

City of Garden Grove

Technical Assistance Panel

December 7, 2010

About the Urban Land Institute

The Urban Land Institute is an international, non-profit research and education organization that serves to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. The ULI is based out of Washington, D.C., and is connected throughout the Americas, Europe and Asia by a network of district councils. ULI has grown from seven regional district councils in 1983 to more than 60 global district councils today. In North America, there are currently 51 district councils, and in Europe, there are currently 13 district councils. The ULI Orange County/Inland Empire is one of the ten largest district councils worldwide, with over 900 members. The ULI is funded by sponsors, programs, and its members. Over 30,000 members are active in the research and education of land use planning and development issues. ULI members have access to information such as publications, case studies, and community catalyst reports. The ULI also organizes special workshops and programs geared toward people who develop and redevelop neighborhoods, business districts and communities across the U.S. and around the world. Networking is one of the primary reasons to join the ULI as professionals seek to be connected and share best practices.

The members of the ULI Orange County/Inland Empire are community builders. They represent a range of professions from academicians to economic development officials and designers to property managers. The activities of the ULI Orange County/Inland Empire are geared specifically toward local land use issues, but also towards issues that affect the Southern California region and California statewide. In an effort to create a forum where professionals under 35 years old could network with their colleagues or meet seasoned professionals in the industry, in 2003, the Young Leaders Group was formed.

The mission and the principles of the ULI have withstood the test of time for more than 70 years. Founded in 1936, by J.C. Nichols, the ULI has been bringing together leaders from the private and public sectors in an open exchange of ideas and experiences to improve the quality of real estate and development decisions in regions throughout the world and in the Orange County/Inland Empire region.

ULI Advisory Services

The Urban Land Institute is a leader in conducting research and providing information on all aspects of real estate development and land use policy. In order to maintain its status as a valued and objective source in the private and public sectors, the ULI seeks to bring together leaders from across the fields of real estate and land use policy to exchange best practices and serve community needs; foster collaboration within and beyond ULI's membership through mentoring, dialogue and problem-solving; explore issues of urbanization, conservation, regeneration, land use, capital formation, and sustainable development; advance land use policies and design practices that respect the uniqueness of both built and natural environments; share knowledge through education, applied research, publishing, and electronic media; and, sustain a diverse global network of local practice and advisory efforts that address current and future challenges.

Since 1947, ULI's Advisory Services Program has been assisting communities by bringing together panels of seasoned real estate, planning, financing, marketing, and development experts to provide unbiased pragmatic advice on complex land use and development issues. At the local level, the ULI Orange County/Inland Empire District Council provides advisory services panels on specific issues, which are addressed in one or two days.

To ensure objectivity, members of a District Council Technical Assistance Panel (TAP) cannot be involved in matters pending before or be working for the sponsor of a TAP, and cannot solicit work from the sponsor during the panel's assignment period. The panel consists of professionals, who are ULI Orange County/Inland Empire members, with expertise relative to the scope of the project. All TAP panelists are volunteering their time and expertise to participate. Sponsors request TAPs and the District Council assists the sponsor in refining the scope of the assignment and in organizing the panel's efforts. At the conclusion of the TAP, the panel issues a report with findings and recommendations to the sponsor. A fee is paid to the ULI Orange County/Inland Empire for the TAP, which is used by the District Council to further the Institute's mission to share best practices and provide educational services in local land use planning and real estate development.

**City of Garden Grove
Brookhurst Street / West Chapman Avenue**

Study Area Background / Context

The City of Garden Grove is located in northern Orange County and encompasses approximately 18 square miles. State Route 22, also known as the Garden Grove Freeway, passes through the city running east-west. The cities of Anaheim and Stanton are to the north, the city of Westminster to the west, the city of Fountain Valley to the south, and the cities of Santa Ana and Orange to the east.

Founded in 1874, and incorporated as a City in 1956, it has completed an initial cycle of urban development and is now faced with a new set of issues and priorities for the future. The City is dealing with issues of redevelopment and rehabilitation of commercial areas, the strengthening of employment and economic resources, and the enhancement of its neighborhoods and community.

The City of Garden Grove discussed with the Urban Land Institute an opportunity for a Technical Assistance Panel (TAP) to explore the opportunity for Transit-Oriented Development at a commercial site along the Pacific Electric Right-of-Way that is within the Fixed Guideway project area. Located in one of Garden Grove's Community Redevelopment Project Areas, the property is an under-utilized retail site at the southeast corner of Brookhurst and Chapman.

The City requested the TAP to explore transit-oriented development as an opportunity to activate and energize the redevelopment potential of the site, as well as stimulate pedestrian and transit activity in the area. Any guidance proposed by the panel should address the PE/Fixed Guideway Corridor opportunity, be supportive of all the surrounding land uses, and help facilitate private investment in the redevelopment of the area.

Pacific Electric Right-of-Way

The Pacific Electric Right-of-Way / West Santa Ana Branch Corridor is a railroad right-of-way that extends for approximately 20 miles, from Paramount in Los Angeles to Santa Ana in Orange County. The railroad corridor was once part of the Pacific Electric Railway, or Red Car system that provided mass transit service to Southern California from 1901 to 1961. Much of the corridor has been abandoned and is not currently used for mass transit purposes.

The Southern California Association of Governments (SCAG), in coordination with the Los Angeles County Metropolitan Transportation Authority (Metro) and the Orange County Transportation Authority (OCTA), is conducting a transit Alternatives Analysis ("AA") for the Pacific Electric Right-of-Way ("PE ROW") / West Santa Ana Branch. The

AA examines options for connecting the Metro Blue Line, Metro Green Line, and the Los Angeles Union Station on the north end, and the Santa Ana Regional Transportation Center on the south end. Though alternatives will generally follow the PE ROW / West Santa Ana Branch corridor, potential alignment and improvement options outside the right-of-way may be studied. The AA will evaluate a broad range of alternatives, including bus rapid transit (BRT) with dedicated bus lanes, light rail transit (LRT), commuter rail, and high speed rail, along with “no-build” and Transportation Systems Management improvements.

