



CENTURY BOULEVARD DISTRICT

Technical Assistance Panel (TAP) Program
December 2011

ULI Los Angeles 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. 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.

About the ULI Los Angeles 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.

Staff and Panel Members

TAP Client

Office of Councilmember Bill Rosendahl
District 11 of the Los Angeles City Council

Panel Chair

Bob Gardner
Managing Director, RCLCO

Panelists

Ronald Altoon,
Partner, Altoon + Porter Architects

Bruce Baltin
Senior Vice President, PKF Consulting

Denise Bickerstaff
Principal, Keyser Marston Associates

Patrick A. Gibson
President, Gibson Transportation Consulting

Paul Silvern
Partner, HR&A Advisors, Inc.

Patricia Smith
Landscape Architect

Tom Paradise
Vice President, Thomas Property Group

TAP Committee Chair

Jonathan Curtis
Principal, Trevear Holdings LLC

ULI Project Staff

Gail Goldberg
Executive Director, ULI Los Angeles

Christine Aure
Director, ULI Los Angeles

Molly Chase
Associate, ULI Los Angeles

Stephen Sampson
Graphic Designer

James Brasuell
Analyst

John Dlugolecki
Photographer

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The wide boulevards, medians, traffic, and public art that line the street are grand gestures of the public realm, but these gestures require updating to match the ambitions of the region for its airport.

Assignment & Process

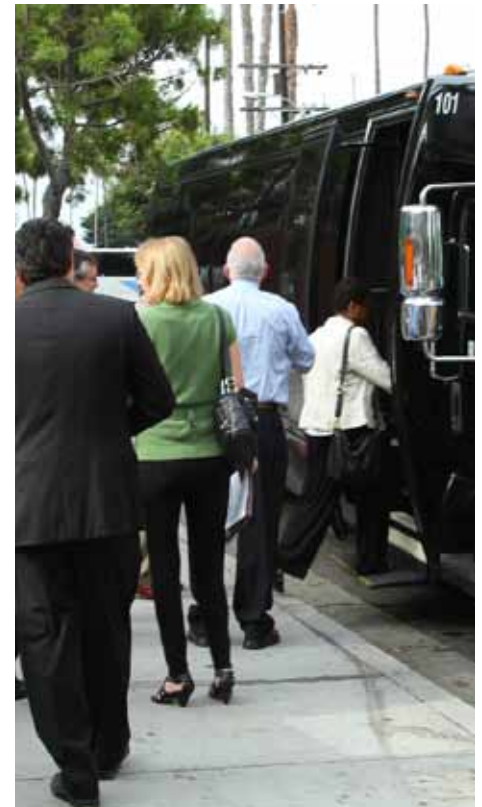
Known as the “Gateway to L.A.,” Century Boulevard as it exits Los Angeles International Airport (LAX) east toward the San Diego Freeway is the first impression of Southern California for millions of visitors a year. For residents of the Los Angeles region, Century Boulevard is a primary conduit to departures from LAX. The wide boulevards, medians, traffic, and public art that line the street are grand gestures of the public realm, but these gestures require updating to match the ambitions of the region for its airport. LAX is the third busiest airport in the world, serving 59 million passengers and shipping 1.9 million tons of cargo in 2010. As such, LAX and its surrounding land uses form a significant regional economic asset that must be carefully leveraged for maximum long-term benefit.

Forthcoming transit investment in the form of the extension of the Metro Green Line light rail and the construction of the Crenshaw Line light rail represents a dramatic change for the region’s connectivity to the airport. Approved plans for the Metro Green Line include an airport-serving stop at Aviation and Century boulevards, and in the summer of 2011, the Los Angeles County Metropolitan Transportation Authority (Metro) began holding public hearings for a possible extension of the line directly into the airport. Metro owns significant amounts of properties surrounding the proposed transit stations on the future light rail lines, representing significant opportunities for transit-oriented development and neighborhood revitalization.

District 11 of the Los Angeles City Council engaged the Los Angeles District of the Urban Land Institute to perform a Technical Assistance Panel (TAP) on the Century Boulevard corridor to study ways to remake the area as a 21st century gateway for a world-class city. The TAP convened at

the offices of the Gateway to L.A. Business Improvement District (BID) on July 28, 2011, joining experts in architecture, planning, development, landscape architecture, transportation, and market economics to determine the main challenges and opportunities, offer solutions, and develop a roadmap for success for the Gateway to L.A. Study Area.

The TAP evaluated the area connecting the San Diego Freeway at La Cienega Boulevard to the east to the LAX entry at Sepulveda Boulevard to the west, a distance of 1.5 miles. Upon evaluating the complete land use and infrastructure picture of the “Century Corridor,” the TAP members decided to significantly increase the study area to include all the land uses north of 98th Street, extending to Arbor Vitae Boulevard—redubbing the study area as the “Century District.”



Panelists begin the day with a site tour of the Century Boulevard study area.



The Panel was tasked with providing recommendations for next steps to enhance the Century Corridor and turn it into a 21st century Gateway to L.A.

Assignment and Key Questions

District 11 of the Los Angeles City Council requested that a TAP be convened to study the Century District to offer strategies to enhance economic growth opportunities and coordinate private and public investments in the district. Council District 11 identified the following questions for the TAP to consider while addressing the future of the Century District and surrounding neighborhoods:

1. What opportunities are available to best take advantage of public works projects (like the LAX Consolidate Rental Center (ConRac), Metro investments, and the West LA Community College conference center) to transform the Century Corridor into the Gateway to L.A.?
2. What specific urban design and infrastructure improvements should be made to create a thriving corridor? What are the impediments that exist to creating a more inviting scale and a pedestrian friendly streetscape? Do we want a pedestrian friendly streetscape?
3. How do the private and public sectors work together to identify areas for new private sector investment, create transportation connections and flow between public infrastructure projects, private businesses, the West LA Community College conference center, and LAX? What are some of the ways these partnerships can consolidate overlapping options, reduce traffic, and create guiding principles for locating additional public transportation options?
4. Who are the existing stakeholders? Who are the new/potential stakeholders? How does this sub-region fit into the greater Westchester/Playa community plan in terms of future economic opportunities?
5. Recommend next steps to enhance the Century Corridor and turn it into a 21st century Gateway to L.A. Please address how the public and private sectors can partner together to meet these goals.

TAP Process

Upon the submission of the TAP request, members of the ULI LA TAP Committee met with representatives from Council District 11 to determine the scope of the panel assignment. ULI LA selected panel members with practiced and professional skills that address the stated objectives for the TAP as provided by Council District 11. The panel of professionals represented a variety of disciplines connected to land use and real estate development, such as architecture and design, real estate development, market analysis, and development financing. All panel members volunteered to participate in the panel process and did not receive compensation for their work. Prior to the daylong program, panel members reviewed background materials prepared by Council District 11. The daylong program began with a tour of the site and a briefing with representatives from Council District 11 and the Gateway to LA Business Improvement District. The panel later conducted a series of stakeholder interviews, evaluated the issues and challenges, and developed a set of recommendations that were presented at the end of the day.



Panelist Patricia Smith begins the day by surveying the details of the study area and the key landmarks.



Century Boulevard is the first impression of Southern California for millions of visitors a year.



The map highlights existing conditions along with proposed planning and transportation projects.

Major Conclusions

It's Not a Corridor; It's a District

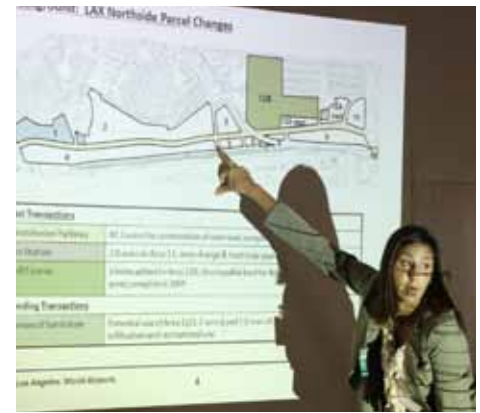
Though the basic characteristics of Century Boulevard are not likely to change in the foreseeable future, the TAP views Century Boulevard as the southern edge of a complex and dynamic airport-related district ("Century Boulevard District" or "District"). The boundaries of the District are Century Boulevard to the south, Sepulveda Boulevard to the west, Arbor Vitae to the north, and La Cienega Boulevard to the east. Major public sector improvements generated by Metro (e.g., the opening of the Crenshaw Line station at Century and Aviation boulevards) and Los Angeles World Airports (LAWA) (e.g., the central terminal area people mover system and the location for a consolidated rental car facility) are currently being planned. These game-changing public improvements will directly impact the real estate market and urban design opportunities along Century Boulevard and the surrounding area.

Future planning for the District is imperative—all public and private stakeholders will benefit from holistic thinking that effectively manages the relationship between these major activities and the surrounding land uses, transportation infrastructure, and urban design. These complex planning issues and opportunities can only be successfully addressed at the District level.

The District is Already Transforming

The District will change whether or not the key stakeholders (e.g., LAX, Metro, and the city of Los Angeles) work together to harness the change through smart, coordinated land use, transportation, and urban design planning, but close coordination would clearly support a better outcome for the District.

- **Metro Crenshaw Line Station.** The new Metro Crenshaw Line Station at Century and Aviation boulevards—which will connect to the Metro Green Line to the south of LAX and the Metro Expo Line to the north—will open in 2018 and provide a transportation alternative for arriving and departing from LAX. From a land use planning perspective, the new station provides new opportunities for transit-oriented development and place-making. To ensure the future reality of transit-oriented development, it is critical to capitalize on the higher-density land uses that typically cluster around transit stations. The planning needs to commence now to ensure transit-oriented development. Metro has ongoing, successful TOD initiatives, and can provide models for the delivery of TODs.



Lisa Trifiletti, Planner for LAWA, shares improvement plans for LAX.



There is already change underway in the District and close coordination between various stakeholder would support a better outcome.



The new consolidated rental car facility will have significant land use impacts and would provide a single, efficient location of rental car inventory serving LAX travelers.



The district would benefit greatly by the creation of a better pedestrian environment. Century Boulevard is wide and busy and provides no buffer between traffic and the sidewalk.

- **Consolidated Rental Car Facility.** The new consolidated rental car facility (ConRac) will have significant land use impacts wherever it finally lands. The ConRac would provide for a single, efficient location of rental car inventory serving LAX travelers. Among the alternative sites being evaluated by LAWA, the TAP favors the Manchester Square location—north of Century Boulevard and west of La Cienega Boulevard. Freeway visibility and access, and the ability to redevelop this highly visible intersection and surrounding area, combine to make Manchester Square the preferable location for ConRac. Placing the ConRac at Manchester Square would not require all of the land at this location. Frontage along La Cienega and Century Boulevards would become particularly attractive for future commercial development. The TAP urges LAWA to accelerate its land assembly program at Manchester Square and move the ConRac to this location.
- **Job Creation.** Assuming that ConRac becomes a reality, the relocation of the rental car agencies will make land available for other uses, improving the current, inefficient uses of rental car facilities. These potentially surplus lands offer the potential for LAWA and the city of Los Angeles to develop strategy with a distinct focus on job creation. Businesses that would benefit from immediate proximity to the airport would be able to acquire affordably priced land. Regional connectivity via the San Diego Freeway and the new Metro station, together with numerous hospitality and dining alternatives along Century Boulevard, make these parcels very attractive.

