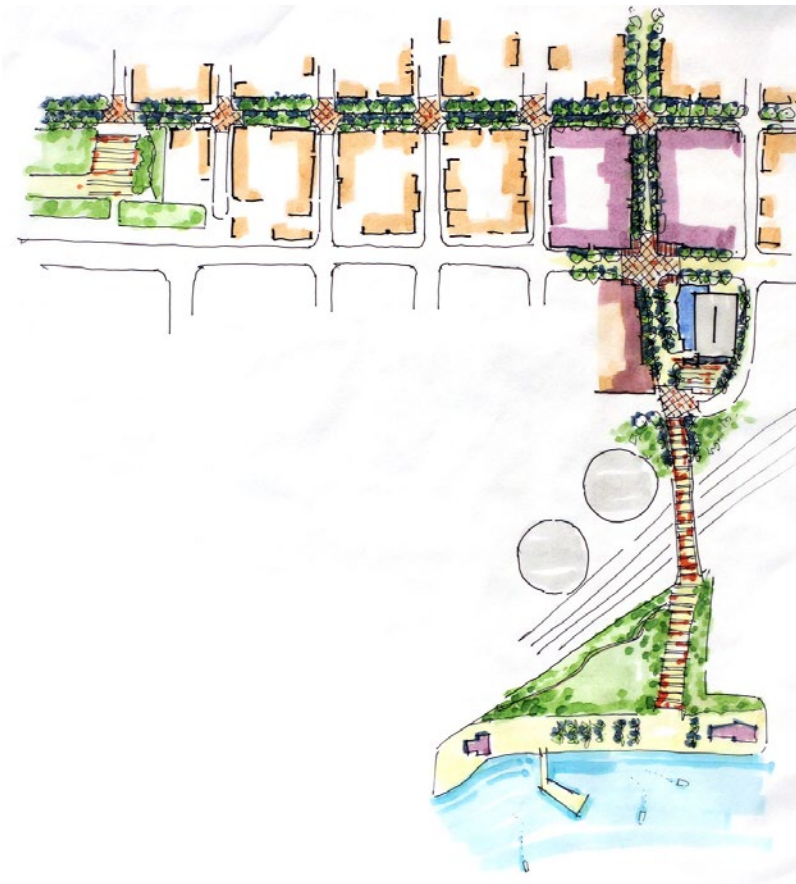
1111 Lincoln Road parking garage in Miami designed by Herzog & de Meuron.



It's important to note that the TAP produced a plan view of the Avalon Promenade and Gateway as a long, linear pedestrian space—without the surrounding open space enabled by site control of the LADWP tank sites mentioned earlier in the report. The TAP suggests this scenario to ensure that the land swap won't delay the delivery of the Avalon Promenade and Gateway nor the Wilmington Waterfront Promenade, while recognizing Port leadership's confidence in the eventuality of site control. The TAP recommends that while negotiations and an environmental review and planning process for the parcels are taking place, the Port seek an easement for the Avalon Promenade and Gateway to ensure that key component of the overall vision for the Wilmington Waterfront will not be delayed. That being said, the removal of the LADWP tanks is the highly preferred approach to create an unobstructed view corridor to the waterfront from the intersection at Avalon and Harry Bridges boulevards, and in keeping with the desire of the community.

Even if the redevelopment of the land currently occupied by the LADWP tanks takes a little more time to mold into the open space desired by the Port, the TAP believes that the pedestrian bridge can still be a tremendous asset to the waterfront while the redevelopment of LADWP property takes shape. The TAP also identified design precedents for this kind of blending of industrial infrastructure and public open spaces in Seattle and Europe. These pictured examples show how well nature and industry complement each other if designed thoughtfully—allowing for new experiences while also keeping intact the machinery and structures of the past.

Once the planned Waterfront Promenade is complete, the Port could explore additional ideas for activating the park. It's becoming more popular in waterfront areas around the world, for instance, to place swimming pools in the water, to allow a safe and clean swimming experience at the waterfront, such as in London, or to create an artificial beach, such as in Toronto.



IMPLEMENTATION

FINANCING

The design and development recommendations in this report include a number of placemaking elements, like enhanced streetscaping, lighting, and parking, which would expand the scope of the port's Public Access Improvement Plan. The Port currently assumes that many elements of the Plan will be funded by Port operating revenues. Instead of using 100 percent owner funds, the Port should reevaluate how to leverage other funding sources and thereby expand the pool of revenues available for investment in the area.

