



Urban Land
Institute

Orange County/Inland Empire



TOD MARKETPLACE



01/19/10 ■ ORANGE COUNTY • INLAND EMPIRE





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

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TOD Marketplace 2009

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About the Urban Land Institute

The Urban Land Institute is an international, non-profit research and educational 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 55 district councils, and in Europe, there are currently 12 district councils. The ULI Orange County/Inland Empire is the sixth largest district council, with nearly 1,200 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 towards 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 towards 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 challenge.

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 Advisory Panel (TAP) cannot be involved in matters pending before or be working for the sponsor 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 assist 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.



Riverside TOD Walking Tour, 2009. Photo provided by Carrie Mayhew.



Corona TOD Walking Tour, 2009. Photo provided by Carrie Mayhew.



TOD Tidbit

"A transit-oriented development (TOD) is a mixed-use residential or commercial area designed to maximize access to public transport, and often incorporates features to encourage transit ridership. A TOD neighborhood typically has a center with a train station, metro station, tram stop, or bus stop, surrounded by relatively

high-density development with progressively lower-density development spreading outwards from the center. TODs generally are located within a radius of one-quarter to one-half mile (400 to 800 m) from a transit stop, as this is considered to be an appropriate scale for pedestrians."

Source: http://en.wikipedia.org/wiki/Transit_oriented_development, 2009

Introduction to TOD

Long before TOD became a buzz word, city centers thrived around transportation hubs. During the mid 19th Century, the Industrial Revolution gained momentum with the development of steam-powered ships, railways, internal combustion engine, and electrical power generation (all which led to new transportation opportunities). Needless to say, this revolution led to technological and economic progress across the United States.

Transit provided access to the global economy. With this, many Americans immigrated to dense areas where both employment and housing opportunities were plentiful. Transit oriented urban centers developed as a place to live and work. Urban living had its own disadvantages, though. Tighter living quarters and unregulated zoning spurred health and safety concerns. The live-work lifestyle that worked well on the farm proved to be less desirable in an industrial setting.

When automobile ownership became affordable and the Interstate highway system offered a new route of opportunities, the American Dream shifted back to the outskirts. Suburbs literally became the "sub"stitute for the "urb"an core. An opportunity for a new home with a private yard enticed many Americans to choose a new lifestyle, a lifestyle which ultimately separated home from the workplace. These peripheral communities provided a place to escape the confines and pollutants of a once desirable city lifestyle.

As the urban workforce moved to the suburbs, city centers lost their life blood. As expected, the emigrating population triggered negative effects on the urban economy. Small businesses which were once supported by urban residential couldn't afford to survive. The negative impacts of city life amplified as many city centers across the nation became an impetus for poverty and crime. Meanwhile, new and improved suburban towns were built to serve the migrating population.

It wasn't until the rising cost of gasoline and an increase in media attention on global warming when Americans began to reconsider the costs associated with living and working in two separate locations. News headlines and magazine articles spouting buzz words such as Carbon Footprint, GHG (Green House Gas emissions), and VMT (Vehicle Miles Traveled) grabbed the attention of the American people and a new culture emerged: the TOD culture.

Similar to the early Industrial Revolutionaries who moved from farms to city centers, this new TOD culture embraces an urban lifestyle, a lifestyle which enables people to live and work in close proximity. Centered on transit, the philosophy of “live, work, and play” need not be separate choices. Instead, this new culture finds great value in the opportunities associated with transit-oriented development:

TODs are an equalizer.

Independent of social status or economic status, TODs provide opportunities for a multi-generational/cultural/ethnic constituency.

TODs provide choice.

Conventional development patterns are designed to accommodate the car. Rather, TODs develop around an infrastructure devoted to multi-modal opportunities including rail, bus, bicycle, pedestrian, etc.

TODs reduce emissions.

TODs are based on shared transportation options rather than single occupancy vehicles which help to reduce VMT and GHG. The person per square foot ratio typically associated with transit-oriented developments produces fewer carbon emissions and green house gasses on a per person basis.

TODs are kinder to the natural environment

Compact development typically associated with TODs enable cities to preserve natural resources (such as land) while intensifying economic vitality.



Corona TOD Walking Tour, 2009. Photo provided by Carrie Mayhew.