All indications are that the volume of air passengers and air freight at LAX will continue to grow in the future. This growth will stimulate demand for certain kinds of businesses that require immediate proximity to LAX. Thoughtful and market-responsive redevelopment of well-located, airport-proximate land will help anchor LAX's competitive position and, if properly focused, provide an important new source of jobs. After the site of the ConRac has been resolved, the TAP urges LAWA and the city of Los Angeles to focus on the attraction of airport-related businesses.

On Creating the “Gateway to L.A.”

The TAP suggests the consideration of several physical improvements consistent with the “Gateway to L.A.” objective.

- **Pedestrian Environment.** The district would benefit greatly by the creation of a better pedestrian environment. Century Boulevard is wide and busy and provides no buffer between traffic and the sidewalk. The TAP advocates a wide range of improvements for consideration, including a trees and signage program, extension of the sidewalk streetscape where possible, infilling of shallow setbacks with usable or interactive landscape and design elements, and infilling deeper setbacks with retail pavilions to bring retail activity to the street.
- **Building Façades.** Despite the numerous well-known hotels along and near Century Boulevard (some of which have recently undergone interior renovations), the exteriors of the hotel buildings reflect a standard of design that is inconsistent with a world-class airport experience. The office buildings appear as Class B structures, and the design quality of the parking structures are no better. Renovated façades and an improved relationship between buildings and pedestrian paths would be consistent with the Gateway to L.A. vision. The TAP hopes that forthcoming public improvements will upgrade the entire area, enabling building owners to renovate building façades. Consideration might also be given to dedicating a portion of transient occupancy tax and/or business tax revenues generated within the District for a pool of funding for rebates or low-cost loans targeting building renovations.

- **New Amenities.** Despite the District's existing density of office and industrial workers and hotel guests, there are relatively few dining, retail, and entertainment resources available to meet daily needs. There are also opportunities for the hotels and office buildings with these resources to market them more effectively. There are even more opportunities to create new entertainment and open space amenities as the District redevelops over time.

Next Steps

The TAP urges that the stakeholders (e.g., LAWA, Metro, the city of Los Angeles, and the Gateway to L.A. BID) embrace the vision of a District that improves LAX and Century Boulevard by 1) resolving ConRac and the mode and path of the people mover to the LAX Central Terminal, 2) planning for transit-oriented development around the new Metro station at Aviation and Century boulevards, and the exploration of airport-target businesses on surplus land created by the creation of ConRac.

Without effective planning and leadership, we fear that the game changing public improvements, other than the opening of the Metro station, may not maximize the opportunity for significant planning and design improvements. Against that background, the TAP outlines three action tracks, including individual milestones over specified time periods. Each track is summarized below and detailed in Section VI.

- **Track 1:** Resolve the Big Issues. As indicated above, the successful future for the Century Boulevard District and LAX depends on coordinated planning and implementation of the Crenshaw Line extension or a people mover into the LAX Central Terminal Area and the ConRac. Big decisions include the mode of travel (e.g., busway, at-grade rail, and elevated rail), the route, and station locations for the LAX connection.
- **Track 2:** Plan for Other Internal Study Area Changes. Once the big issues have been resolved, planning should begin on issues internal to the District. These include consideration by the Gateway to L.A. BID about whether to expand its service area to encompass the entire District—initiating TOD and joint development planning around the Metro station and ConRac facilities, initiating a Specific Plan for the District and an Urban Design Plan for Century Boulevard, and further evaluating the merits of the West Los Angeles Community College (WLACC) conference center proposal.
- **Track 3:** Develop Strategies and Funding to Enhance the Existing Physical and Market Environment. Even as planning for the game-changing public improvements are underway, immediate improvements can improve the walkability and pedestrian orientation of Century Boulevard and other streets, as well as the economic environment for existing hotels and office buildings. Some of these improvements can be incorporated into new development, to the extent that it occurs, but others will require new sources of funding to implement, including reallocations of BID assessments, locally-generated tax revenues, changes in assessments, and aggressive pursuit of funding from the city of Los Angeles Community Improvement Program (CIP), Metro Call-for-Projects, or grants.



The panel recommends three tracks for action, Resolve the Big Issues, Plan for Other Internal Study Area Changes and Develop Strategies to Enhance the Physical and Market Environment.



Ronald Altoon along with Patrick Gibson sketch out their recommendations for the Century Boulevard District.



The current plans for long term development in and around the Century Boulevard District.



The Panel's urban design recommendation includes the creation of civic space and focusing development around the Metro Aviation/Century LRT station.



Los Angeles World Airports (LAWA) owns much of the land surrounding the airport and Century Boulevard, providing LAWA with substantial influence in the development of uses in the TAP Study Area.

Century Boulevard

Area Description

The Century Boulevard District is part of the Westfield/Playa del Rey Community Plan area, which designates Century Boulevard and 98th Street as Regional Commercial areas. Los Angeles World Airports (LAWA) owns much of the land surrounding the airport, providing LAWA with substantial influence in the development of uses in the district. LAWA has also been implementing a land acquisition campaign for property in the Manchester Square residential community bordered by Aviation Boulevard to the west, La Cienega Boulevard to the East, Century Boulevard to the south, and Arbor Vitae to the north. LAWA currently owns 70 percent of the Manchester Square property.

Hotel and rental car land uses are the predominant land use in the district. The number of hotels in the district adds up to the largest group of hotel rooms in the city. LAWA's land use plans anticipate the relocation of rental car facilities into a consolidated rental car facility (ConRac), which LAWA would locate at Manchester Square after acquiring the remaining 30 percent of the land there.

Population Characteristics

Approximately 229,223 residents (2010) in 78,659 households live within a three-mile radius of the Century District. The median household income for residents in that area is \$53,904, and average per capita income is \$25,487. Both median household income and average per capita income are higher than those estimated for the city of Los Angeles. Forty percent of housing units are owner-occupied, which is two percent above the percentage for the city as a whole.

Summary of Demographic Data

	3-Mile Radius	Los Angeles
Population	229,223	3,792,621
No. of Households	78,659	1,318,168
Persons/Household	2.86	2.81
Median Age	32.0	33.2
Median Household Income	\$53,904	\$46,212
Per Capita Income	\$25,487	\$24,642
Owner-Occupied Housing Units (%)	40.2%	38.2%

Sources: 3-mile radius data from ESRI. Los Angeles data from U.S. Census Bureau and Claritas. Median household income and per capita income for the city of Los Angeles is for 2009.

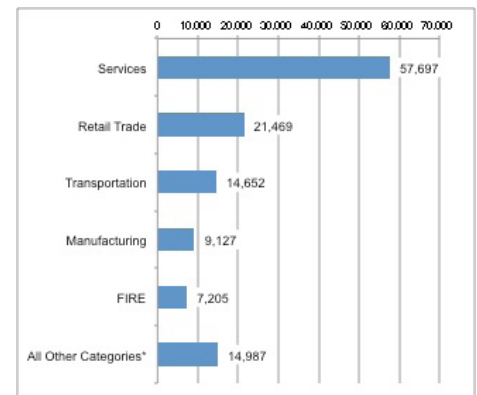
Market Conditions

Business and Employment Data

The total number of businesses is approximately 10,600, with 125,137 employees in the LAX vicinity (within a three-mile radius around the intersection of Airport Boulevard and 96th Place).

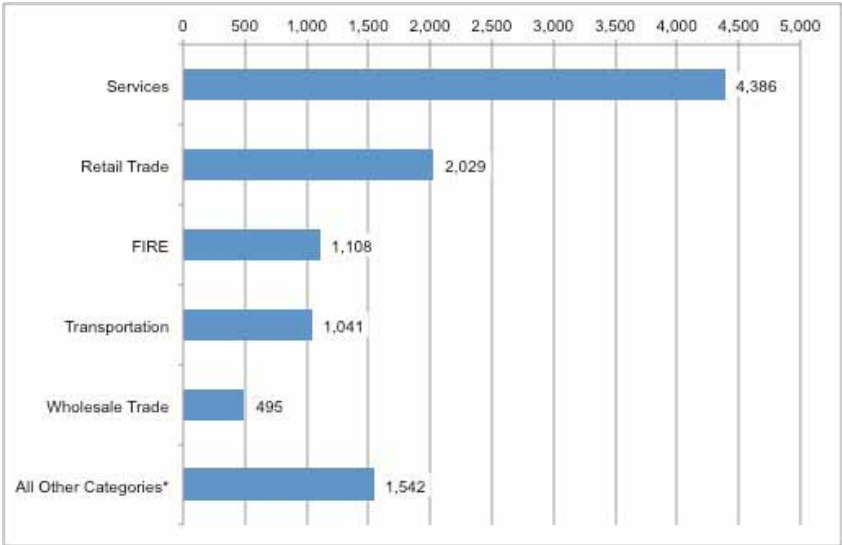
The majority of workers are in the service, retail trade, transportation, manufacturing, or FIRE (finance, insurance, and real estate) sectors, which together account for 88 percent of employees.

Number of Employees by Business Sector



*Includes government, wholesale trade, construction, communication, other agriculture and mining, and utility. FIRE = finance, insurance and real estate. Source: esri, July 2011

Number of Businesses by Sector



*Includes construction, other, manufacturing, government, communication, agriculture and mining, and utility.
FIRE = finance, insurance, and real estate. Source: esri, July 2011

The following table provides a more detailed breakdown of businesses and employment in the three-mile radius surrounding the Century District:

Total Businesses and Employees

	Businesses		Employees	
	Number	Percent	Number	Percent
Other Services	2,705	25.50%	28,141	22.50%
Finance, Insurance, Real Estate	1,108	10.50%	7,205	5.80%
Transportation	1,041	9.80%	14,652	11.70%
Eating & Drinking Places	569	5.40%	8,403	6.70%
Miscellaneous Retail	518	4.90%	3,478	2.80%
Real Estate, Holding, Other Investment Offices	502	4.70%	2,936	2.30%
Wholesale Trade	495	4.70%	4,131	3.30%
Health Services	471	4.40%	6,727	5.40%
Construction	441	4.20%	3,832	3.10%
Automotive Services	424	4.00%	4,017	3.20%
Other	407	3.80%	433	0.30%
Manufacturing	337	3.20%	9,127	7.30%
Motion Pictures & Amusements	258	2.40%	4,758	3.80%
Legal Services	252	2.40%	1,202	1.00%
Banks, Savings & Lending Institutions	230	2.20%	1,677	1.30%
Food Stores	226	2.10%	2,826	2.30%
Insurance Carriers & Agents	216	2.00%	1,262	1.00%
Furniture & Home Furnishings	207	2.00%	2,299	1.80%
Education Institutions & Libraries	175	1.70%	7,669	6.10%
Government	155	1.50%	4,948	4.00%
Hotels & Lodging	101	1.00%	5,183	4.10%

Sources: ESRI, July 2011

Retail Market Conditions

An analysis of retail supply and demand for the area estimates the retail demand potential at approximately \$2.1 billion for combined households in the area. The projected retail supply (sales) is estimated at \$2.7 billion. In most of the key industry sectors (e.g., general merchandise, food and beverage, clothing, and hobby/entertainment-related categories), retail sales in the area exceeded projected demand, suggesting that retail centers in the area draw more customers than expected for the area.