The TAP identified the following financing mechanisms as suitable for the Wilmington Waterfront development area:

- A Community Facilities District, or Mello Roos district, would capture a portion of the increased land value created by a potential rezoning.
- An Enhanced Infrastructure Financing District (EIFD).

A Mello Roos district benefits from additional strategic value for the purpose of catalyzing development on non-Port-owned properties, and the TAP recommends this financing mechanism as a first and best option.

A Mello Roos creates a special assessment in addition to general property tax levies—in effect creating a new revenue stream.

An EIFD captures the property tax increment generated by new development and the annual reassessment of existing properties. Using EIFD funds requires the participation of the taxing entities that would otherwise receive a share of the one percent general property tax levy. An EIFD does not require raising existing taxes and can be politically more palatable than a Mello Roos district for that reason; however, the advantage of a Mello Roos district is to avoid the often politically challenging task of diverting property tax revenues for a specific purpose.

The combined Port and City ownership of so many parcels in the area would make the approval of the Mello Roos district an easier proposition. A landowner Mello Roos district requires a two-thirds approval threshold, whereby one acre equals one vote. Such a supermajority is normally very difficult to achieve. A related advantage of a Mello Roos assessment is that the boundaries of the District can be flexible—i.e., parcels don't have to be contiguous. The Port, given its large land holdings in the area, could engineer the boundaries of the district with a great degree of flexibility, also ensuring the approval of the assessment district.

Finally, a Mello Roos assessment often has the effect of incentivizing property owners to develop underutilized parcels. Property owners of underutilized or vacant properties frequently have low carrying costs and, thus, few disincentives for leaving the land fallow. If property owners are paying an assessment, however, they will begin to look for ways to monetize the property and develop it to its highest and best use. In that way, a Mello Roos would allow the Port indirectly to exert influence over sites it doesn't actually own.

In listing the advantages of a Community Facilities District, the TAP does not intend to suggest that the Port and local stakeholders shouldn't also consider an EIFD. In fact, the two financing mechanisms are compatible and complimentary. The Port could consider a Mello District with an EIFD overlay over the same parcels, thereby allowing it to capture both special assessment and tax increment revenues. One advantage of this overlay structure is that EIFD revenues can be pledged to the Mello Roos district, thereby increasing the bonding capacity of the Mello Roos district without triggering the "ticking clock" on the statutory maximum 45-year term of an EIFD. (EIFDs can collect tax increment indefinitely if they do not issue debt. Once debt is issued, however, they must wind down no later than 45 years from the date of debt issuance.)

That said, EIFDs are a relatively new and untested financing mechanism—there is one pending approval in the City of West Sacramento, and several others throughout the State under consideration. In addition, only cities and counties can sponsor EIFDs, meaning that the Port would have to collaborate closely with the City of Los Angeles on district formation and implementation. The primary City department responsible for implementing the Policy is the Economic and Workforce Development Department. The City's policy governing investment in EIFDs is further outlined in a February 9, 2017 memorandum (see Council File 14-1349, Attachment A).

GRANTS

The California Environmental Protection Agency has designated Wilmington as a severely disadvantaged community, based on the pollution burden from the adjacent industrial uses. Many state grant programs offer disadvantaged communities highly preferential scoring. The Active Transportation Program (ATP) is one such example.

Given the negative environmental externalities of nearby industrial operations, Wilmington will have a high chance of success in securing grant funding for certain project elements currently included in the Port's Public Access Investment Plan. Grant funding could be secured, for example, for some of the streetscaping along Harry Bridges Boulevard proposed by that plan, for instance. Enhanced crosswalks at Harry Bridges and Avalon boulevards could also be eligible for grant funding, along with the Avalon Promenade and Gateway's pedestrian bridge.

If the Port or the City Council District decided to pursue grant funding through the ATP, there would need to be a coordinated effort to deploy funding to maximum benefit for the larger vision for the plan. For example, the Port could use grant funding for streetscaping and improved sidewalk facilities along Harry Bridges Boulevard or along C Street, freeing up Port funding for Plan elements not likely to be funded by public grants, such as the parking garage.