Corona TOD Walking Tour 2009. Photo provided by Carrie Mayhew.

Transit-oriented development is a keystone strategy for creating a sustainable local economy. TOD merges housing and employment opportunities, accommodates multi-social and -economic classes, enables the preservation of land and other natural resources through compact development, and is a critical development strategy for addressing state mandated carbon emission goals (such as AB 32 and SB 375).

While transit-oriented developments can have a positive impact on the places where we live, work, and play, the technical assistance panels found that TOD does not adhere to a “one size fits all” planning approach. As the following document describes, the success of TOD is dependent on a balance of environmental, social, and economic factors.

TOD Marketplace

TOD Marketplace is an effective tool for informing elected officials, city planning departments, and key business and community leaders about best practices for transit-oriented development (TOD). ULI created this program as a yearlong initiative with teams of professionals from the private and nonprofit sectors touring targeted TOD sites, evaluating the feasibility of existing city plans, and presenting their recommendations for actions to increase private sector investment in TOD projects.

Purpose.

This program provides an opportunity for developers and city planners to meet informally with each other and better understand what cities are looking for and what developers need, in practical terms, to make TOD projects feasible.

Partners.

ULI has partnered with Transportation Agencies, Quasi-Governmental Organizations/Regional Governmental Organizations, Non-Profit Housing Associations, and selected business and community leader organizations.

Involvement.

Over 230 planners, development professionals and public sector officials volunteered or were involved over a period of twelve months in this TOD Marketplace.

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Corona TOD Walking Tour 2009. Photo provided by Carrie Mayhew.

Budget.

ULI has budgeted \$12,500 per Technical Assistance Panel (TAP), plus costs for the Walking Tours and the Forum. The District Council received a \$10,000 grant from the ULI Foundation.

Role of ULI Orange County/Inland Empire.

ULI Orange County/Inland Empire was the lead organization, chairing the steering committee, organizing the TAPs, scheduling the walking tours, and managing the programming and meeting logistics of the forum. ULI Orange County/Inland Empire secured partners to ensure there is countywide collaboration among businesses and cities and broaden the outreach in the community at large.

Goals of the TOD Marketplace

To inform city planners about best TOD practices.

To provide city planners with private sector feedback on plans for TOD sites.

To build relationships between public sector officials and the private sector professionals.

To convene transit, housing and governmental agencies with the private sector on the TOD development.

Acknowledgments

The ULI Orange County/Inland Empire thanks the members of the TOD Marketplace Committee, the TAP panelists, and representatives from Placentia, Corona, Riverside, and Ontario for their commitment in making this program a success. (Please see ULI Project Team, page 7; TOD Steering Committee, page 13 and Panel Biographies, page 69.) With their expertise and dedication, ULI has brought land use planning and real estate development around transit to a whole new level in Orange County and the Inland Empire.

The District Council would also like to pay special tribute to Yolanda Sepulveda and Carrie Mayhew, FUZE/Community Design, for their support, creating the TAP PowerPoints, designing the marketing materials and writing the TOD Marketplace Report.

Lastly, the District Council thanks the ULI Foundation for having the foresight to support this project with a Community Action Grant and the District Council's Leadership Circle 2009 Annual Sponsors and TOD Marketplace Program Sponsors. Without their financial resources, this project could not have been made possible.

ULI, through its varied and extensive program of work and activities, and its large, influential, multidisciplinary and multi-professional membership base, effects change at the global, national, regional and local levels. ULI has always effected change, by its documentation of best practices, by its choice of topics to address, by the discussions it fosters, through the education programs it offers, and through its many other activities. ULI members are a source of high quality, objective information. The members, who were involved in this TOD Marketplace, believe strongly in ULI's mission, and did an amazing job of maintaining and protecting the Institute's brand as a trusted neutral convener of all stakeholders with diverse perspectives.

Thank you, again! We hope everyone who reads this report learns as much about TOD in this region as those who were involved did.

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INTRODUCTION

CITY of ONTARIO

Technical Assistance Panel | October 8, 2009

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Context of the City

Located at the base of the San Gabriel Mountains, the City of Ontario is encircled by a number of transportation systems: three freeways, three rail lines, two state highways, and an international airport. Over the past century, these transportation systems have shaped the region's economic and physical development. With a strategic location and ability to accommodate growth, Ontario is well on its way to becoming Southern California's next urban center.