The Alternatives will be evaluated until summer 2011, and a Locally Preferred Alternative chosen in fall of 2011. At the conclusion of the AA, SCAG staff will recommend a course of action to the Regional Council, upon which Metro and OCTA have the option to proceed with the project. OCTA owns the majority of the right-of-way in Orange County, except for portions in the City of Garden Grove, where the City has surface rights.

Santa Ana / Garden Grove Fixed-Guideway

OCTA developed a Go Local program to help cities develop transit services to enhance the connections between the Metro link stations and best serve each local community. With the Go Local, the Cities do the planning, OCTA provides the planning funding. In a collaborative effort, the City of Garden Grove and Santa Ana proposed a multi-modal corridor that would utilize rubber tire vehicles, include drop ramps with HOV from State Route 22, and contain an option for a fixed guideway down the center.

The Santa Ana / Garden Grove Fixed Guideway Concept Project and Transit Vision proposes to use five miles of the PE ROW to integrate a fixed guideway transit system (modern street car), utilize OCTA’s planned bus rapid transit (BRT) program, and include autos, bicycles and pedestrians. The multi-modal corridor would connect to Orange County’s rail backbone at Santa Ana Regional Transportation Center (SARTC) and extend the reach of the existing Metro link commuter rail service into central Orange County. The intent is to provide transit and BRT facilities, facilitate Transit-Oriented Development, and to actively foster economic development and transit opportunities within each city. The concept project would build upon the existing SARTC Transportation hub and allow central Orange County residents access to key activity and employment centers throughout the area.

The Project Concept envisions various gateway connections along the PE/Fixed Guideway Corridor. The State Route 22 gateway would offer regional transit connection and station area development opportunities in the City of Garden Grove. At least one additional stop is proposed in the downtown area of the City of Garden Grove. Privately

owned and city owned parcels throughout the cities of Garden Grove and Santa Ana offer additional development opportunities along the PE / Fixed Guideway corridor.

Brookhurst Street / W. Chapman Avenue Triangle

The site is a triangular parcel on the southwest corner of Brookhurst Street and West Chapman Avenue and contains a mix of office, financial, restaurants and retail uses. It is bounded by Brookhurst to the east, W. Chapman to the north, and bisected into a triangle by the PE ROW to the south/west. The City recognized this intersection as a special commercial district, and in May of 1988, adopted the Brookhurst / Chapman Specific Plan, subsequently amended in March 2000. The City has recently completed a General Plan update, and has hired a local planning firm to prepare a Mixed Use Zoning code for various locations in the City.

Once known as the Pavilion Plaza Shopping Center, when one of the tenants was a Von grocery store, the Brookhurst / Chapman Triangle now contains a variety of land uses, as well as multiple empty store fronts and stand-alone buildings. Wal-Mart was looking to place a superstore into the old Vons building, but decided to locate it near the downtown core, a few miles away. Ownership in the study area is diverse, with seventeen separate parcels owned by 14 different entities. Currently, the Triangle contains a car wash; IHOP and multiple ethnic restaurants; various small retailers, such as a Smoke Shop, a Pet Shop; a CVS Pharmacy; a beauty college; Citibank, and the California School of Health Sciences. A vacant stand-alone building, which has site-internalized front door, used to contain the Millers Outpost retailer. Parking is scattered throughout, with a large parking field in the back of the property, abutting the PE ROW. The Triangle is located directly across the street from the Promenade at Garden Grove, one of the most predominant retail sites in the City, which leases to a Marshalls store, a Dress for Less, and the Regal Cinemas.

Access across the site is an issue, as easements have become convoluted over the years as ownerships changed and overlapping easements were granted to various businesses leasing within the Triangle. Site ingress and egress is good, with signalized access off of both Brookhurst and Chapman, and right turn in-and-out driveways along the project frontage. Brookhurst and Chapman are major roadways that pass through the City, and operate at good levels of service. Residents and incoming service workers can access local and regional bus service from the site, with OCTA's fixed routes 35 and 54 providing bus service that connects to PCH and Anaheim. Route 35 (Brookhurst) has 20 minute headway at peak time, while Route 54 (Chapman) experiences 15 to 20 minute headways. Both routes provide access to employment areas to the south and west.

City's Goals

ULI members met with City staff to discuss the City's goals and considerations for the site, as well as document what the City would like to accomplish with the TAP. The City staff shared the site's history and discussed the goals likely to be explored during the TAP process:

- 1) Assess community demographics;
- 2) Inventory transportation infrastructure, including pedestrian, vehicle, and transit;
- 3) Assess economic viability of existing commercial and its appropriateness based on demographics;
- 4) Evaluate multi-generational & cultural housing trends;
- 5) Determine strategic outreach efforts;

Existing Conditions

A few weeks prior to the day of the TAP, City Staff led the panelists on a driving and foot tour of the sight and surrounding neighborhood. City Staff from Community Development, Economic Development and Community Services attended, as well as Councilmember Jones. Existing conditions were identified and documented, or noted for further research. These are the initial findings of the TAP panelists documented during the tour:

- Under-utilized, outdated commercial shopping center that needs to be repositioned to optimize usage;
- Major intersection has the potential to become a community crossroads;
- PE ROW is a psychological and physical barrier between the retail site and existing residential neighborhood;
- Lack of community recreational facilities and alternative transportation modes and connectivity;
- Piecemeal development on the site without coherent internal linkages or pathways;
- Circulation and site planning is a missed opportunity. Current site planning does not take advantage of surrounding existing amenities;
- Cultural demographics transitioning in the City continue to influence site and surrounding land uses;
- Diversity of household demographics, ethnicities and income create challenges and opportunities for the site.