MARKETING

The marketing of the Wilmington Waterfront will require multiple distinct efforts—each with specific target audiences.

An important audience will be the pioneering developers and investors who can bring retailers and commercial businesses to the area. For the purpose of reaching the right kind of investors, Wilmington Waterfront stakeholders should consider the example of a demographic study conducted by the Downtown Business Improvement District several years ago, during the ongoing wave of investment that has been focused in that part of Los Angeles. The TAP recommends that Wilmington Waterfront stakeholders, outside the Port's jurisdiction, conduct a demographic study that captures data like household income and spending habits, in addition to completing a survey of desired amenities. The survey would gather opinions in a private setting, freeing residents and employees in the area to report their honest desires for the area. The information gained in this survey can help generate a marketing packet to reach out to pioneer developers.

Another important audience to reach in marketing the changes and ambitions of the Wilmington Waterfront will be outside populations of potential visitors and investors. Wilmington stakeholders should work to create programming that promotes Wilmington, such as civic and professional events, expert panels, and tours. Family events allowing dogs and kids are always popular, as are temporary or pop-up amenities like food trucks and farmers' markets. The TAP suggests that a critical mass of public interest in the developing neighborhood will be apparent when parents are out on the street with dogs and strollers. Other urban precedents that should be a goal for the Wilmington Waterfront include Chelsea Market, DUMBO, the High Line, and the Meat Packing District in New York City, along with the Art District and York Boulevard in Los Angeles.

Finally, a dedicated webpage will be necessary to create a platform for sharing the vision of the Wilmington Waterfront, but also as a place to connect potential investors and visitors with the right resources.

Family events are an effective way to promote Wilmington.

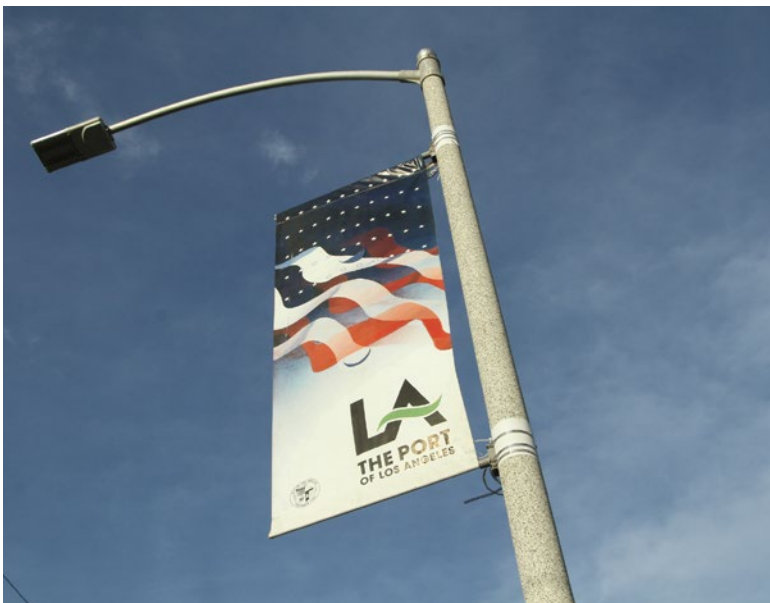


BRANDING AND IDENTITY

This report has already mentioned on several occasions the need for a coordinated branding vision for the Wilmington Waterfront. The TAP recommends that the community lead this process to ensure that whatever branding elements get placed around the area or shared around the region reflect the unique community identity of the Wilmington community. One other recommendation of the TAP is to revisit the naming of some of the locations in the plan area. The existing Wilmington Waterfront Park, for instance, isn't actually on the waterfront, and acts more of a barrier than an access to the waterfront. The name selected for the forthcoming wave of open and public space developments places need to be clear, distinct, and make sense relative to the history and future of the Wilmington Waterfront.

Recognizable, legible wayfinding and signage is an important component of a thoughtful branding campaign as well. Wayfinding shows that the community is aware of its assets, wants to share them with the public and outside visitors, and has thought carefully about what might interest visitors to the area. Moreover, wayfinding inspires a desire to explore and see the next destination and healthy and active movement around the waterfront. When the Wilmington Waterfront vision is complete, there will be many destinations to see and experience.