Retail supply is estimated to be less than demand in two categories: 1) motor vehicle and parts dealers and 2) furniture and home furnishing stores. Generally, these data indicate a “surplus” of retail (at approximately \$600 million in sales), which indicates that there is generally sufficient retail serving the area, with the exceptions noted. However, the location of the retail relative to the Century District is a critical consideration, because most of that retail is not in close proximity to the District. In addition, although residents may be well served, it is still possible that the demands for goods and services from the daytime labor force or visitors to the District are not being met.

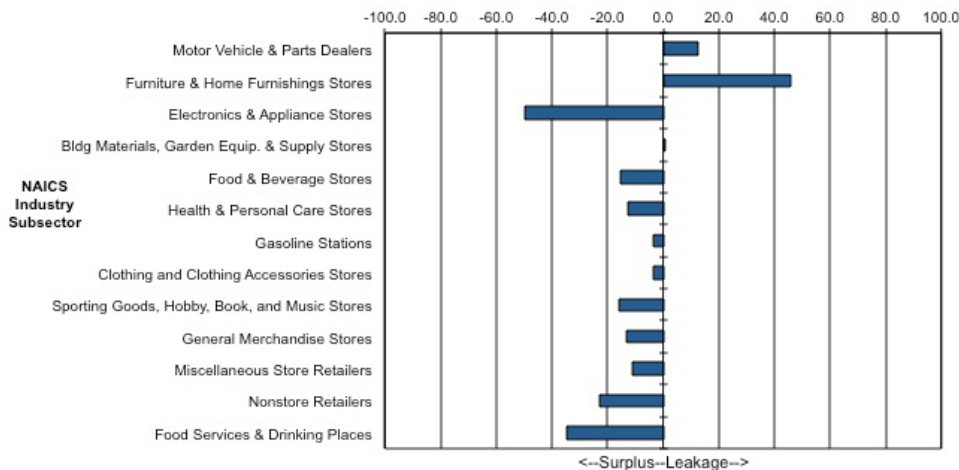


Diego Alvarez, Regional Transportation Coordinator, LAWA, highlights plans for the surrounding community.



Panelists review market data to help their understanding of the area and inform their recommendations for the District.

Leakage/Surplus Factor by Industry Subsector

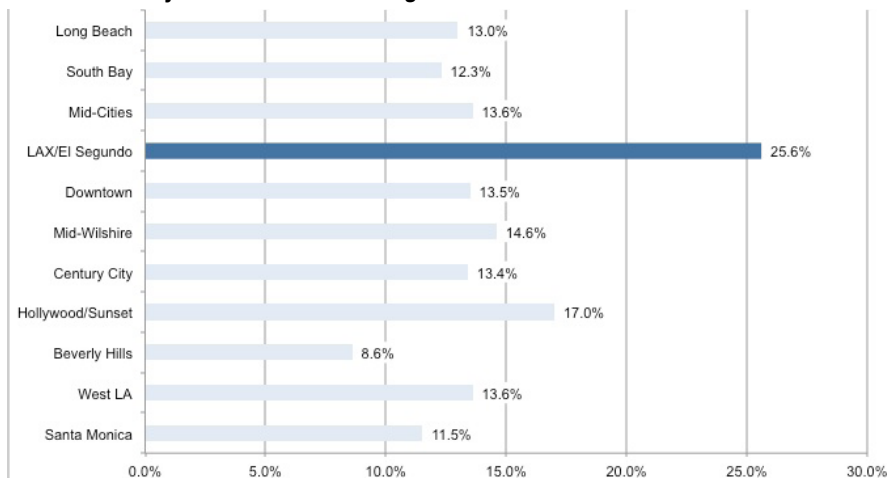


Source: Reis Retail Marketplace Profile

Office Market Conditions

The LAX/EI Segundo office submarket includes approximately 14.9 million square feet of office space. The submarket had a vacancy rate above 25 percent at the end of the second quarter of 2011, according to Reis, Inc. The vacancy rate (25.6 percent) is the highest vacancy rate in the central Los Angeles basin—considerably higher than vacancy rates in the Westside communities (such as West Los Angeles, Santa Monica, or Beverly Hills) or central Los Angeles (such as Downtown or Mid-Wilshire).

Office Vacancy Rates in the Los Angeles Core



Source: Reis, July and August 2011

Over the past five or six years, the vacancy rate has ranged between 17 percent and 24 percent, and is projected to remain above 22 percent through 2015.

Office Vacancy Rates – LAX/EI Segundo Submarket



Data projected for 2011 through 2015. Source: Reis, July and August 2011

The average asking lease rate in the LAX/EI Segundo submarket is among the lower rates in the Los Angeles basin and is comparable to the average lease rate for Downtown Los Angeles.

Average Asking Lease Rates for Office Space



Source: Reis, July 2011

A more in-depth review of conditions in the LAX submarket (excluding EI Segundo) by CoStar Group indicates that while there are approximately 6.5 million square feet of leaseable space in the LAX submarket, roughly 2.9 million square feet (or 45 percent of the space) is in Class C office buildings.



LAX/EI Segundo submarket is among the lower rates in the Los Angeles basin for office space.

LAX Submarket Office Statistics

	Number of Bldgs	Total RBA	Vacancy %	Quoted rate /Mo.	Average RBA/Bldg
Class A	17	3,651,426	33.0%	\$1.58	214,790
Class B	28	1,723,501	17.2%	\$1.54	61,554
Class C	200	1,171,630	3.6%	\$1.60	5,858
Total	245	6,546,557	23.6%	\$1.57	26,721

As of the end of first quarter 2011. Source: CoStar Group

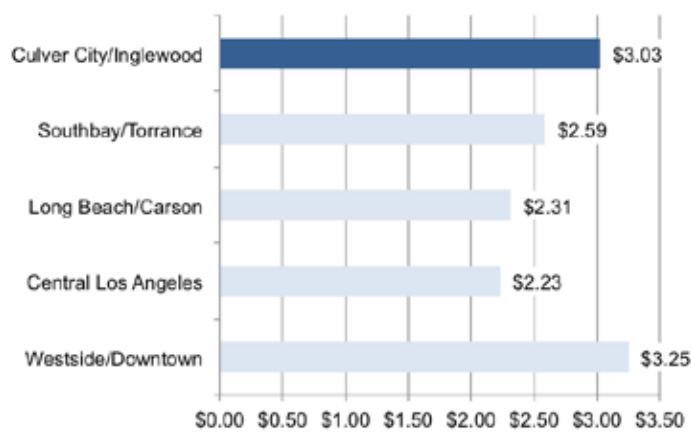
A key strength of this submarket is its central location. The submarket is relatively close to Downtown and the Westside and immediately adjacent to LAX. Due to its close proximity to the 405 and 105 freeways, it is also conveniently located relative to the ports of Los Angeles and Long Beach. Nevertheless, this submarket is perceived as less desirable due to a lack of amenities for local office workers. There are few of the quick-service restaurants, sandwich shops, and services that allow workers to have a quick lunch, run errands, or entice them to stay in the area after work. Most of the dining options are located within the hotels, which, with fortress-like, stand-alone configurations, are inconvenient and uninviting to the local workforce.

As a result, office buildings are at a disadvantage when trying to lure tenants. One of the office property owners interviewed by the ULI LA TAP reported two other factors that make office space in the Century District less competitive: the city's gross receipts tax, which makes office space in El Segundo and nearby incorporated cities more attractive from a business cost perspective, and a lack of visitor parking. While parking in the area is plentiful, most of it is priced for longer-term airport parking.

Retail Market Conditions

The Century District is within the Culver City/Inglewood/El Segundo submarket, which, according to Reis, Inc., includes approximately 1.8 million square feet of non-anchor retail space. The average asking lease rate in the submarket is approximately \$3 per square foot, which is among the highest in the Los Angeles core—second only to the average asking rate for the Westside/Downtown submarkets.

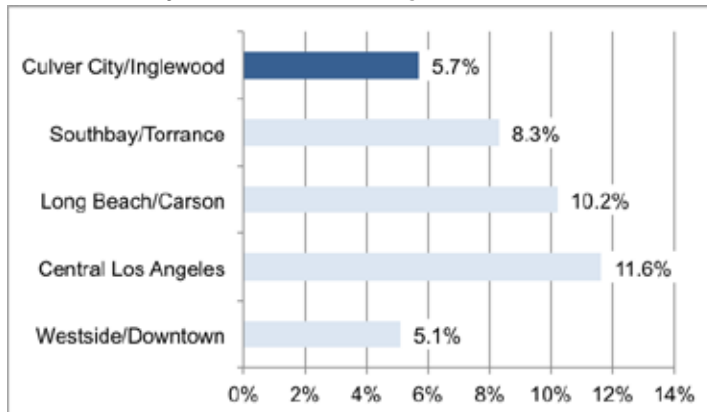
Average Asking Retail Lease Rates in the Los Angeles Core



Non-anchor space only. Source: Reis, July and August 2011

As of the end of second quarter 2011, vacancy rates in the Los Angeles core range between 5 percent and 12 percent. The vacancy rate for the Culver City/Inglewood/El Segundo submarket is the second lowest, at 5.7 percent.

Retail Vacancy Rates in the Los Angeles Core



Source: Reis, July and August 2011

While these data suggest a relatively healthy retail market in the area, little of this retail space is within or immediately adjacent to the Century District. The closest retail centers are in Westchester (Westchester Village) and Manhattan Beach, which are far enough away from the District that they are not within walking distance and, thus, are not convenient to the local workforce, especially during the day. The dearth of shopping, dining, and entertainment venues in the District and vicinity has required the Business Improvement District to provide shuttle service to retail areas in Manhattan Beach and El Segundo for visitors and tenants in the District.

Hotel Market Conditions

The LAX/Century Boulevard hotel market, one of the largest single submarkets in Los Angeles County, totals 7,370 rooms and is included in the overall Los Angeles International Airport hotel market, which is the largest single submarket in Los Angeles County. The LAX/Century Boulevard and the overall LAX hotel market (which includes nearby neighborhoods that also attract LAX hotel business, such as El Segundo and Westchester) maintain strong occupancy rates, but suffer a very low average daily rate.

The following chart shows year-end 2010 occupancy, average daily rate, and Revenue per Available Room (RevPar) for Los Angeles County and all submarkets in Los Angeles County. RevPar—a common performance metric in the hotel industry—is calculated by multiplying a hotel's average daily rate (ADR) by its occupancy rate, or by dividing a hotel's total guestroom revenue by the room count and the number of days in the period being measured.