Outreach & Due Diligence

The assessment gathering process that occurred during the weeks before the actual day of the TAP included interviews with local stakeholders, as well as a Retail Worker Survey Report completed by Patrick Simons of Strategic Residential Advisors, one of the panelists. The public and private stakeholders included City staff and City officials, local land and business owners, property managers, OCTA staff, community organizations, local residents and special interest groups. The stakeholders interviewed are as follows:

- Steve Jones, Mayor Pro Tempore, City of Garden Grove
- Bruce Broadwater, Councilmember, City of Garden Grove
- Matt Fertil, City Manager, City of Garden Grove
- Susan Emery, Community Development Director, City of Garden Grove
- Karl Hill, Planning Manager, City of Garden Grove
- Greg Blodgett, Economic Development Senior Project Manager, City of Garden Grove
- Greg Brown, Economic Redevelopment Manager, City of Garden Grove
- Alana Cheng, Administrative Aide
- Laura Stetson, Principal, Hogle Ireland
- John Kaliski, Principal, Urban Studio
- Ross Melodia, Property Manager, Pride Property Services
- Andrew Miliotis, Commercial Real Estate Services, AIT Realty Corp
- Laura Schwalm, Superintendent, Garden Grove Unified School District
- Jim Tortalano, Editor, Garden Grove Journal
- Andrea West, Representative, OCTA Government Relations
- Wendy Garcia, OCTA / PE Right-of-Way Corridor
- Cesar Espitia, Senior Transportation Analyst, OCTA / Go Local
- Jennifer Gonzales, So Cal Gas Company
- Gabrielle de Gange, Southern California Edison
- Chet Yoshazaki, Consultant, former Economic Development Manager, City of Garden Grove
- Kim-Yen Huynh, Founder, Asian American Business Women Association
- Jin J. Kim, President, Korean Business Association
- Tam Nguyen, President, Vietnamese American Chamber of Commerce
- Bob Demond, Member, Moose Lodge
- Anh-Tuan Lee, Garden Grove Resident

The Garden Grove community is highly diverse in its racial and ethnic composition. According to 2008 estimates from the U.S. census, Hispanics comprise the largest

portion of City residents (40 percent), Asians comprise approximately 34 percent of the population and Caucasian are estimated to account for nearly 24 percent of the City's population. Sixty percent of the local students qualify for free and/or reduced fees for lunch service and meet the Federal poverty standard. Of the foreign born population, the majority came from Asia (57 percent), with about 70 percent of the Asian population coming from Vietnam. One particularly large concentration is the Vietnamese enclave known as Little Saigon, centered in Garden Grove and Westminster. Garden Grove also has a major Korean area along Garden Grove Boulevard, known as Koreatown.

The Strategic Residential Advisors survey was intended to provide some insights into the current commuting patterns, housing and retail preferences of the Triangle retail workers. While the survey sample is small, due to inclement weather and scheduling conflicts, the information gathered gives the reader an idea of the demand that might be expected from workers at or near the site.

Opportunities and Constraints

Opportunities

- Renters that are employed on area are interested in living in or on site
- Larger households need larger units
- Housing ownership is not owner occupied
- "Young Digerate". Many live within a 5 minute drive time of the site and work elsewhere
- Potential for tech incubation office space to accommodate "YD's"
- Land Use
- Cross roads and visibility on major intersection
- Great frontage along high traffic lanes
- Initial bones and framework for street of pedestrian area
- Regal Cinema is an anchor for the area and can be leveraged
- Observed response to SB375 and AB 32 as catalyst for improvement
- Training and educational campus needed and could fit here
- Neighborhood health clinic is the model preferred locally
- Housing above retail is gaining popularity
- Inter-generational households
- Need for high quality rental housing
- Level of service can support vehicular traffic
- ¼-mile grid system supports vehicular circulation
- Pedestrian linkages to adjacent housing and density
- ROW for bike lanes striped
- Fixed route 35 and 54 bus routes connect to PCH and Anaheim

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- Ability to link beach communities to this area.
 - Santa Ana has initiated federal process for a fixed guide way
 - Partnership with Santa Ana and Garden Grove
 - Large pieced areas of ownership and development
 - Signalized intersection already existing at key pedestrian linkage location
 - Supporting services to the Regal Cinema
 - Connection for more housing to existing adjacent housing

Constraints

- Ownership structure of property / multiple parcels, multiple owners
- Triangular shape of site for density and efficiency
- Lack of a real anchor tenant from a retail standpoint
- Lack of good existing mixed use examples in Garden Grove
- Saturation of Big Box retail in area
- Divided views on mom and pop shops
- Lack of communal gathering heart to the community
- Lack of educational opportunities
- Lack of identity and cohesive vision
- Declining student population
- Emigration out to other areas
- Low income households
- 40% of students qualify for free lunch program
- Changing trends in large cultural demographic
- Heavy vehicular supporting streets create substandard pedestrian viability
- Perception of development on the PE corridor within next 10-15 years
- Timing of action far out on the horizon and has limitation to the west of Santa Ana River
- New SCAG study focused on Los Angeles area and stops at Downey
- SCAG looking more to Measure "R" as a transit funding mechanism
- The center piece of the retail area seems low profitability for a retail location

The panelists noted that the Triangle is an urban retail site that is struggling to retain its client base. Significant concerns were noted about the site planning and architectural design of the site as a retail site, for the physical building structures are inward-focused, surrounded by parking. Access to the vacant stand-alone Miller's Outpost building can only be accessed by driving into the back of the site. A large section of parking abuts the PE ROW in the rear of the site. Ingress/egress are superior, with signalized intersection access off of both Brookhurst and Chapman. Most existing tenants are small businesses serving the Korean and Vietnamese community, with no major anchor tenants and numerous vacant storefronts visible from the street. Surrounding retail (contained within the greater Brookhurst/Chapman Specific Plan area) compete with

this site for retail customers. The City is not interested in small mom & pop retail, as it does not generate significant sales tax receipts.

Garden Grove has significant transit-dependent population, as most of the new immigrants use the bus system. There are high-ridership bus stops on Brookhurst and Chapman, providing intercity bus service for the surrounding residents and area service workers. Many often rely on private, ad hoc transit services, as there are no bus shelters to provide protection from the elements and inadequate bus service to all parts of Orange County. They are interested in good transit service, often forming van pools in the community to get to local services and areas of employment.