A coordinated branding vision for the Wilmington Waterfront is necessary.



NEXT STEPS

The TAP suggests that the Port and local stakeholders act quickly on a few matters to ensure the long-term success and viability of the most ambitious components of the Wilmington Waterfront vision. The success of the plan still hinges on controlling the parcels included in the Waterfront Promenade. Therefore, the first, high-priority action must be to address the remaining land assembly issues, including the details of the land swap with LADWP for the tank facility located in the middle of the plan area and a potential easement to clear the way for the Avalon Promenade and Gateway. The TAP suggests continuing to pursue site control to enable public access to the waterfront while the final details of design and development take shape.

The Port should also decide quickly about its capacity for carrying out a development vision for the commercial parcels in its control. If it decides not to take on that responsibility, it should move quickly to prepare a Request for Proposals (RFP) to bring on a developer that can develop and implement a mixed-use plan for the commercial areas between Harry Bridges Boulevard and C Street. The Port should have a strategy for the disposition of those remaining parcels that it can hand off to the developer, or pursue on its own.

That mixed-use plan could include a rezoning to achieve maximum benefit to the "Live, Work, Play" vision for the entire neighborhood described by this report. Commercial zones and enterprise zone designations might create additional opportunity for increased commercial density, as measured by Floor-Area Ratio (FAR). The TAP recommends seeking a 3:1 FAR—right now the area is zoned for 1.5:1 FAR. A priority action item should be to undertake an evaluation of a potential rezoning. The City Council District would be a critical partner in achieving the desired rezoning.

The Port could also quickly release an RFP for a tenant at the proposed restaurant use on the Waterfront Promenade.

Other key first steps that will enable all the larger development and investment steps to follow include beginning to develop a cohesive branding and identity campaign and to evaluate additional financing and funding options.

CONCLUSION

The same rules of the real estate market apply in Wilmington as in other parts of the city, so the community should expect to see investment and revitalization come to the Wilmington Waterfront as the city grows and the economy expands.

In realizing a big, ambitious vision for the Wilmington Waterfront, the community must be completely involved and ingrained in the design and development decisions, along with the guidance and expertise of city and Port planners regarding the corridors and land uses in the Wilmington Waterfront area—not just with the new public spaces being built on Port of Los Angeles property. The potential of the Wilmington Waterfront's new park and open space developments will only be realized by expanding the scope of the vision to include the commercial area surrounding the intersections of Harry Bridges and Avalon boulevards.

With that broad vision, however, comes the need to be strategic in the Port's, and the community's, investments. Access enables commercial and public space vibrancy, thus more space must be allowed for parking and top priority must be given to allow pedestrians a safe and healthy environment.

Finally, to achieve its ambitious vision for the Wilmington Waterfront, all local stakeholders must persistently and resolutely reference a holistic approach to building a healthy community: a community full of physical and economic activity, with a variety of opportunities for physical and economic mobility, where people of all ages and income levels have access to a high quality of life, and the present celebrates the contributions of past generations while looking forward with optimism to the future.



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Dena Harbor

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Michael Cham

Miriam Cruz

Cecilia Moreno

TAP Panelists meet with and interview local stakeholders as a part of study area research.



PANEL CHAIR BIOGRAPHY

DAVID WAITE

Partner, Cox, Castle Nicholson, LLP

David has over twenty-five years of land use and environmental law experience. His practice focuses on CEQA, climate change, development agreements, discretionary permits and entitlements, infrastructure agreements, public-private partnerships, subdivisions, zoning, environmental regulatory compliance, CERCLA, RCRA, and Proposition 65. David regularly appears before planning commissions, city councils, and other federal, state, and local government agencies on land use and regulatory matters. David has litigated to final judgment numerous environmental and land use disputes. He has represented a variety of developers, lenders and institutional investors on the environmental and land use aspects of workouts, debt restructurings, and foreclosures. David advises clients on transactional matters involving Brownfields and other environmentally impaired real property.

David is a Fellow of the American College of Real Estate Lawyers ("ACREL"). He has been identified by the Los Angeles Daily Journal as one of the "Top 50 Development Attorneys" in California. David is actively involved in numerous Real Estate Industry associations. He is the Governance Chair and immediate past Chair of the Urban Land Institute's Los Angeles District Council ("ULI-LA"). He is Chairman Emeritus of the Southern California Real Estate Alliance, board member of the Los Angeles Headquarters Association, and a member of the Westside Urban Forum. He previously served on the Advisory Board of the California Infill Builders Federation.