The La Quinta Inn and Suites is one of 14 hotels in the LAX Century Boulevard Hotel Market.

Year-End 2010 Los Angeles County Hotel Markets

Hotel Market	Annual Supply	Occupied Rooms	Market Occupancy	Average Daily Rate	RevPar
Los Angeles County	37,396,514	26,607,424	71.1%	\$ 152.97	\$ 108.84
Beverly Hills/West Los Angeles	2,786,410	2,015,035	72.3%	\$ 254.59	\$ 184.11
Santa Monica	974,550	794,111	81.5%	\$ 250.23	\$ 203.90
West Hollywood	676,710	498,054	73.6%	\$ 214.16	\$ 157.62
Hollywood	604,075	451,185	74.7%	\$ 180.37	\$ 134.72
Marina Del Rey	496,765	374,508	75.4%	\$ 153.65	\$ 115.84
Pasadena	609,185	427,654	70.2%	\$ 150.40	\$ 105.58
Downtown 1*	2,225,405	1,431,992	64.3%	\$ 142.51	\$ 91.70
San Fernando Valley	2,004,580	1,390,955	69.4%	\$ 128.06	\$ 88.86
Long Beach	1,430,435	920,056	64.3%	\$ 124.52	\$ 80.09
South Bay	2,213,725	1,553,265	70.2%	\$ 119.76	\$ 84.03
Thousand Oaks-Agoura Hills	665,030	440,028	66.2%	\$ 119.49	\$ 79.06
Arcadia/Monrovia	355,875	267,441	75.2%	\$ 111.60	\$ 83.87
Santa Clarita Valley	521,585	345,699	66.3%	\$ 104.68	\$ 69.38
Whittier/I-5 Corridor	601,520	443,538	73.7%	\$ 98.00	\$ 72.26
San Gabriel Valley	915,055	555,325	60.7%	\$ 97.31	\$ 59.06
Downtown 2*	562,465	387,176	68.8%	\$ 90.88	\$ 62.56
LAX/Century Boulevard	2,690,050	2,187,641	81.3%	\$ 90.34	\$ 73.47
Los Angeles International Airport	3,897,105	3,044,690	78.1%	\$ 90.08	\$ 70.38

*The Downtown 1 Los Angeles hotel market comprises Downtown hotels that typically have average daily rates exceeding \$110.00. The Downtown 2 Los Angeles hotel market is made of the smaller downtown hotels and those that have average daily rates typically not exceeding \$110.00.

LAX/Century Boulevard Hotel Market comprises the following hotels, followed by the room total for the respective hotel:

Competitive Supply LAX/Century Boulevard Hotel Market

1. Crowne Plaza LAX	613
2. Marriott Los Angeles Airport	1,004
3. Embassy Suites LAX North	222
4. Sheraton Gateway LAX	802
5. Renaissance LAX	499
6. Hilton LAX	1,234
7. Westin Los Angeles Airport	740
8. Four Points by Sheraton LAX	573
9. Radisson LAX	508
10. La Quinta Inn & Suites LAX	278
11. Holiday Inn LAX	405
12. Holiday Inn Express LAX	160
13. Courtyard by Marriott LAX	185
14. Travelodge LAX	147
Competitive Market Total	7,370

Source: PKF Consulting USA



With 740 guestrooms, the Westin is the fourth largest hotel in the LAX/Century Boulevard Hotel Market

LAX/Century Boulevard Hotel Market

Historical Market Performance of the Competitive Supply

Year	Annual Supply	Percent Change	Occupied Rooms	Percent Change	Market Occupancy	Average Daily Rate	Percent Change	REVPAR	Percent Change
2006	2,690,050	-	2,247,231	-	83.5%	\$96.39	-	\$80.52	-
2007	2,690,050	0.0%	2,250,576	0.1%	83.7%	104.39	8.3%	87.34	8.5%
2008	2,690,050	0.0%	2,237,481	-0.6%	83.2%	106.06	1.6%	88.21	1.0%
2009	2,690,050	0.0%	2,037,203	-9.0%	75.7%	92.69	-12.6%	70.19	-20.4%
2010	2,690,050	0.0%	2,187,641	7.4%	81.3%	90.34	-2.5%	73.47	4.7%
CAAG	0.0%		-0.7%			-1.6%		-2.3%	
10 ytd	1,345,025	-	1,087,242	-	80.8%	\$90.98	-	\$73.54	-
11 ytd	1,345,025	0.0%	1,154,416	6.2%	85.8%	96.03	5.6%	82.42	12.1%

Source: PKF Consulting

The market supply has remained flat over the five-year period, with no additions to supply. Over the same period, demand (as measured by occupied room nights) decreased at an annual rate of 0.7 percent. Market occupancy decreased to 83.2 percent in 2008 and 75.7 percent in 2009 as a result of a suppressed travel industry. Market occupancy ended 2010 at 81.3 percent, reflecting a rebound of 7.4 percent growth in occupied rooms. The rebound trend has continued year to date through June 2011, posting an additional 6.2 percent growth in occupied room nights.

Over the last five years, the average daily room rate of the competitive set decreased by an annual rate of 1.6 percent. The market's average daily rate increased significantly in 2007, but has since experienced minor increases or declines each year since the economy faltered in 2008. The average daily rate bottomed-out in 2010 at \$90.34, before showing positive growth of 5.6 percent in year to date 2011. The market's RevPAR realized a decrease at an annual rate of 2.3 percent over the same time period. Year to date through June 2011, however, the market is up 12.1 percent in RevPAR, reflecting strong positive growth.



The Sheraton Gateway, located at Century Boulevard and Avion Drive, is the third largest hotel in the LAX competitive market, with 802 guestrooms.



Aviation/LAX Transit Corridor Preferred Alternative. Source: Metro.net

Development Opportunities Assessment

Investments by Metro

Metro's investment in light rail infrastructure provides many opportunities for transit-oriented development.

New transit facilities typically create real estate development opportunities. Transit riders entering or leaving a station represent a source of demand that supports the development of convenience retail and restaurant establishments on adjacent properties. Cities typically provide density incentives for development adjacent and in proximity to new light rail stations. In the right locations, TOD zoning incentives can make it economical to convert less productive uses (typically parking, industrial, or older commercial uses) into more productive uses (typically multifamily residential and mixed-use, including ground floor retail).

In the specific case of the new Metro station at Aviation and Century boulevards, it is uncertain whether the surrounding amenities of the area would make the adjacent area sufficiently attractive to justify residential development. It is likely that adverse traffic and noise conditions, together with a lack of residential and neighborhood amenities, would override any attraction that the new transit station might have for new residential investment.

As an alternative to residential use, the transit connectivity afforded by the new station could make adjacent property more attractive for the development of additional hotel rooms, retail, and restaurants. The degree to which the new transit station will stimulate demand for new development on adjacent properties will depend in large part on the number of transit patrons using the station,

which will depend, in turn, on the nature and the success of the "last mile" connection between the new station and the airport terminal.

Metro's investment in new transit stations often requires that Metro acquires more property than is directly needed for the transit improvements. The remaining property can then be made available for development of more productive uses or, in some cases, parking to accommodate commuter use of the new station. Metro may dispose of surplus properties through sale or ground lease.

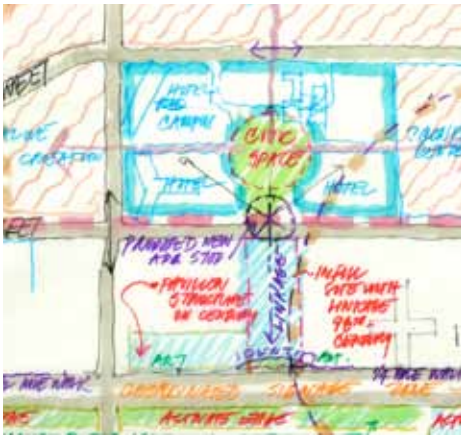
Many guests staying at airport hotels may not require rental cars or automobiles because they are staying locally and using the airport for both arrival and departure. The new Metro station could also increase the economic potential of the airport hotels by providing hotel patrons with convenient access to destinations in other parts of Los Angeles that are accessible via Metro light rail.

Metro's Joint Development Program has provided a successful model of working with developer partners to facilitate TOD redevelopment around other new stations in the region; a similar strategy to promote transit-oriented development could also be pursued by LAWA.

Consolidated Rental Car Facility

Development of the consolidated rental car facility (ConRac) at Manchester Square would free-up the existing sites currently used for rental car surface parking, making these sites available for redevelopment or other uses.

Placing the ConRac at Manchester Square would not require all of the land at the location. With correct site planning and configuration of access and circulation, there is an opportunity to develop new land uses on the easterly edge of this site, along La Cienega Boulevard, and on the southerly edge of the site, along Century Boulevard. The frontage of this property along La Cienega and Century Boulevards enjoys good visibility and excellent access to and from the San Diego Freeway. Freeway visibility and access make parts of the Manchester Square site particularly attractive for new commercial development, which could include additional hotel development. Because of the catalytic effect of the ConRac on the potential for new development



The Panel recommends a walkable restaurant and entertainment area between 96th and 98th Streets.

in surrounding sites, the ULI LA TAP recommends that LAWA prioritize completion of land assembly at the Manchester Square site.

Job Creation

The opportunity for development of new office and industrial uses is limited by current market conditions, where high vacancies and current rents are insufficient to support construction of new office buildings.

Airport-related industrial and air freight related uses could be a viable alternative use for the surface parking lots that will become surplus when the ConRac is built. Background literature reviewed by the TAP discusses the economic and world connectivity importance of the 21st century airport. Greg Lindsay, co-author of *Aerotropolis: The Way We'll Live Next*, writes: "The notion of the aerotropolis, then, is basically that air travel is what globalization looks like in urban form. It is about flows of people and goods and capital, and it implies that to be connected to a city on the far side of the world matters more than to be connected to your immediate region." The potential availability of nearby land enables LAWA and the city of Los Angeles to explore the growing economic development importance of the LAX engine and its connectivity to the world. While the TAP is aware of the ongoing LAX Northside Community Plan efforts for 340 acres of airport property just north of Westchester Parkway and the development opportunities there, the location of potentially surplus land in the District enjoys a superior location with proximity to LAX, the new Metro station, and the San Diego Freeway.

The availability of surplus land for airport-related industrial and air freight uses offers the potential for LAWA to realize a job creation strategy. LAWA could combine: 1) a program for targeted recruitment of new businesses (or expansion of existing businesses) that would benefit from immediate proximity to the airport and 2) write-downs of land costs to make new development more attractive.