Ontario International Airport (ONT) is the centerpiece of one of the fastest-growing transportation service regions in the United States. Its service area includes eight million people living in the southern California region, and in 2006 seven million passengers used the airport and over 600,000 tons of air freight was shipped. At build out, the airport may accommodate as many as 20 million passengers per year.

ONT is also the center of a rapidly developing freight movement system that includes the airport, two railroads, four major freeways, and an expanding network of freight forwarders. The airport is served by major US air freight carriers and is ideally situated as an air freight center for Pacific Rim and European cargo.

Near-term and longer-range plans call for connecting the airport and the community with multiple new transit services. In the near term, there is a planned extension of the Metro Gold Line to ONT (the Gold Line is the light rail system that currently connects Union Station in downtown Los Angeles with Pasadena). The line opened in 2003 and serves 21 stations. Before a recent extension into East Los Angeles, the Metro Gold Line carried an average of 24,000 passengers every weekday. The final alignment of the planned extension to ONT is under study, but the preferred alignment involves the extension of the rail line along the Cucamonga Creek channel, which bisects one of Ontario's prime vacant parcels, known as the Meredith site. The Meredith site is a 250-acre, undeveloped parcel under single ownership that is situated adjacent to the northern boundary of Interstate 10 (I-10), just minutes from ONT. A Gold Line transit stop has been generally proposed for the Meredith site.

In addition, ONT is a key transit stop for the California High Speed Rail (HSR). Although timing and final alignment of the HSR to Ontario are still being studied, a preferred location for the multi modal station was identified for purposes of conducting this TAP. This location is just south

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of the Meredith site, and the station would accommodate HSR, the Gold Line, bus rapid transit service, and local bus and shuttle service.

The focus of this Technical Advisory Panel was the Meredith site and its connection to these new transit services. The Meredith site is the largest remaining undeveloped parcel in the City and, given its proximity to future transit and the airport, this site has unparalleled potential to become a high-intensity TOD hub for the greater region. The City has recently completed a General Plan update called The Ontario Plan, which envisioned a mixed-use, new downtown core at the Meredith site, with allowances for up to 2,940 residential units (up to 40 du/ac) and nearly 7.5 million square feet of nonresidential uses. With a high-intensity transit-oriented solution in mind, the City sought input on how to best develop the Meredith property. Over a series of tours, interviews, and working sessions, the ULI TAP developed the following observations and recommendations.

Goals for the Meredith Property

As part of the TAP's due diligence period, the panel met with City staff and transportation agencies to discuss the potential success of TOD on the Meredith property. City staff was optimistic about the possibilities and explicit in stating the need for a plan that ensures state-of-the-art thinking in all aspects of planning, including urban design and place making, multi modal transportation, and broader environmental considerations. Collectively, the following TOD goals were established:

- Create a new, urbanized core within the City that becomes Ontario's new downtown and a destination/landmark in San Bernardino County.
- Integrate the Metro Gold Line seamlessly within the project and ensure convenient connection to the airport and potential future high speed rail.
- Differentiate the Meredith site from other nearby mixed-use developments.
- Create a new employment center that capitalizes on knowledge-based workers in a range of industries.
- Create a place of enjoyment for the broader community.
- Meet the intent of SB 375 in reducing vehicle miles travelled

through the mixing of uses and integration of transit.

- Provide a gateway to Southern California for rail and air passengers.
- Meet regional growth goals through intense TOD at Meredith.