The multiple parcels and landowners, as well as the convoluted and confusing easements throughout the site, make creating a cohesive project, difficult, if not impossible for the City or a developer. The City has attempted to unify the ownership before, and is adverse to using eminent domain as a tool for this site.

Recommendations

Project Vision:

**Mixed-use, multi-generational, multi-modal development solution.
This solution will respond to the ever-changing nature of the PE right-of-way.**

Due to the uncertain nature of the planning and lack of funding for the PE ROW, the panel took a broad brush perspective for the site. Initially requested to consider transit-oriented-development as a potential solution, a more realistic development timeframe would be a 20-30 year TOD plan for the site. A mixed-use, multi-generational, multi-modal development could allow enough flexibility and design freedom within the site to address the changing demographics of the community and City. This multimodal function will start with enhanced pedestrian infrastructure and respond to changes in fixed route bus service and developments in utilization of the PE ROW, from rubber-tire solutions through fixed guideway applications. The potential for a future guideway stop should be considered in the overall master plan, but not be the overriding consideration for current development. Design should focus on the pedestrian experience, and linking the site to various activity nodes and uses within the vicinity.

Market Demographics

- Design to attract Multi-Generational usage: Children to Grandparents, the Full Spectrum;
- Create retail districts that cater to multi-ethnic and multi-generational segments;
- Create larger rental housing units to accommodate multi-generational families;
- Create a Live-Work environment to reduce vehicle miles traveled (VMT)

The growth of multi-generational households is partly the result of demographic and cultural shifts, including the rising share of immigrant population, and partly the result of the recent recession. This trend has affected adults of all ages, especially the elderly and the young. For example, about one-in-five adults ages 25 to 34 now live in a multi-generational household, as do one-in-five adults ages 65 and older. Garden Grove school district statistics indicate that the City's Vietnamese families tend to be intergenerational, while the Hispanic families are mostly low income. Seventy-five percent of the workers surveyed lived in detached single-family housing, some renting, while others own. In fact, nearly 62% of them rent detached houses. Fifty percent of renters indicated a need for three or more bedrooms. Nearly 75% have three or more persons in their household, with 21% having five or more persons. Should housing be part of the overall development plan, attention should be paid to the larger household size population in the City.

The panelist proposes that any redevelopment create "Districts" within an overall Master Plan that addresses the broad spectrum of ethnicity, age and income levels. Possibly create "all-ethnicity" retail districts that cater to different populations, by addressing generational segments, but not catering to "individualized" ethnic segments of the community. The multi-generational approach would allow the owners to keep some of the current uses, as well as add new uses.

Transportation

- Due to the uncertain nature of the planning for the PE ROW, the panel did not believe that a solution for this site is initially dependent on Transit-Oriented-Development;
- Create retail districts that cater to multi-ethnic and generational segments;
- Utilize site orientation and edges to accommodate appropriate modes of transportation (i.e., Brookhurst and Chapman mechanical mobility, PE ROW pedestrian-scale mobility);
- Move from edges into the site. Create linkages from site to adjacent uses;
- Establish inviting prominent signage near access with clear delineation;

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- Create activity zones along the PE ROW to foster pedestrian access and human-scale navigation;
 - Provide an internal mobility experience within site. Uses become complimentary along a pedestrian path;
 - Design for pedestrian-friendly distances;
 - Activate frontages along arterials;

Two sides of the site are major arterials that provide opportunity for vehicle transit solutions. The two arterial edges of the site accommodate all modes of travel (bus, auto, pedestrian) and provide excellent site access. The Chapman mid-block signalized intersection could provide pedestrian linkage between the Regal Cinemas and any newly established activity nodes at the site. The multiple entrances should have prominent signage to orient users, both pedestrian and vehicular, and support an internal pathway experience thru the site. Identify what parking supply is needed (and no more). Any changes to the current bus system should support proposed activity at the site and physically integrate into the overall plan.

Community and Economic Vitality

- Leverage existing anchors (cinemas) to pull traffic and activity into site;
- Create unique entertainment anchors;
- Create on-site rental housing and connect to existing neighborhood. This will create demand to sustain businesses and generates energy and excitement;
- Appropriate design of housing will provide transition to and from existing surrounding housing stock;
- Develop PE ROW into an interim or temporary community recreational facility;
- Corridor allows an adaptable edge to accommodate changing uses over time.

Building energy into a development plan, panelists proposed creating unique entertainment anchors to pull pedestrian activity into the site. Complimentary entertainment and restaurant uses can strengthen and cluster around another unique anchor, such as an IMAX theatre or a bowling alley. Any retail or services that remain accessed solely from the rear prior of the property, a clear strategy needs to be developed that can help mitigate the negatives and help ensure its success. Developing an interim or temporary community recreational facility on the PE ROW, would hold the land for future transit opportunities, while providing activity generators for the current land uses.

Creation of a mix of uses in an integrated development often faces challenges. Whatever mix is chosen, it is essential that it match the dominant demographic, income and psycho-demographic profiles of those living and working within the trade area. Retail is the most difficult of all land uses to develop, and the most fragile, because it's

success depends so much on non-real estate factors such as merchandising and public taste. As a result, retail uses should be planned first, and then integrated with the uses above it and the residential and public spaces around it. The plan needs to reflect how people will move through and use the space.

Housing Trends and Needs

- Housing mix transcends demographic shifts;
- Mixed-Use as a Village Concept (such as Downtown Brea);
- Variety of affordability options (housing for college grads, students, seniors, small families);
- Create a stronger linkage to existing modes of transit. Design a pedestrian scale and aesthetically welcoming foot path between bus service and various land uses.

Any housing designed should transcend the current demographic shifts and address changes that will occur over the next 50 years. Any on-site rental housing should connect to the existing neighborhood, and help create demand to support the existing businesses. The Village Concept is to encourage more pedestrian activity, while creating a good plaza area for community gathering opportunities. Appropriately designed and located housing could create energy and activity, while creating a buffer between the existing residential and existing commercial.