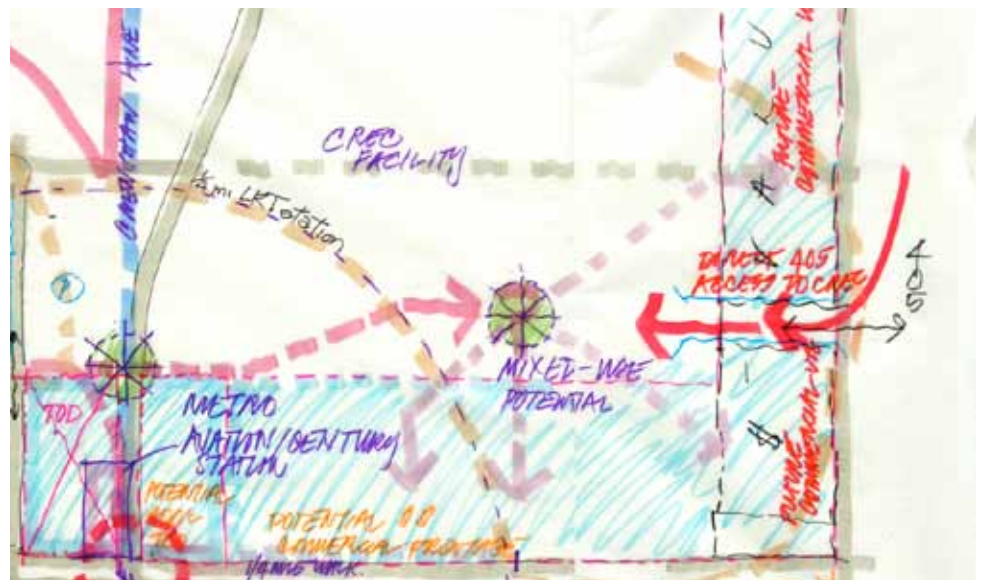
Community stakeholders articulated concerns regarding the adverse effect of the city of Los Angeles' gross receipt tax on the ability to attract new businesses to the area. Commercial uses in the City of Los Angeles are at a competitive disadvantage versus comparable properties in nearby El Segundo, which does not have a gross receipts tax. Tax abatement strategies may be a necessary element in the attraction of job-creating airport-related businesses to locate on the property that would be freed up by the relocation of auto parking from surface lots to the new ConRac.

Hospitality

Opportunities in the hotel market can drive the conversion of the Century Boulevard corridor into the "Gateway to L.A." While the LAX market has typically been one of the best performing markets in Los Angeles County from an occupancy standpoint, room rates are positioned far below the rest of the overall Los Angeles County market.

The first opportunity to improve the district is to make the district a better pedestrian environment, along with the addition of new restaurants, retail, and entertainment. There is an opportunity to develop a walkable restaurant and entertainment area between 96th and 98th streets. The L.A. Live Sports and Entertainment District in Downtown Los Angeles and the 3rd Street Promenade in Santa Monica are examples of how a successful pedestrian-friendly entertainment district can transform and revitalize the immediate and surrounding neighborhood. The planned Metro transit station located at the corner of Aviation and Century boulevards can enable the corridor to become a more transit-oriented development. Additionally, a transit system, which would provide efficient, safe, and affordable transportation between existing hotels on Century Boulevard, could enable these hotels to better compete with hotels in the neighboring El Segundo market.

As a result of an improved district, hotels in the immediate area will become more marketable and will be able to raise room rates as a means to generate more revenue for owners, third-party management companies, and the BID. Opportunities to increase rates and improve the operations of the existing hotels on the Century Boulevard corridor will arise on a case by case basis. With higher average daily room rates, along with the existing high occupancy levels, financiers and developers will be more inclined to develop new hotels.



The Panel recommends developing the frontage along the ConRac for new commercial development.



Ron Altoon, Patricia Smith and Patrick Gibson listen to a presentation by Roderick Diaz, Transportation Planning Manager, LA Metro

Office Sectors

Given the large amount of vacant office space within the LAX office market (with vacancy rates projected to remain high into the future), the demand for new office space in the near- to mid-term is limited. However, improvements to the retail environment could generate demand for space in the area, which could, in turn, improve the viability of renovations to the existing Class B and Class C space.

Additional retail and entertainment options are needed to fully serve the local labor force. The development of retail to serve the daytime population and provide dining and entertainment opportunities in the evenings for workers and hotel guests would not only enliven the district, but would also make the office space more competitive. Retail-oriented tenants in the ground floor space of the office buildings could address the lack of amenities available to the daytime workforce in the district.

Conference Center

The LAX hotel market provides a substantial amount of meeting space, as denoted in the following table. While the hotels in the market have quality space, they do not optimize the use of their meeting space for groups and conventions due, in large part, to the infrastructure and amenity issues discussed in this report. *(See Appendix for a competitive hotel study in the District)*

Property	Total Meeting Space (sq. feet)	Largest Meeting Room (sq. feet)	Total Meeting Rooms
Crowne Plaza LAX	15,000	5,876	19
Marriott LAX	55,000	12,320	38
Embassy Suites LAX North	5,500	2,574	7
Sheraton Gateway LAX	50,000	11,400	47
Renaissance LAX	18,400	6,273	17
Hilton LAX	55,000	13,585	32
Westin LAX	55,000	13,227	41
Four Points LAX	16,500	6,000	17
Radisson LAX	42,000	13,944	27
La Quinta Inn & Suites LAX	7,900	4,350	7
Holiday Inn LAX	7,844	3,728	6
Holiday Inn Express LAX	1,620	1,620	1
Courtyard by Marriott LAX	1,762	1,118	4
Travelodge LAX	N/A (10-15 people)	N/A	1
Total	331,526	7,386 (averaged)	264

The need to develop a conference center is not pressing until improvements are made to the amenities within the Century District, as discussed throughout this report. Once the new amenities are established within the immediate corridor, the anticipated influx of travelers to the area, along with improved market conditions, may provide the financial incentive to include a conference center in the development pipeline.



TAP Chair Bob Gardner (right) shares his understanding of market conditions affecting Century Boulevard with ULI Staff Christine Sousa.



The panel believes that there is no need to develop a conference center, such as the one shown at the Sheraton Gateway, until improvements are made to the amenities within the Century District



The route of the LAWA-proposed people mover and the alternative Metro-proposed light rail extension into the LAX terminal areas has been suggested for 98th Street. Either mode—people mover or light rail extension—is likely to be an elevated structure: the tracks will need to cross above Sepulveda Boulevard and may also need to connect to the extension of the Green Line and Crenshaw Line, which will travel above grade. Due to the imposing presence of many multi-level parking decks along the south frontage of 98th Street and the presence of the above-grade rail system, 98th Street would be rendered relatively unsuitable for pedestrian activity for the long term.

The TAP identified several issues that need resolution.

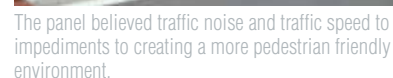
As the major artery feeding LAX, Century Boulevard is an eight-lane roadway. When turn lanes are considered, the street width expands to ten or 11 lanes. This size of the street conflicts with scale for the buildings that line the street and pedestrians trying to cross the street. The roadway is not only wide; it is also busy, carrying over 4,000 vehicles per hour in both the morning and afternoon peak hours. There is no curbside parking and, therefore, no buffer between traffic and the sidewalk. It is improbable that there is a single space in which people in the district might gather adjacent to this street. Therefore, a goal of creating a more welcoming environment for the District conflicts with a goal of creating more intimate arrival places for the various hotels and office structures because those commercial interests achieve the desired intimacy using vast setbacks from the street.

The sidewalks on Century Boulevard are 11 feet wide west of Aviation Boulevard and seven to nine feet wide east of Aviation Boulevard. West of Aviation Boulevard, continuous landscaped parkways provide a buffer between traffic in the curb lane and pedestrians on the walkway.

At over 50,000 vehicles per day, the heavy and ever-present traffic on Century Boulevard creates an uncomfortable walking environment. There are few distractions or moments of relief for pedestrians.

Visitors to LAX tend to drive faster than posted speeds, which contributes to the inhospitable nature of Century Boulevard as a pedestrian-friendly environment.

Recent landscape improvements, including landscaped medians and continuous landscaped parkways with uplighting, have unified the visual experience for those driving along Century Boulevard and improved the pedestrian experience west of Aviation Boulevard. However, given the narrow sidewalk widths, these improvements serve as marginal comforts for pedestrians trying to enjoy an outdoor setting.





Though recent landscape improvements have unified the visual experience along Century Boulevard, given the narrow sidewalk widths, these improvements serve as marginal comforts for pedestrians trying to enjoy an outdoor setting.

Other Streetscape Elements

Beyond the placement of the light columns, there is no noticeable framework streetscape plan for Century Boulevard. Other elements that have not been addressed include: wayfinding signage, roadway and pedestrian lighting, crosswalks, sidewalks, seating areas, trash containers, news racks, public art, and other public use amenities.

Adjacent Land Uses

An office building complex, hotels, and rental car facilities (located in industrial buildings) occupy the south side of Century Boulevard between La Cienega and Aviation boulevards. The north side includes a gas station, hotel, and the rear side of the Manchester Square multifamily residential area, giving a “back of the house” first impression along this LAX access avenue.

West of Aviation Boulevard, the south side of the street is occupied largely by cargo facilities and other airport-related uses. Hotels, office buildings, and retail uses line the north side of Aviation Boulevard, making Century Boulevard a single-loaded corridor, which is not typical of most successful hotel, entertainment, and/or retail streets. Most of the buildings along the north side are not occupied with ground-floor retail or services that orient toward the street.

Activating the south side of Century Boulevard would be a significant challenge, but not impossible. Activating the north side would be considerably easier given the opportunity for infill development in the existing setbacks.

Built Form/Urban Design

Buildings along Century Boulevard are inconsistent in massing and relationship to the street. They generally lack any orientation to pedestrians or travelers on the street.

Despite the benefit of a plethora of well known international hotels along and near Century Boulevard, the buildings they occupy are visually tired, reflecting a standard of design that is inconsistent with a world-class airport experience.

The office buildings look like Class B structures, and the parking structures are no better. None of these buildings are exemplary, and would generally be considered “background” buildings.

LAWA Consolidated Rental Car Facility

LAWA is considering two locations for a consolidated rental car facility—one on the Manchester Square residential development, most of which LAWA now owns, and the other along Sepulveda Boulevard. The Sepulveda location would be, by necessity, an open lot because it is located directly under the landing path for the North Runway. The Manchester Square site could accommodate a parking structure because it is situated further east and less impacted by the landing path. The advantages and disadvantages of each of these sites differ when considering the interests of either LAWA or the BID—these organizations must carefully select the best possible site and programming of the ConRac for all the District’s many stakeholders.

LAWA Remote Employee Surface Parking Lot

LAWA is also considering the proper location for daily employee parking on the alternative site to the ConRac. Again, the selected site will create require careful consideration by LAWA and the BID.

People Mover Alignment and Station Locations

The ultimate decision on whether to implement a second, independent transit system or a single seamless extension of Metro’s light rail lines directly to the airport, the alignment of that public transit line, and the location of additional station are critical to the overall development of the Century District. Transit linkage will drive all development in the District and should, therefore, be considered holistically.



The SFO AirTrain is an example of an airport people mover system. (Photo courtesy Flickr user alasdairmulhern)



Many strengths exist that can be leveraged to construct an exceptional vision for Century Boulevard and the larger District. The TAP identified many opportunities to add value to the land and energize the district:

The primary transformative agent in the district is the Metro Green Line and Crenshaw Line light rail station at Century and Aviation boulevards. That transit investment will have a significant impact on the way people intersect with the airport. The location also has the potential for a large, multi-block commercial development node.