Opportunities

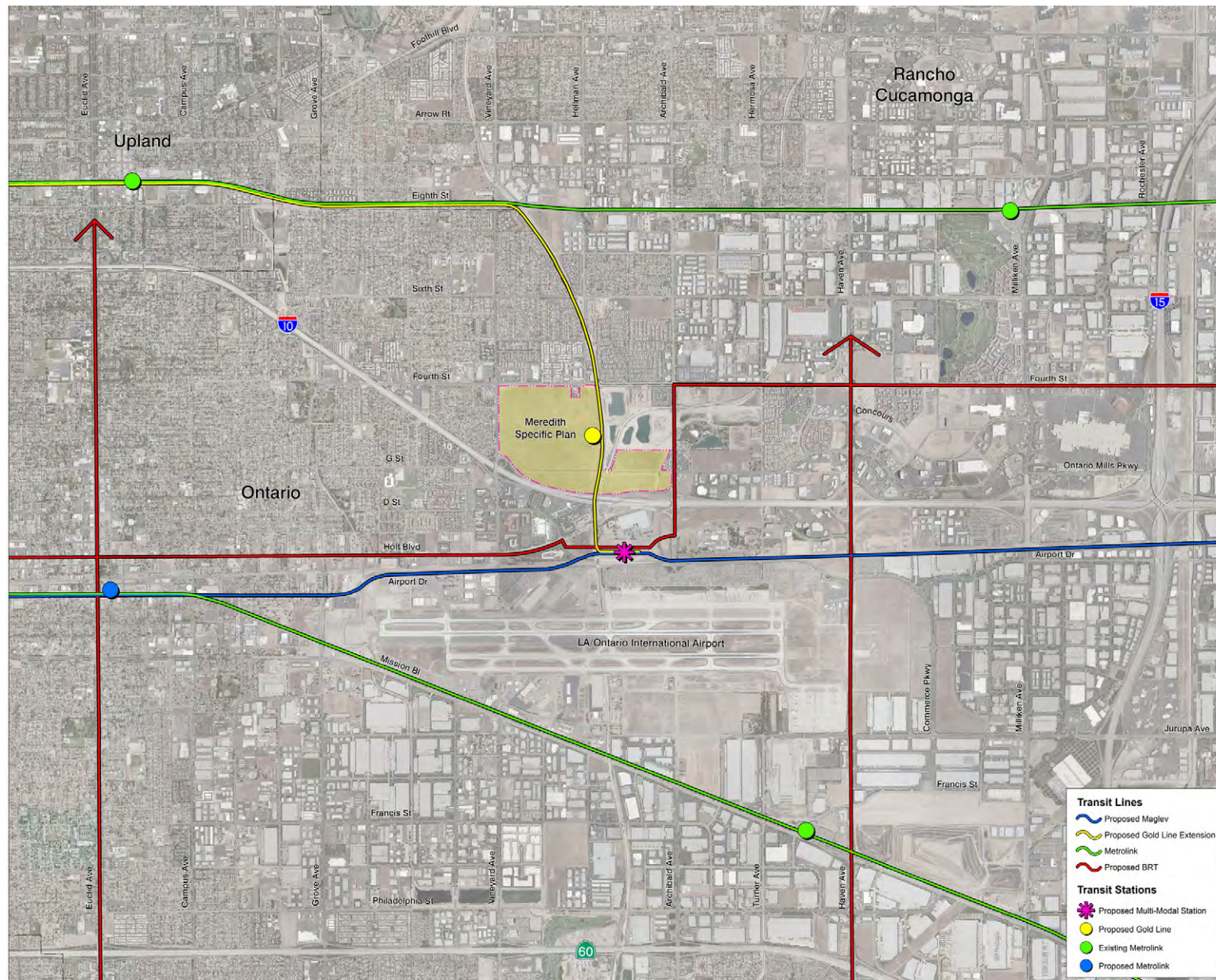
- The combined size, shape, regional location, and single-ownership of Meredith provide a prime setting for real estate development. With the Metro Gold Line extension and the strong possibility of a rail station located within the site boundaries, this site is ideal for TOD.
- Within a mile of Ontario International Airport.
- Close proximity to future multi modal transit center (serving Metro Gold Line, HSR, Metrolink and bus).
- Direct linkage to ONT and international market via planned extension of Metro Gold Line Light Rail. ONT will be the only Southern California regional airport with direct access via high-quality fixed rail.
- With Gold Line extension, a light rail station is planned within the Meredith site.
- Site is located north of Interstate 10 (I-10), with regional access from two interchanges and a wide view corridor into the site.
- City staff supports critical components of TOD such as high density, intensification, and mix of land uses.
- A cluster of nearby universities provides potential ridership as well as a local labor force after graduation for industries



TOD Tidbit

"...many people choose to live and work in a TOD because they seek an environment that is walkable, that provides amenities, and that offers transit options."