Moving Forward

In conclusion, two additional steps were highlighted for consideration by the City; Regulatory Steps and Developer & Public Participation.

- As part of Zoning Code update, create Entertainment Zone to permit entertainment/commercial/housing uses;
- Zoning Code will include setbacks, building intensities, landscape requirements that support intense entertainment activities;
- Zoning Code will include parking requirements that describe performance measures to permit reductions in parking supply based on mixed uses, time of day shifts, mode shares (i.e., higher reliance on transit). [See City of Irvine Internal Capture standards, 2009.];
- Consider Specific Plan as a vehicle to promote development standards that encourage entertainment uses. These include street front setbacks, liberal signage standards and monuments, height limitations, lighting, etc.

Then next steps would be:

- Host City Council/Planning Commission/ownership meetings to discuss vision for the site. The purpose is to garner interest and support from owners and community for entertainment concepts;
- Release RFP for design competition for an entertainment hub on site (that includes community charrettes and involvement);
- Public Private Partnerships. Currently there is a growing recognition that public/private partnerships are an appropriate and powerful strategy for bringing success to redevelopment.

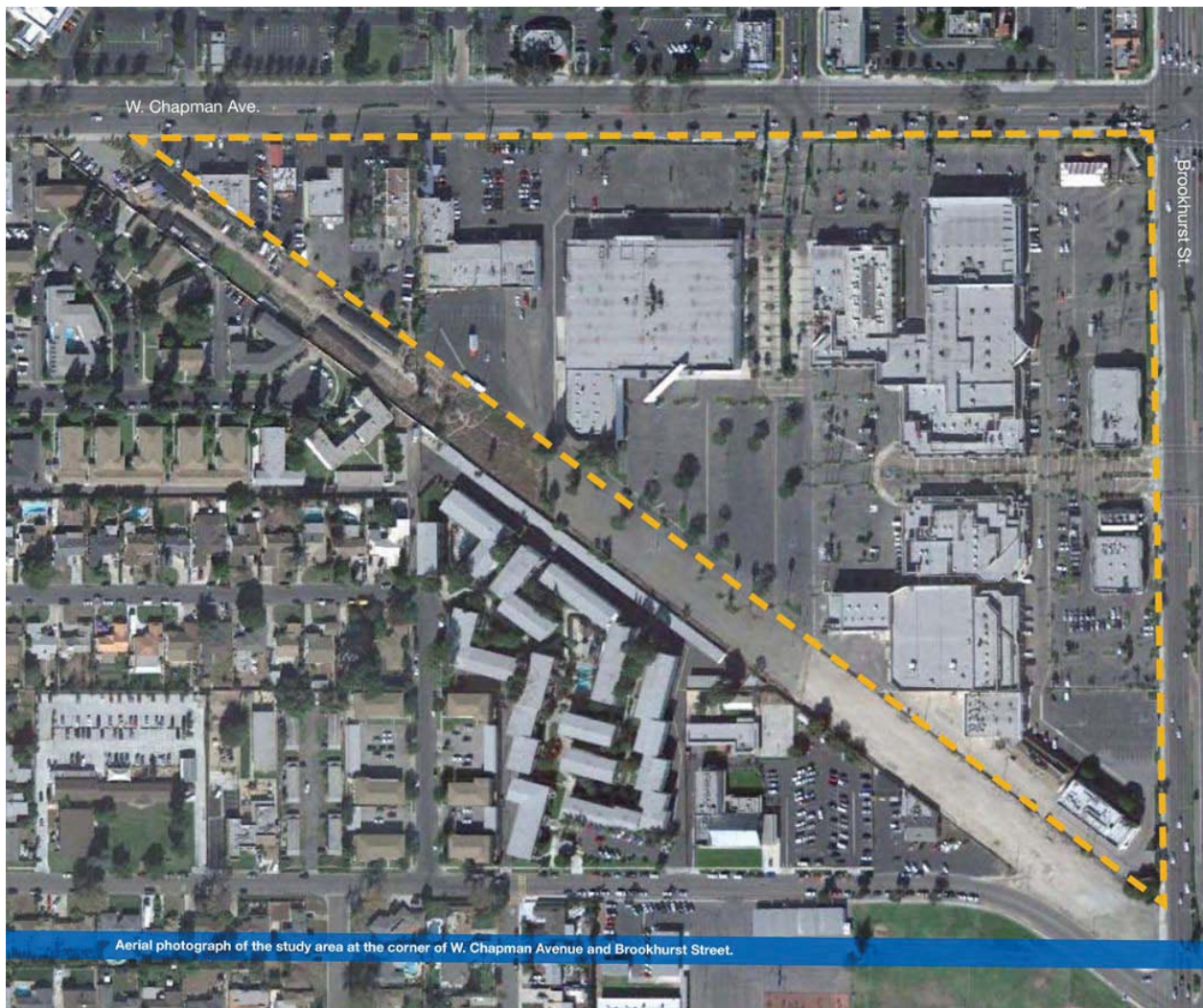
It is important to emphasize that any development concept extends well beyond the physical configuration of a project and the architectural styles. Developing a plan that places the right uses in the right location is critical. Adding civic uses like a community center or public plaza can create a stronger sense of place for the community. Without an understanding of what it takes for different land uses to thrive, and without the buy-in and support of the surrounding community, any development runs the risk of becoming another project that neither meets the needs of the community, nor supports the social and economic aspirations of the City.