A secondary game changer is the transit link into LAX from the Metro station, which has catalytic potential to the extent that it invigorates other uses on properties adjoining this link.

Another secondary game changer is the location of the ConRac. If situated along Sepulveda, it will significantly and negatively impact all lands east of it to La Cienega Boulevard, from 98th Street to Arbor Vitae. If located on the Manchester Square site, it will be the driving force behind the development of all the property north of 98th between Sepulveda and La Cienega boulevards.

A more obvious strength is the significant number of hotel rooms in the immediate area. The number of hotel rooms—the largest single concentration of hotel rooms anywhere in Southern California—presents a great benefit to any future enhancements and can be augmented by uses that transit visitors require.

The challenge of a single-loaded commercial street can be mitigated by creating a district, rather than a corridor, on the north side of Century Boulevard. The potential of a district to the north is particularly significant if the ConRac is realized—a considerable number of surface parking lots, along with underutilized parcels, will be available for development.

The setbacks on the north side of Century Boulevard are adequate to accommodate infill retail and serve developments that could connect to the street.

Collectively, the above elements provide a foundation for transforming a drive-through corridor into a regional-serving transit, pedestrian, and vehicle-oriented district, with the potential for 24/7 activity.

Based on input from LAWA, Metro, Councilmember Bill Rosendahl and his staff, the Century Gateway BID, and the expertise of the TAP members, the TAP offers the following master planning and urban design recommendations:

- Evaluate highest and best land uses
- Apply best practices to balance land use, open space, and traffic
- Balance development program and open space resources consistent with the goals of the adjacent communities
- Locate the anchor uses strategically to stimulate adjacent development
- Connect all anchor uses with public transit.

- Develop the parcels directly adjacent to the station to their “highest and best uses.” That includes the northwest, northeast, and southeast corners of Century and Aviation boulevards
- Link across Century Boulevard with a pedestrian bridge, bringing LAX portal identity closer to La Cienega Boulevard.



Specific Immediate Recommendations for Century Boulevard

Even as planning for the new transit-oriented district is underway, immediate improvements can improve the walkability and pedestrian-orientation of Century Boulevard and other streets in the district. After each suggested improvement listed below, the potential responsible entity and/or funding source is identified.

Implement a trees and signage program to:

- Replace water-consuming turf with drought-tolerant landscape
- Define multiple sign and tree canopy zones to reduce the conflict between existing features, for example: a sign zone below the street tree canopy to be viewed by motorists and pedestrians adjacent to building/business, a sign zone between the tree canopy and the palm canopy for longer-distance signage, and a sign zone above the palm canopy for a limited sign type.
- Implementation: BID and sign companies

Develop and implement a wayfinding signage program to support district identity and to identify destinations and uses

- Implementation: BID
- Extend the sidewalk streetscape east of Aviation Boulevard to the 405
- In the short term, explore the possibility of a nine- to ten-foot wide strip behind the existing six-foot wide sidewalk on the north side of Century Boulevard and the striped median on the south side of Century Boulevard to add parkways with compatible landscaping.
- Implementation: in conjunction with development (long term) or grant funding (near term)

Make the westbound curb lane a slow vehicle lane (add texture/color/signage) for right turns and shuttle vehicles

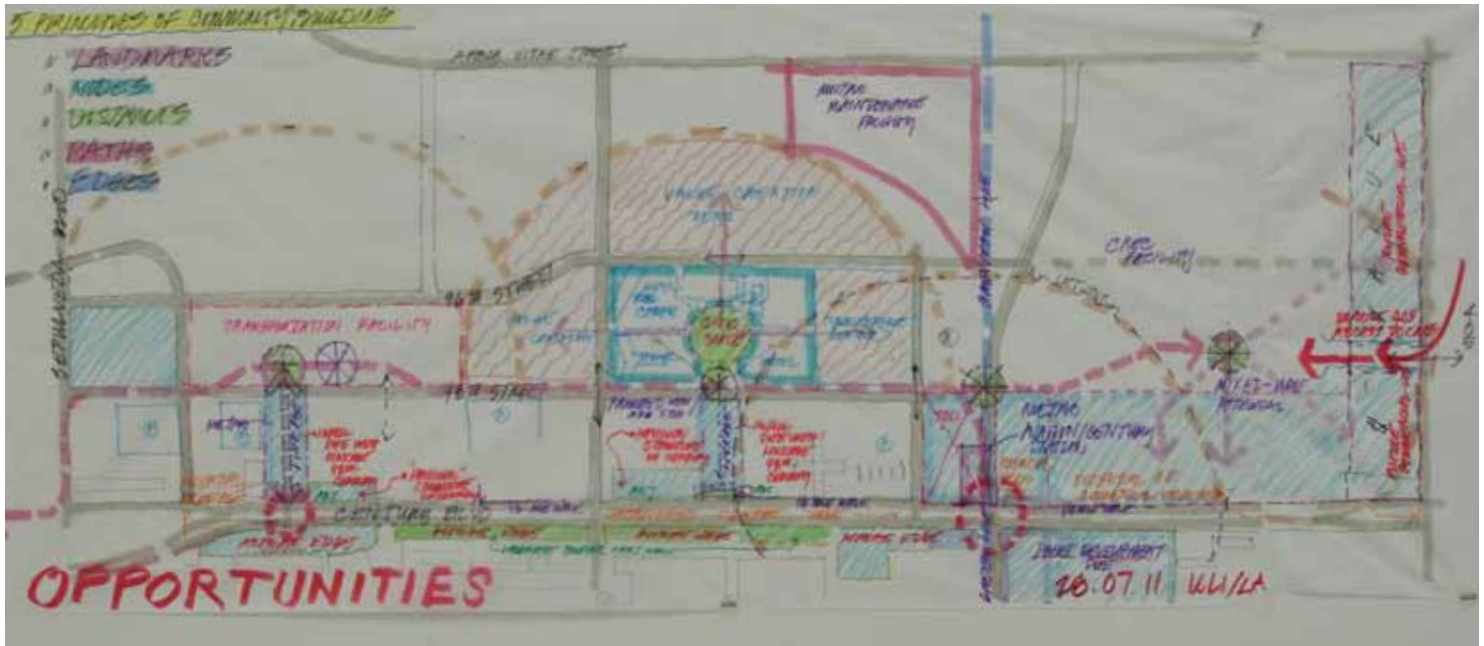
- Consider the same change for the eastbound curb lane if and when traffic volumes allow.
- Implementation: Los Angeles Community Improvement Program (CIP), Metro Call for Projects, or other grant funding

Infill deeper setbacks with retail pavilions, additions to bring retail activity to the street

- Primarily on the north side of Century Boulevard, but also in a few places on the south side of the street.
- Implementation: Property owners that generate new revenue.

Infill shallow setbacks with usable or interactive landscape/design elements

- An art walk—mostly on the south side.
- Implementation: LAWA





Panel Chair Ronald Altoon illustrates the physical recommendations for the Century Boulevard District.

Next Steps

A Road Map for Future Action

The previous section outlined general strategy recommendations that could further the transition of the Gateway to L.A. Study Area into a true “gateway.” Implementing these strategies will be very challenging, given divided institutional responsibilities for the “game changing” public improvements, the fact that the Gateway to L.A. BID’s service area comprises only part of the Study Area, severe limits on public financial resources, and the relatively weak real estate market in this area of Los Angeles. Nevertheless, given the Study Area’s regional significance and its numerous opportunities for physical, economic, and environmental improvement, these challenges could be addressed through a staged set of implementation actions.

Accordingly, the TAP recommends that future actions to capitalize on the Study Area’s opportunities be simultaneously pursued on three tracks. These include: 1) resolving key issues about the future of the connection between Metro’s transit lines, the LAX Central Terminal Area, and the location and design of the ConRac; 2) initiating and implementing plans for other areas within the District; and 3) other shorter-term actions that can enhance the economic and aesthetic qualities of the District. The TAP’s recommendations for implementing each of these three action tracks, including individual milestones to be accomplished over specified time periods, are presented below.

Track 1: Resolve the Big Issues

Two game-changing pending public sector improvement projects—the Green Line extension or a people mover into the LAX Central Terminal Area and the ConRac—are critical to the long-term future of the District. Each project is under the control of a different public agency and is proceeding on separate planning and implementation time lines. A successful future for the District depends heavily on integrated and timely decision making for these improvements.

Year 1

Develop a Joint Institutional Direction on the Green Line Extension/People Mover
The Mayor and City Council of Los Angeles should use their considerable influence with Metro and LAWA to resolve the mode and route for the Metro Green Line extension or people mover between the Aviation/Century Metro Station and the LAX Central Terminal Area. While planning and environmental studies have their own timetables, it is essential that these public agencies join forces immediately to agree on the basic strategy for what technology and route should be employed for this system. These agencies must also establish a financing program. The TAP recommends that the Mayor of Los Angeles convene a working group comprised of representatives from Metro, LAWA, and the city’s Planning and Transportation departments to design a process with specific milestones and a timeline for resolving these issues so that formal planning and environmental studies can commence.

Complete LAWA Decisions on the ConRac
Simultaneously with the above, LAWA should immediately complete the planning, financing strategy, and acquisition of Manchester Square for the location of the ConRac. LAWA should determine the feasibility of the negotiated acquisition of the remaining parcels. If eminent domain will be required, develop and price a relocation plan for the remaining tenants and commission a design for the ConRac facility.

Years 2-4

- Complete Metro Green Line extension/people mover planning and environmental studies.
- Complete ConRac land acquisition and relocation.

Years 5+

- Complete the Metro Green Line extension/people mover.
- Complete development of the ConRac.

Track 2: Plan for Other Internal Study Area Changes

Once resolution of the general direction on the above “big issues” has been launched, planning should begin on other issues internal to the District. These include consideration by the Gateway to L.A. BID about whether to expand its service area to encompass the entire District; initiating TOD and joint development planning around the Metro station and ConRac facilities; initiating a Specific Plan for the Study Area and an Urban Design Plan for Century Boulevard; and further evaluating the merits of the West Los Angeles Community College (WLACC) conference center proposal.

Year 1

- BID to explore an expansion of service to encompass the entire Study Area.
- Metro to initiate development of a TOD strategy around the Aviation/Century station site and a joint development strategy around the Arbor Vitae/Bellanca maintenance yard.
- LAWA to initiate development of a joint development strategy for surplus land around the ConRac.
- City Administrative Officer to evaluate using the District as test case for significant reductions in the Business Tax.
- More thoroughly evaluate the conference center idea for WLACC, in coordination with the BID and Century Boulevard hotels, and modify the direction for the WLACC property as needed.
- Get City Council approval and funding for the Planning Department to develop a Specific Plan for the District and an Urban Design Plan for Century Boulevard.



The panel presenting their findings and recommendations in an open meeting with the client.