Source: "Structured Parking for Transit Oriented Development", Urban Land, May 2009 (Timothy H. Haahs and James M. Zullo)



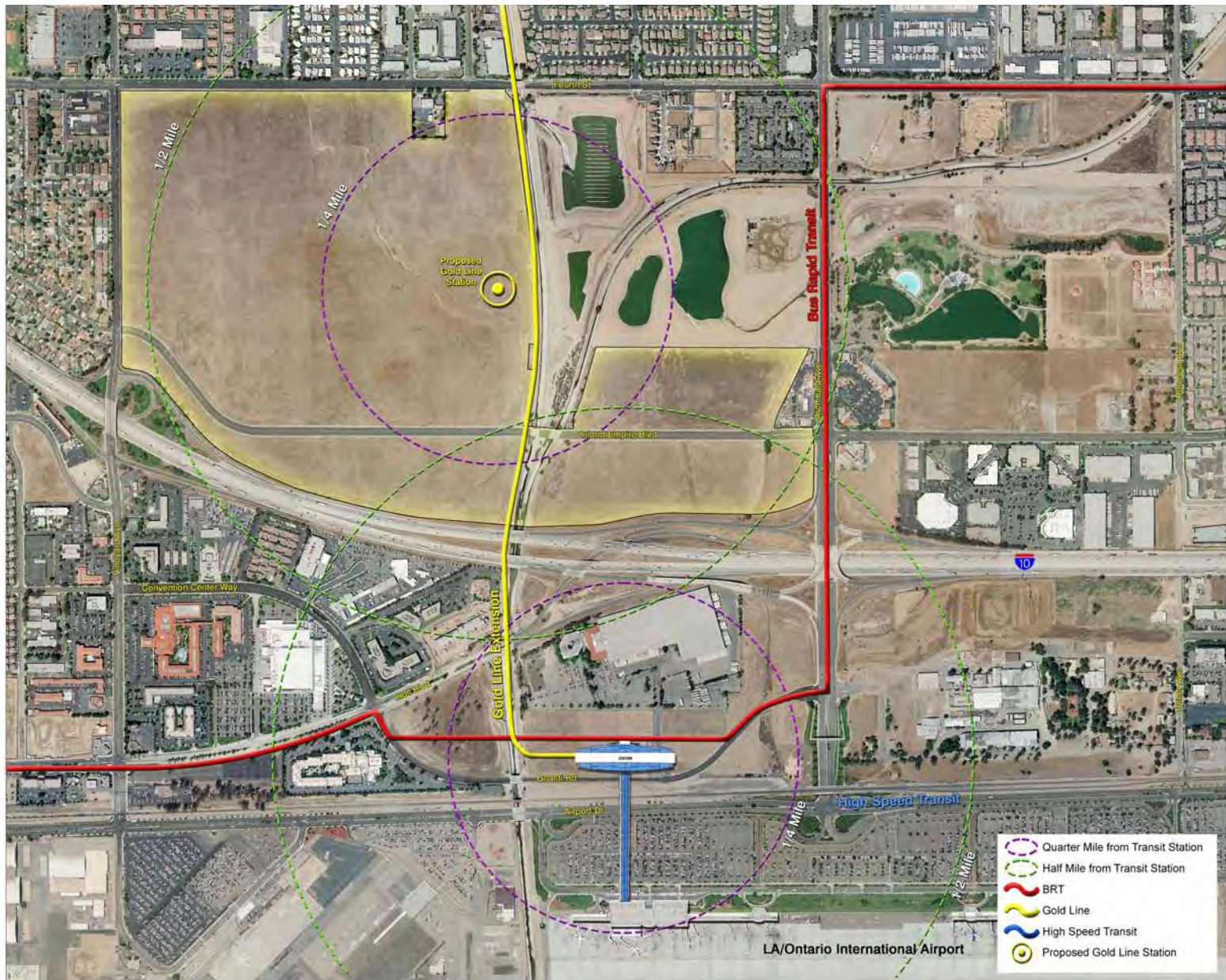
Future Transit Context for Northeast Ontario

Urban Land Institute TOD Marketplace

Context Map for Ontario/Meredith TOD, provided by Ontario TAP, 2009.