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ADAM CHRISTIAN

Senior project finance consultant, HDR, Inc.

As a senior project finance consultant at HDR, Mr. Christian has assisted numerous public agencies in the implementation of infrastructure projects and programs. His approach to project finance often involves an innovative combination of grants, value capture strategies, cost-sharing agreements, credit assistance programs, and public-private partnerships.

PETRA DURNIN

Director of Research & Analytics for Southern California, CBRE

Petra Durnin joined CBRE in January 2016 as the Director of Research & Analytics for Southern California and brings with her over fifteen years of research, analytics, writing, editing, consulting, and mentoring experience. She manages a team of 30 real estate professionals that gathers primary research, provides sophisticated strategic analysis, and produces value-add thought leadership on the market and economy.

Ms. Durnin develops strategic solutions including alignment of a cohesive, cross-functional Research team to expand service, leverage talent, develop business, and improve efficiency; forges effective regional media relationships, securing exclusive quarterly coverage in major national and local media outlets; manages and analyzes data across multiple product types; performs top down market analysis for executive management, conferences, internal and external clients; produces unique thought leadership reports. Additionally, Ms. Durnin maintains deep relationships with landlords who utilize CBRE data for their business decisions, such as Brookfield Properties, Commonwealth Partners, Equity Office Properties, Hines, Lincoln Property Company, and John Hancock. Ms. Durnin has also trained and mentored over 20 broker trainees who have become successful brokers in the Southwest region.

Prior to joining CBRE, Ms. Durnin managed Research for the southwest region at Cushman & Wakefield from 2006 to 2015. From 2004 to 2006, Ms. Durnin worked with developers, owners and city leaders while at the Downtown Center Business Improvement District (DCBID) on numerous projects related to the Downtown Renaissance.

PAT GIBSON, P.E., PTOE

President, Gibson Transportation Consulting

Patrick A. Gibson, P.E., is President of Gibson Transportation Consulting, Inc. For over 49 years he has been involved in the transportation and parking planning for mixed-use developments on both a local and national basis. He co-authored both editions of Urban Land Institute's Shared Parking report and has successfully applied that methodology to projects throughout the western United States. Locally he has directed the transportation studies for the NBC Universal Vision Plan, Wilshire Grand, and Metro Universal projects in Los Angeles; The Disneyland Resort in Anaheim, The Ballpark District and Westfield Horton Plaza in San Diego; and downtown development projects in San Jose, Pasadena, Long Beach, Pomona, Fullerton, and Brea.



CLIFF GRAVES, FAICP

Urban Planning and Partnership Consultant

Cliff brings more than 40 years' experience in planning, urban development and finance to his engagements. His career includes executive roles with federal, regional, local and special-purpose agencies, and professional services in finance, urban development and environmental management. He is an expert in public-private partnership management. His experience includes the planning and development of the University of California campuses at Merced and San Francisco's Mission Bay, and senior positions at the US Office of Management & Budget, and Housing & Urban Development in Washington, DC.

At the local level, Cliff was General Manager, Community Development for the cities of Los Angeles and Carson, Chief Administrative Officer for the County of San Diego, Executive Director of the San Francisco Red development Agency, and Senior Planner for the San Francisco Bay Conservation & Development Commission. He was an appointed Commissioner of the San Diego Unified Port District.

As an investment banker, he served as financial advisor or underwriter on more than \$800 million in housing and infrastructure bond issues. Cliff was also director of planning for a NYSE-listed environmental management company, managing the permitting of its own and client facilities.

An adjunct professor at the University of Southern California, he has also taught planning and public policy at the University of Maryland, Howard University, the University of California Berkeley, and San Diego State University. He has advised the US Government Accountability Office, the White House Office of Science and Technology Policy, and the Public Policy Institute of California on their research programs.

Graves holds Master of City Planning and Bachelor of Arts degrees from the University of California at Berkeley.

HOWARD KOSLOFF

Founder and Managing Partner, Agora Partners

Howard Kozloff is the Founder and Managing Partner of Agora Partners, a real estate development and investment company focusing on identifying and creating value-add opportunities in urban environments across scales and asset types.