Exhibits

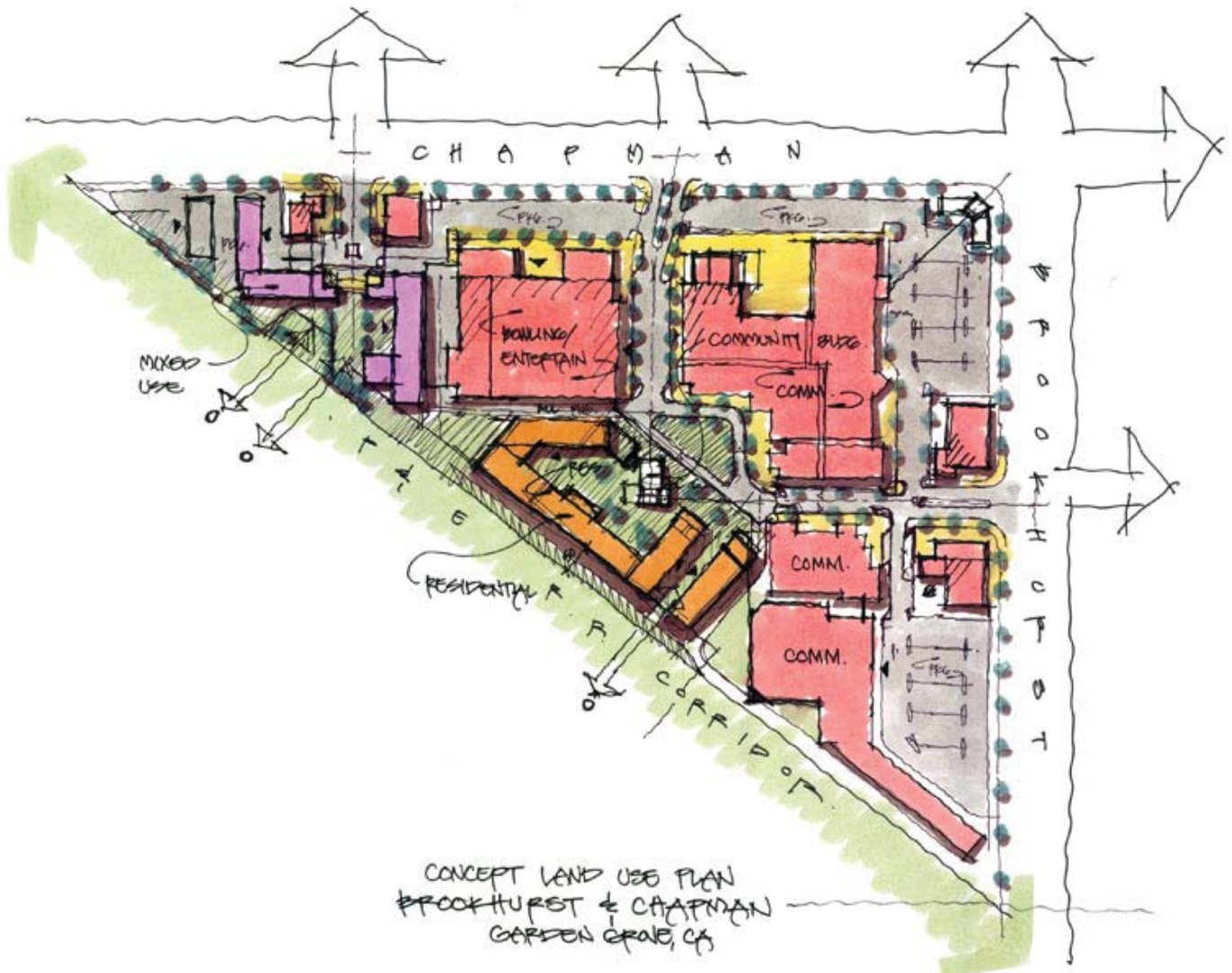
Pacific Electric Right-of-Way / West Santa Ana Branch Corridor



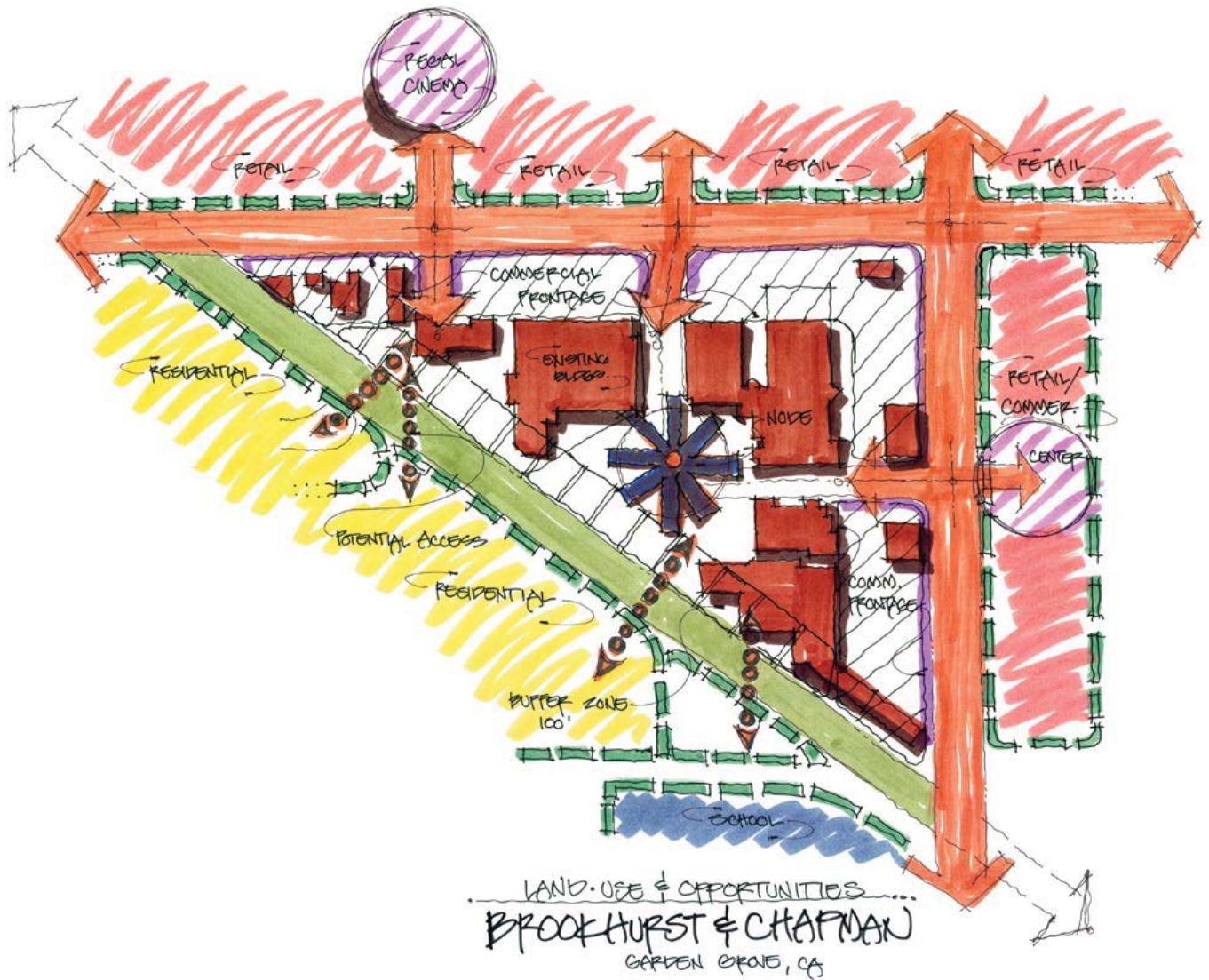
Brookhurst Street / West Chapman Avenue Triangle