Years 2-4

- Commission and complete work on a Specific Plan for the entire Study Area, with careful attention to develop plans for the major public improvement projects.
- Commission and complete an Urban Design/Urban Framework/Landscape Plan for Century Boulevard.
- Implement the TOD and joint development strategy for the east edge of the District, along La Cienega, and on the south edge of the site, along Century Boulevard around the ConRac; issue corresponding RFPs and select developers.
- Plan and package financing for the WLACC improvements.

Years 5+

- Implement private development along Sepulveda and Century Blvd.
- Implement WLACC improvements.
- Implement a Specific Plan and an Urban Design Plan.

Track 3: Develop Strategies and Funding to Enhance the Existing Physical and Market Environment

Even as planning for the game-changing public improvements are underway, immediate improvements can improve the walkability and pedestrian-orientation of Century Boulevard and other streets in the Study Area, as well as the economic environment for existing hotels and office buildings.

New development can incorporate some of these improvements, to the extent that new development occurs, but some improvements will require new sources of funding to implement, including reallocations of BID assessments, or changes in assessments, aggressive pursuit of funding from the city CIP, Metro Call-for-Projects, or grants.

Year 1

- The BID should facilitate a Hotel and Office Building Owners strategy to jointly market dining and retail facilities to promote uses by all employees and visitors in the District.
- The BID should prioritize a set of near-term, smaller scale capital improvements that can be funded from current assessments and/or other readily available funding sources, which would further enhance the appearance and functioning of Century Boulevard for pedestrians and visitors (e.g., replace water-consuming turf with drought-tolerant landscape; define sign and tree canopy zones to reduce the conflict between them; implement a wayfinding signage program to support District identity and to advertise destinations and uses).

Years 2-4

- Once the Urban Design/Urban Framework/Landscape Plan for Century Boulevard has been drafted, the BID should prioritize and fund a set of capital improvements that would enhance the area.

Appendix:

Competitive Hotel Supply



The Crowne Plaza LAX is a 613-room hotel located at 5985 West Century Boulevard. The property opened in September of 1984 and underwent a partial guestroom renovation at the beginning of 2011. The Crowne Plaza has public facilities that include a pool, sauna, exercise room, business center, and gift shop. Dining options at the hotel include the Brasserie, Java Net Cafe, and the LAX Jazz Club. Twenty-four-hour room service is also available. The hotel offers a complimentary airport shuttle and a Club Level, with a Club Lounge, that includes a cocktail hour and a complimentary buffet breakfast. There is 15,000 square feet of meeting space, with the largest meeting room at 5,876 square feet. Guestrooms include CD players, wireless Internet, smart lamps with data ports, and a coffee maker with complimentary coffee.



The Marriott Los Angeles Airport is located at 5855 West Century Boulevard. The hotel is an 18-floor, 1,004-room property, with 985 standard guest rooms and 19 suites. Guestrooms were renovated between 2008 and 2010. The hotel offers 38 meeting rooms, with 55,000 square feet of total meeting space. The largest meeting room is 12,320 square feet. There are a total of four food and beverage outlets, including an American restaurant open for lunch and dinner with two giant television screens and multiple monitors, a J.W.'s Steakhouse, a continental three-meal restaurant, and a Starbucks. Room service and a complimentary airport shuttle are also available. Recreational facilities include an outdoor heated pool and whirlpool, sauna, and fitness facility. Other facilities offered include an airline reservation kiosk, a barber shop, car rental desk, vending machines, and a gift shop. In room amenities include high speed Internet access, a coffee machine, Web TV, iron and ironing board, two-line phone with voicemail, safe, and wet bar. Some rooms offer refrigerators. Rooms located on the concierge level offer complimentary continental breakfast, along with midday snacks and hors d'oeuvres. Wireless Internet is available in the public space and meeting rooms.



The 222-room Embassy Suites LAX North is situated at 9801 Airport Boulevard. The property underwent a renovation to all guestrooms in June 2011. Public facilities include outdoor pool and spa, fitness center, 24-hour business center, and newsstand. Food and beverage facilities include AeroBistro, which serves breakfast, lunch, and dinner. Room service is available. A complimentary cooked-to-order breakfast, along with a manager's reception in the evening, is also offered. Complimentary airport shuttle is available. Meeting space totals over 5,500 square feet, with total of seven meeting rooms. The largest meeting room totals 2,574 square feet. Guestroom amenities include a refrigerator, microwave, coffee/tea maker, premium cable TV, high-speed Internet access, and terry cloth bathrobes.



The 802-room Sheraton Gateway is located at 6101 West Century Boulevard. The property underwent a \$15 million renovation in 2004, with additional updates during 2007-2008. Renovations included new linens and televisions, and upgrades to the health club, gift shop, lobby, and pool deck. Food and beverage facilities include The Brasserie, serving breakfast and lunch, as well as Paparazzi, serving Italian inspired cuisine for dinner. The hotel includes a Starbucks Coffee. 24-hour room service is available. State-of-the-art guestrooms include ergonomic chairs, iron/ironing board, coffee-maker, data port, video-check out, dual line speaker telephone, the Sheraton Sweet Sleeper bed, premium television, high speed Internet access, and a large work desk. Included in the room count are 94 suites and 50 Club Level rooms, which offer free local phone calls, free access to long distance carriers, an in-room printer/fax/copier, ergonomic workstation, and access to the Club Lounge. The Club Lounge provides a panoramic view of the Los Angeles International Airport and a complimentary continental breakfast, hors d'oeuvres, and cocktails. The property offers 47 meeting rooms and a total of 50,000 square feet of meeting space. Hotel services include high speed Internet access in meeting facilities, valet and self-parking facilities, and complimentary airport transportation. Other facilities include an outdoor heated pool, outdoor whirlpool, gift shop, business center, and 24-hour fitness facility.



The 499-room Renaissance LAX opened in 1991 located at 9620 Airport Boulevard. The property underwent a \$10 million renovation from 2004-2006, which encompassed hard and soft goods in all guestrooms. Public facilities include outdoor pool and spa, fitness center, sauna, and 24-hour

business center. Complimentary airport shuttle service is offered. Food and beverage facilities include the 96th Street Bistro, which serves breakfast, lunch, and dinner. Room service is available. The hotel displays a \$14 million art collection throughout the hotel. Meeting space totals over 18,400 square feet. The largest meeting room measures at 6,273 square feet. Guestroom amenities include a mini-bar, high-speed Internet access, and terry cloth bathrobes.



The 1,234-room Hilton LAX is located at 5835 West Century Boulevard. The hotel underwent a renovation to all its guestrooms in 2005-2006 and again in 2009-2010. Guestrooms feature voice-mail, data port connections, a 27" plasma television, a work desk, an iron and ironing board, and hairdryer. The hotel features 55,000 square feet of meeting space, with the largest

meeting room offering 13,585 square feet. Food and beverage facilities include Andiamo restaurant, which serves Northern Italian cuisine. Other food and beverage facilities include The Café, The Bistro, and a sports bar and lounge, Landings. 24-hour room service is also available. The hotel offers complimentary airport shuttle service. This hotel also features a business center, Hertz rental car desk, gift shop, fitness center, and an outdoor pool and Jacuzzi.



The 740-room Westin Los Angeles Airport is located at 5400 West Century Boulevard. All guestrooms offer voice mail, dual-line phones, a data port, iron and ironing board, the Heavenly bed, coffee maker, mini-bar, television, ergonomic desk chair, work desk, and 24-hour room service. Hotel

services include an outdoor heated pool, WestinWORKOUT gym, sauna, gift shop, business center, covered parking facilities, complimentary airport transportation, and a car rental service. The Westin Los Angeles Airport food and beverage outlets include The Daily Grill, which serves breakfast, lunch, and dinner. Starbucks Coffee is also located within the hotel. The lobby bar was renovated in August 2011. The property offers 41 meeting spaces with 55,000 square feet of meeting space, most recently renovated in 2008. The largest meeting room offers 13,227 square feet of meeting space.



The Four Points LAX is a 573-room hotel located at 9750 Airport Boulevard. The property was renovated in late 2010, including a partial renovation of rooms and a limited public space upgrade. Onsite facilities include a heated outdoor pool, 24-hour fitness center, 24-hour

business center, and gift shop. Food and beverage facilities include Comfort Restaurant, Brewsters Bar, and a Coffee Bar. 24-hour room service is also available. Guest services include dry cleaning, 24-hour complimentary airport shuttle, on-site car rental, express check-in and check-out service, and local complimentary shuttle to beaches and shopping. The Four Points has 16,500 square feet of meeting space with the largest room measuring 6,000 square feet. Guestroom amenities include coffee makers, hair dryers, complimentary morning newspaper, complimentary wireless Internet, and blackout drapes.



The 508-room Radisson LAX is located at 6225 West Century Boulevard. The hotel underwent a renovation to all guest rooms in late 2010. The Radisson offers a complimentary fitness center with sauna, Olympic-size heated pool and whirlpool spa, executive travelers lounge, gift shop, and

jewelry store. Food and beverage facilities include the Palmira Bar & Grill and the Concord Lobby Lounge. Room service is also available. Hotel services include on-site car rental, on-site travel agency, and 24-hour complimentary airport shuttle. The Radisson has 27 meeting rooms, with over 42,000 square feet of meeting space, including the largest: the 13,944-square-foot International Ballroom. Guestroom amenities include bathrooms with granite countertops and marble floors, wireless Internet access, soundproof windows, coffee makers with complimentary coffee, and spacious work areas that include two-line telephones and dataports.



The La Quinta Inn & Suites LAX is a 278-room hotel located at 5249 West Century Boulevard. The hotel completed a renovation in 2007. Onsite facilities include a heated outdoor pool with sundeck, fitness center, business center, and a convenience store. Food and beverage facilities

include an on-site restaurant, which serves lunch and dinner. Guest services include 24-hour complimentary airport shuttle, complimentary buffet breakfast, and laundry facilities. The La Quinta Inn and Suites has seven meeting rooms, with 7,900 square feet of meeting space. The largest meeting room measures 4,350 square feet. Guestroom amenities include coffee makers, hair dryers, complimentary morning newspaper, complimentary wireless Internet, and premium cable TV.



The Holiday Inn LAX is a 405-room hotel located at 9901 La Cienega Boulevard. The hotel completed a renovation in August 2009. Onsite facilities include a heated outdoor pool, 24-hour fitness center, 24-hour business center, and gift shop. Food and beverage facilities include Landings Restaurant and Lounge, which serves breakfast, lunch, and dinner. Room service is also available. Guest services include dry cleaning, 24-hour complimentary airport shuttle,

foreign currency exchange services, and a tour and attractions concierge. The Holiday Inn has six multi-functional meeting rooms measuring a total of 7,844 square feet. Guestroom amenities include coffee makers, hair dryers, complimentary morning newspaper, complimentary wireless Internet, and premium cable TV.