For 15 years, Howard has worked at the intersection of urban planning and real estate development, with an emphasis on opportunistic strategies capitalizing on unique neighborhoods and sites. Specializing in complex pre-development scenarios – including public/private partnerships, challenging entitlements and disparate stakeholders – his work leverages real estate and planning expertise to create value-add opportunities across property types and scales.

Prior to founding Agora Partners, Howard worked in both development and consulting, managing opportunities ranging in scales, geographies and asset types on behalf of small entrepreneurial firms, large public REITs and multi-billion dollar institutional funds.

Howard has served as an adjunct faculty member at the University of Pennsylvania, Columbia University and the University of Southern California. In addition, he has published over 50 articles and speaks frequently on the areas of opportunistic urban redevelopment and planning.

MARTIN LEITNER

Practice Leader Cities+Sites, Perkins+Will

As leader of the Cities+Sites practice at Perkins+Will, Martin reimagines and reinvigorates the built environment by envisioning and creating more sustainable, walkable, and livable communities. His innovative design projects focus on shaping the fabric of urban environments for public and private clients. Martin's portfolio spans the spectrum of project types and scales that make the cities we live in, from individual buildings to public streets and large, complex, mixed-use urban development projects and master plans.

Martin is a recognized leader in urban design, with a track record of designing complex urban infill projects and creatively re-envisioning large suburban sites. His nationally recognized work includes the New Downtown Plan for a 105-acre former mall site in Westminster, Colorado, the urban design plan for the iconic Hollywood Boulevard district and several major housing redevelopment plans in California and Hawaii.

Martin is a California licensed architect. He holds a master's degree in architecture from Bauhaus University Weimar, Germany and studied Economics at University College London. Martin co-chairs the AIA Los Angeles Urban Design Committee.



CHIP MCCORKLE

Vice President, Snyder Langston

Mr. McCorkle is the Vice President of Snyder Langston, a general contractor based in Irvine with offices in El Segundo and Pasadena. He is a recognized construction professional in the Southern California Market with over 25 years of experience interacting with building owners, architects, design consultants and subcontractors. He has been involved in a number of notable projects throughout the Los Angeles market; including the Montage Resort in Beverly Hills, Sunset + Vine, and the White Memorial Replacement Hospital. Mr. McCorkle holds a Bachelor of Science degree from San Diego State University and a Professional Certificate from UCLA in Construction Management.

TONY PARADOWSKI

President, Landscape Architect, Superjacent Partner

Tony Paradowski is a landscape architect and urbanist with over 25 years of experience creating public and private projects from concept to completion. Initially trained as an architect, Tony's expansive view of design pushed his interest beyond architecture to engage the urban and natural context. His enthusiasm and passion for design are visible in everything he does.

Prior to co-founding Superjacent, Tony was a Senior Associate at Rios Clementi Hale Studios leading interdisciplinary design teams on a wide range of projects for over 16 years. Tony led a team of architects, landscape architects, and consultants to create Grand Park, a 12-acre world class park in the heart of DTLA. The project has received multiple local and national design achievement awards and has been featured in publications around the globe. In addition, Tony has provided design leadership on various civic, institutional, mixed use and park projects including the Chess Park in Glendale, Columbia Square in Hollywood and LAC+USC Medical Center.

As a partner at Superjacent, Tony looks to engage the community in the development of strategic and moving urban spaces and civic infrastructures that connect nature and culture to define a new urbanity.



*TAP Panelists from left to right:
Shuo Liu, Jonathan Nettler, Tony Paradowski,
Martin Leitner, Petra Durnin, James Brasuell,
Pat Gibson, Chip McCorkle, David Waite,
Adam Christian, Howard Kozloff, Cliff Graves*

At the Urban Land Institute, our mission is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

Established in 1936, ULI is a nonprofit education and research institute with over 40,000 members across the globe – 2,000 here in the Greater Los Angeles area. As a nonpartisan organization, the Institute has long been recognized as one of America's most respected and widely quoted sources of objective information on urban planning, growth, and development.

The membership of ULI Los Angeles represents the entire spectrum of land use and real estate development disciplines. They include developers, builders, investors, architects, public officials, planners, real estate brokers, appraisers, attorneys, engineers, lenders, academics and students.



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