Conceptual Land Use Plan



Conceptual Land Use & Opportunities



Public Plaza



A future plaza can act as a central node for the project,
serving as a gathering space for the community.

Massing Models



Massing Models



Panelists' Biographies

Andy Hamilton

President, WalkSanDiego

Vice President, America Walks

Air Quality Specialist, San Diego Air Pollution Control District

Mr. Hamilton has 25 years experience in all aspects of urban planning, including regional planning, general plans, urban development review, the design of pedestrian and bikeway facilities, traffic safety and traffic calming, universal design, the revitalization of traditional main streets, and historic preservation. He has conducted dozens of public workshops on pedestrian design and traffic calming, and has been a lifelong advocate for transit, bicycling, and walking. He authored WalkSanDiego's traffic calming guide, *Slow Down! Taming Neighborhood Traffic* and the San Diego Air Pollution Control District's *Tools for Reducing Vehicle Trips Through Land Use Design*.

He has served as the Air Pollution Control District's liaison to SANDAG since 1994, serving on the Regional Plan Technical Working Group and other committees. From 1987 to 1993, he was a staff scientist at the Conservation Law Foundation in Boston, focusing on urban transportation, air quality, water supply, and pesticide regulation issues. Mr. Hamilton currently serves on the Board of America Walks, a coalition of North American pedestrian advocacy and education organizations. He has served as Chair of the Design Committee for the North Park Main Street project, and as Chair of the Organizing Committee for the National Congress of Pedestrian Advocates.

Mr. Hamilton holds a M.A. in Urban & Environmental Policy from Tufts University, a M.S. in Ecology from the University of California, Davis, and a Bachelors degree in Ecology & Systematics from the University of Kansas.

Simon Hibbert

Associate, Senior Planner, JZMK Partners

As a Senior Planner, Simon leads a team of junior and intermediate designers and planners on a variety of project types. Having worked in the Urban Design and Planning Studio for seven years, he recently became an Associate at JZMK Partners. With extensive experience in vertical mixed-use and infill development, both domestically and internationally, Simon works as a bridge between the Architecture, Design, and Urban Design & Planning studios. He is often involved in the exploration and creation of new and innovative housing types, with a strong interest in the integral bond between architecture and site planning.

Simon is able to combine a love of design and travel, having led team charrettes for master-planned projects in China, Turkey, and Jordan, as well as in California, Texas and Arizona. Locally his involvement in design workshops and community meetings have led to unanimous city council approvals on challenging urban infill developments in Southern California.

Simon is a member of the Urban Land Institute, and enjoys participating in charity-builds for homes in Mexico. He is fluent in Spanish, and holds a Bachelor of City & Regional Planning from Cal Poly University in San Luis Obispo, California.

Kenneth Lee

Vice President of Development, Forest City West

Mr. Lee is Vice President of Forest City West, a subsidiary of Forest City Enterprises, Inc. and is responsible for commercial, retail, and mixed-use projects in the western United States. Mr. Lee joined Forest City in 1997 and has overseen the development of numerous projects, including The Promenade Mall Expansion and Renovation, in Temecula, California. Additional projects have included a 126,000 square foot outdoor lifestyle addition to an existing enclosed mall; the Simi Valley Town Center 600,000 square foot open air mall in Simi Valley, California; a 240,000 square foot power center anchored by 500 units of high end apartments; and Quebec Square, a 760,000 square foot power center in Denver, Colorado.

Prior to his work with Forest City West, Mr. Lee was a project architect for Gin Wong Associates and responsible for various office projects in Hawaii and Southern California. Mr. Lee is a registered architect in the State of California and holds a Bachelor of Architecture degree from the University of Southern California.

Baxter Miller, RLA, ASLA

President, bmla – Landscape Architecture

City of Garden Grove Technical Assistance Panel Chair

Mr. Miller is responsible for the overall operation and design direction of BMLA Landscape Architecture which he established in 1987. Baxter has led a wide variety of projects from parks and streetscapes to national memorials and downtown redevelopment. Baxter has 30 years of practical knowledge in design which helps him to work with developers, cities, and agencies to create a unique vision that translates

into the real world projects. He works extensively with the American Society of Landscape Architects as an Executive Board Member to promote the technical advancement and public prominence of the profession. Baxter is moving the office to integrate new forms of technology like Geographic Information Systems (GIS) and Sketch Up to help inform every aspect of the design process.

Baxter Miller is a graduate of California Polytechnic State University, San Luis Obispo and serves on the Landscape Architect Department Advisory Council. He is affiliated with the American Society of Landscape Architects, and the Urban Land Institute Place Making Initiative Council.

Anthony L. Petros

Principal, LSA Associates, Inc.