The Holiday Inn Express LAX is a 160-room hotel located at 8620 Airport Boulevard. The hotel completed a renovation in 2009. Onsite facilities include a heated outdoor pool, a 24-hour fitness center, and 24-hour business center. Complimentary hot buffet breakfast is served daily. Guest services include dry cleaning, complimentary airport shuttle, and a tour and attractions concierge. An executive club floor with separate check-in area is offered. The

Holiday Inn Express has 1,620 square feet of meeting space. Guestroom amenities include coffee makers, hair dryers, complimentary morning newspaper, complimentary wireless Internet, and premium cable TV.



The Courtyard by Marriott LAX is a 185-room hotel located at 6161 West Century Boulevard. The hotel completed a renovation in 2011. Onsite facilities include a heated outdoor whirlpool, a fitness center, and a full-service business center. A complimentary airport shuttle is available. Food and beverage facilities include The Bistro, which is open for breakfast and dinner. Guest services include coffee in the lobby, local restaurant dinner delivery, and a

concierge desk. The Courtyard by Marriott has 1,762 square feet of meeting space, including four meeting rooms. The largest meeting room totals 1,118 square feet. Guestroom amenities include coffee makers, hair dryers, complimentary wireless Internet, complimentary morning newspaper, and premium cable TV.



The Travelodge LAX is a 147-room hotel located at 5547 West Century Boulevard. Onsite facilities include a heated outdoor pool, fitness room, and gift shop. A complimentary airport shuttle is available and a complimentary breakfast bar is offered daily. The Travelodge LAX has one meeting room, which can accommodate 10-15 people. Guestroom amenities include coffee makers, hair dryers, complimentary wireless Internet, complimentary

morning newspaper, and premium cable TV.

Acknowledgements

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- Laurie Hughes, Executive Director, Gateway to LA BID
- Diego Alvarez, Regional Transportation Coordinator, LAWA
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- Roderick Diaz, Transportation Planning Manager, Los Angeles County Metropolitan Transportation Authority
- Cyndi Hensch, Westchester/Playa Neighborhood Council
- Greg Lehman, Renaissance Hotel
- Geoff Maleman, LAX Coastal Area Chamber
- Bruce Nahid, Office Building Owner
- Lisa Trifiletti, Planner, LAWA
- David Voss, Westchester/Playa Neighborhood Council



Bruce Nahid, property owner, shares opportunities and challenges for Century Boulevard.

Panel Members

Panel Chair

Bob Gardner

Managing Director, RCLCO

Bob is particularly involved in urban infill development, providing clients with market direction in the areas of multifamily residential (both ownership and rental), office, and retail. For specific developments, Bob and his team provide business planning advice regarding depth of market/sales velocity, achievable pricing, and product programming. Bob has also directed master-planned community projects. For these clients, he has evaluated business strategy plans, formed joint-venture relationships, conducted market-analysis programming, and determined residential and commercial pricing and absorption. Bob manages many public sector engagements-covering market analysis, financial feasibility, consumer research, and fiscal impact. Prior to Bob's nearly 22 years at RCLCO, he had worked at his own firm as well as other prominent regional economic consulting firms.

He regularly heads up Development Advisory Panels for ULI's Los Angeles District Council and currently serves on ULI's Urban Development/Mixed-Use Council (Bronze flight). On numerous occasions, Bob has been a member of the Urban Land Institute's panel advisory studies. Bob is also a board member of the Community Corporation of Santa Monica, a nonprofit organization committed to developing and managing affordable housing in the Los Angeles metropolitan area. He has been a speaker at real estate forums throughout California and has lectured on market research and financial feasibility at UCLA Extension Courses. Previous organizations where he served as a board member include Los Angeles Headquarters; NAIOP (National Association of Industrial and Office Parks), Los Angeles Chapter; and Westside Urban Forum. Bob holds a Masters in City and Regional Planning from U.C. Berkeley and a Bachelor's in Economics from UCLA.



City Councilmember Bill Rosendahl discusses the questions for the panelists to consider over the course of the day.

Panel Members

Ronald Altoon

Partner, Altoon + Porter

Ronald A. Altoon, FAIA is the founding Partner-for-Design of Altoon + Porter Architects, LLP, with offices in Los Angeles, Amsterdam and Shanghai. Leading the firm into global practice, he is responsible for the master planning and design of projects in 36 countries worldwide. He is a member ULI Public Private Partnership Council, the Policy and Practice Committee, a former member of the Awards of Excellence Jury, and is currently on the Urban Land Institute/LA District Council Executive Committee, where he is the chair of ULI Los Angeles. He was appointed to sit on the New York/New Jersey World Trade Center Strategic Analysis Blue Ribbon Panel for the Urban Land Institute, reviewing the urban design implications of the emerging plan following the 9/11 disaster. He was invited as one of 100 participants worldwide to attend both the 1st World Cities Forum in London, 2005, and the 2nd World Cities Forum in Shanghai, 2007.

Altoon is a former National President of The American Institute of Architects, a Trustee of the International Council of Shopping Centers, and is very involved lecturing for the University of Southern California's Marshall School of Business and the Gould School of Law, and sits on the Board of Councilors for the School of Architecture. To date, he has authored five books, including International Shopping Center Architecture, Designing the World's Best Retail Centers, and 21st Century Retail Centers: Context, Culture & Community and he has another in the works.

Bruce Baltin

Senior Vice President, Colliers PKF Consulting

Bruce Baltin is a Senior Vice President and Executive in Charge of the Colliers PKF Consulting USA practice in Los Angeles. Mr. Baltin oversees the firm's Asset Advisory Services practice on the West Coast and holds special expertise in economic, financial, and operational analyses for the hospitality industry. He conducts investment analysis, market demand studies, and asset advisory services for all segments of the hospitality real estate industry.

With more than 30 years experience in the industry, Mr. Baltin is frequently called upon to offer expert testimony in hospitality and real estate-related litigation matters in the areas of valuation and allocations of value. He oversees long-term consulting engagements with several municipalities and private sector clients to provide advice on design, financial, and management structure for major hospitality projects.

Patrick A. Gibson, P.E., PTOE,

President, Gibson Transportation Consulting

Pat Gibson has over 40 years of experience in preparing traffic and parking analyses for both public and private sector projects. He has directed the transportation sections for Environmental Impact Reports and Environmental Impact Statements for some of the largest development projects in Southern California, including Playa Vista,

STAPLES Center, the NBC Universal Evolution Plan, Wilshire Grand Redevelopment Project, Metro Universal transit-oriented development, and the Bunker Hill Redevelopment Plan in Los Angeles; the Disneyland Resort and the Honda Center in Anaheim; the Queensway Bay Master Plan and the Convention Center Expansion study in Long Beach; and PETCO Park, University Towne Center, and the Esplanade Park Master Plan in San Diego. Pat has directed over 50 downtown parking studies and has conducted hundreds of parking needs, feasibility, and functional design studies, as well as shared parking and parking financial analyses, for developments throughout Southern California and the United States. He has prepared traffic and parking studies for stadia and event centers, new and expanded regional shopping centers, and retail/entertainment centers throughout the United States. He spearheaded traffic, parking, access/circulation, and safety studies for over 50 schools and universities, and has spoken internationally on the topic.

Patricia Smith

ASLA, AICP, Patricia Smith Landscape Architecture

Patricia Smith, ASLA, AICP has more than 20 years of experience providing urban design and landscape architecture services to private and public sector clients. She specializes in streetscape improvements. With ZGF, she prepared the Master Plan for Santa Monica Boulevard in West Hollywood which received a national AIA Urban Design Award in 2001, followed by the landscape design plans for the boulevard, including extensive median landscaping. Construction was completed in 2001. She designed and prepared construction documents for Phase 1 streetscape and landscape improvements in the Los Angeles Sports and Entertainment District around Staples Center and prepared the Streetscape Master Plan for future improvements. Pat prepared the Mission Street Specific Plan for the city of South Pasadena in 1995 and more recently prepared a Downtown Streetscape Plan and construction documents for the same area. She worked with the local community in the residential South Park community of Los Angeles to design Venice Hope Park, which includes an integrated public art component. She has prepared more than 20 landscape plans for elementary, middle and high schools, with an emphasis on replacing asphalt with play fields and planting area and providing shade through strategic tree planting.

Denise Bickerstaff

Principal, Keyser Marston Associates

Ms. Bickerstaff is a Principal in Keyser Marston Associate's Los Angeles office. Ms. Bickerstaff has over 20 years experience in aspects of real estate and joint public/private development. Prior to joining Keyser Marston, Ms. Bickerstaff worked on joint development projects for the Los Angeles MTA, and provided in-house consulting services as an associate with a real estate advisory firm of Aldrich, Eastman & Waltch.

Since joining Keyser Marston in 1994, Ms. Bickerstaff has managed numerous redevelopment plan adoption and amendment projects on behalf of clients throughout California. Ms. Bickerstaff has worked closely with Keyser Marston clients to simplify the often complex and confusing process of adopting and amending redevelopment projects and coordinate the work of other consultants and city/agency staff.

Panel Members



TAP Panelists (left to right) - Paul Silvern, Tom Paradise, Denise Bickerstaff, Bruce Baltin, Patricia Smith, Patrick A. Gibson, Ronald Altoon, and Bob Gardner.

Tom Paradise

Thomas Property Group

Thomas Paradise is currently directing the planning and entitlements efforts for the redevelopment of the Wilshire Grand Hotel on behalf of Hanjin International Corporation/Korean Air. He also has been responsible for the residential and mixed-use development planning and design for the NBC Universal Evolution Plan project, which includes the planned redevelopment of the studio's backlot at Universal City. With over 30 years of experience in land development, Mr. Paradise spent the last ten years as a developer of urban condominiums and mixed-use projects in Southern California. From 2001 to 2006, Mr. Paradise served as Senior Vice President for Standard Pacific Homes in Los Angeles, California, where he was responsible for land acquisition, entitlements and design for ten urban infill condominium and mixed-use projects.

Paul Silvern

Partner, HR&A Advisors, Inc.

Paul J. Silvern is the Partner in charge of the Los Angeles area office of HR&A Advisors, Inc. In 25 years of experience he has directed the analysis of major regional airport expansion plans, military base conversions, television and film studio expansions, hotels, office parks, high-rise office buildings, industrial developments, shopping centers, hospital complexes, university campus expansions, urban residential developments, mixed-use developments, and a wide range of planning initiatives. He is frequently retained to prepare or critique housing, population, employment, public school facilities, and economic impacts studies for environmental documents. He is also skilled at drafting and critiquing development fee systems and fee justification studies. His clients include major development organizations as well as numerous local governments and metropolitan planning organizations.

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.



601 S. Figueroa, Suite 500
Los Angeles, CA 90017

213-542-4694
www.uli-la.org

ULI Los Angeles, a district council of the Urban Land Institute, carries forth that mission as the preeminent real estate forum in Southern California, facilitating the open exchange of ideas, information and experiences among local, national and international industry leaders and policy makers.

Established in 1936, ULI is a nonprofit education and research institute with over 40,000 members across the globe –1,500 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. Members of the Urban Land Institute in the counties of Los Angeles, Ventura, Kern, San Luis Obispo, and Santa Barbara are automatically members of ULI Los Angeles.