Mr. Petros' primary responsibilities include the management and supervision of the transportation function of LSA in California. This role includes the preparation and review of comprehensive traffic and parking studies, operational and engineering analyses, Project Study Reports/Project Reports, Environmental Impact Reports, and Environmental Assessments. Emphasis is placed on the coordination of transportation projects with municipal and agency administrators and real estate interests.

Mr. Petros has prepared and/or supervised a variety of transportation projects, including the Garfield-Gisler Santa Ana River Crossing Feasibility Study and the SR-55 Access Study for the OCTA, the A-Town Mixed-Use Development within the Platinum Triangle in the City of Anaheim, Central Park West in the City of Irvine, the Rancho Las Flores Specific Plan Community in San Bernardino County, the Countryside Specific Plan Retail/Residential Project in the County of Riverside, and the I-5 Widening traffic operational analyses in the Counties of Orange and Los Angeles.

While at LSA, Mr. Petros has also been involved in many General Plan work efforts, including the development of the General Plan Circulation Elements of the Cities of Garden Grove, Buena Park, Laguna Hills, Calabasas, Arcadia and Loma Linda. Mr. Petros has overseen the preparation of neighborhood traffic analyses in the Cities of Tustin, Whittier, Lakewood, and San Clemente. His range of experience covers large-scale land development, capital projects, and small-scale detailed operational-analyses.

Mr. Petros received a B.A. in Social Ecology and a B.S. in Biological Sciences from the University of California, Irvine. He is a member of the Institute of Transportation Engineers and the Orange County Traffic Engineers Council. Tony served as Inaugural Chairman of the Newport-Mesa Unified School District Measure A Oversight Committee, and is Past President of the City of Costa Mesa Chamber of Commerce and the Residential Rehabilitation and Redevelopment Commission.

Patrick S. Simons

Founding Principal, Strategic Residential Advisors

As Founding Principal of Strategic Residential Advisors, Mr. Simons provides innovative residential market research to developers, owners, investors, and redevelopment agencies. Mr. Simons' experience is national, and he has first-hand knowledge of several major markets including those in California, New York, Illinois, Florida, Texas, the Washington D.C. Metro, Colorado, Arizona, Nevada, Washington, Oregon, Minnesota and New Mexico.

Mr. Simons has been personally involved in the development, redevelopment, and/or management of more than 10,000 apartments and condo units nationwide, and has provided consulting services for nearly 6,000 apartment and condo units since founding Strategic Residential Advisors. He has been involved in more than \$1 billion of residential development or redevelopment and the oversight of nearly \$7000 million of residential assets. Mr. Simons' broad experience gives him the tools necessary to maximize the market potential of any residential project for any owner, investor, or redevelopment agency.

Prior to founding Strategic Residential Advisors, Mrs. Simons was the Executive Vice President at Atherton-Newport Investments, LLC. During his tenure, he was responsible for a national staff that managed all development, construction, and asset management activities for the company in several major markets. Previously, he was Senior Vice President and Director of Multi-housing for Lennar Partners. While with Lennar Partners, he led staff that was responsible for all multi-family acquisition, development, lease-up, and dispositions, and he co-managed the multi-family portfolio operations and dispositions for the company nationwide. The portfolio included both affordable and market-rate apartments. Prior companies including JPI, the Kaufman and Broad Multi-Housing Group, and Twin City Townhomes in Minneapolis, Minnesota.

Mr. Simons is a full member of ULI, a member of its national Silver Multi-Family council and chairs its local Housing Initiatives Council in Orange County. Mr. Simons has also been active on the Multi-Family / Urban-Infill Council of the California Building Industry Association. He is a licensed Real Estate Broker in California and Minnesota, and a graduate of the University of Southern California, with a Bachelor's Degree in Engineering and a Masters Degree in Real Estate Development, during which he concentrated in market research. Mr. Simons has been a speaker and panelist at multi-family and building conventions and conferences, has written numerous published articles regarding apartment and condo issues, and has been an instructor of the Real Estate Market Research class in the Light Construction and Development Management program at the University of California, Irvine.

Philip Williams

Director of Development, Bridge Housing Corporation

Mr. Williams is Director of Development for Bridge Housing ("Bridge") in the Los Angeles office. Bridge is a non-profit affordable housing developer that has developed over 13,000 homes through the State of California since 1983. In addition, Bridge has more than 5,000 homes in the development pipeline, in planning, predevelopment and construction phases.

Mr. Williams joined BRIDGE in April 2007 to help the company expand its development presence in Southern California and to identify new investment opportunities for its sister company, BRIDGE Urban Infill Land Development (BUILD). As Director of Development, Mr. Williams is responsible for sourcing and implementing affordable housing development opportunities for BRIDGE in the Los Angeles Basin.

Before joining BRIDGE, Mr. Williams served as Managing Director for Fannie Mae's Housing & Community Development division in the Pasadena Western Region office. In this capacity, Mr. Williams was responsible for managing Partnership Offices located in 10 western states and identifying new business opportunities for Fannie Mae's Single Family, Multifamily, American Communities Fund and Community Lending business units.

Mr. Williams work experience prior to Fannie Mae included stints at BRIDGE Housing as a Project Manager in the San Francisco office, the San Francisco Redevelopment Agency as a Development Specialist and Tsen & Associates, an affordable housing development consulting company, as a Senior Development Associate.

Mr. Williams is a licensed Architect and earned a Bachelor of Architecture from California Polytechnic State University, San Luis Obispo and a Masters in Business Administration from the Haas School of Business at the University of California Berkeley.

Patrick Winters, AIA, LEED AP

Project Architect, Nadel Architects

Mr. Winters has over 25 years of professional experience working with leading architecture and design firms. Skilled at all aspects of project conceptualization, organization and presentation, as well as an in-depth understanding of technical fundamentals and construction practices, he is able to simultaneously manage diverse projects and responsibilities. He also has experience in the management, design, and construction of high-profile building projects.

Mr. Winters is a licensed Architect in the State of California. He holds a Master of Architecture from the University of California, Berkeley, and a Bachelor of Fine Arts, Studio Art, from San Jose State University. Mr. Winters is an AIA with the American Institute of Architects.



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