TOD MARKETPLACE

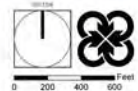
ONTARIO



Future Transit Context for Meredith Property

Urban Land Institute TOD Marketplace

Context Map for Ontario/Meredith TOD, provided by Ontario TAP, 2009.



concentrated on-site.

- With the Metro Gold Line, high quality transit will provide better access to Meredith and the surrounding employment area.
- New higher density development in an urbanized setting will provide increased mobility opportunities such as transit use, bicycling, and walking.
- Large recharge ponds east and north of the site be considered for joint use as park amenities and/or habitat areas.
- The Cucamonga drainage channel that bisects the site can be enhanced as a riparian and recreational amenity, while still accommodating Gold Line Light Rail.
- The airport and airport/security funding mechanism could be utilized for financial resources.

Constraints

While the TAP recognized the great opportunity for the Meredith site to be a City Center-type TOD, the panel also noted the timing and final alignment of the Gold Line is critical to creation of a TOD. If the light rail line or station is delayed appreciably, development of the site may succumb to lower density commercial uses. Strong leadership and an active role by the City is needed to guide the vision and ensure that the site's long-term investment potential is reached.

- With any large-scale TOD development there needs to be a long-term visionary commitment by the City and landowner/developer. The City of Ontario must take the lead and be instrumental in steering the direction and pace of the Gold Line extension.
- While I-10 provides easy regional access, the freeway brings potential air quality and noise impacts to the site. In addition, the proximity of ONT imposes some development restrictions.
- The large recharge ponds adjacent to the site create a barrier to access to the surrounding community and the established Cucamonga-Guasti Regional Park.
- Current market values do not support the development of multiple-level parking structures at the Meredith site, which are required to achieve the density/intensity desired by the City.

- Expansive street sections and large blocks on the periphery of the site are not conducive to pedestrian activity. The east/west roadway network, at current suburban standards, concentrates vehicular access to the site.
- Current market absorption is unclear, potentially creating the potential for an oversupply of retail and office tenants in the immediate area.
- The Vineyard interchange requires significant upgrade to support development at the Meredith site, which will add substantial infrastructure costs to development. Additional funding sources for infrastructure improvements likely will be needed to achieve the intensity of land uses desired by the City.
- Interim land uses may be acceptable to the City, but the City does not desire remote parking lots for ONT.
- Cucamonga Channel bisects the site.
- Primary trade area is minimized due to surrounding large-scale industrial/warehousing uses.

TAP Recommendations

The panel concurred that the opportunities for TOD outweigh site constraints and the panel recommends the City proceed with TOD on the Meredith property. However, in order to ensure that the TOD is successful, the panelists proposed the following six recommendations:

Recommendation #1 – Emerging Economy

Recommendation #2 – The Urban Core

Recommendation #3 – Inter-modal Connectivity

Recommendation #4 – Public Benefit

Recommendation #5 – Implementation and Phasing

Recommendation #6 – Funding Sources/Financing and Management

Recommendation #1: Emerging Economy

Seize the opportunity to capture the next emerging economy.

While it is unknown (precisely) what the next emerging economy will be, the TAP members believe that it is important to position the Meredith property and the rest of the Ontario Center to accommodate a new growth industry—the knowledge worker. Today's knowledge worker has expanded beyond the stereotype of just informational technology roles and can also be found among professionals like teachers, lawyers, architects, physicians, nurses, engineers, and researchers. It is increasingly clear to the Panel that a growing knowledge-worker segment must be the thrust of any marketing effort the City launches to bring jobs to the Ontario/airport complex.

Based on an overall projected demand and review of their demographic characteristics, these very mobile knowledge workers have the choice to live and work where they wish. With proposed alternate means of transit easily accessible on-site, and with residential, office, retail and entertainment close at hand, the Meredith property has the opportunity to be their place of choice. With this in mind, the coming revitalization of Ontario's economy could begin with the early planning and preparation of this site.

In order for this to happen, public and private participation is mandatory. In addition, a leader must step to the forefront. In the early stages, if such an entity or person is not immediately made known the City must actively be the standard bearer. In this regard, a continued push for earlier arrival of the Gold Line and increased activity at Ontario International Airport could help spur development interest, but the City of Ontario must not wait for these milestones to occur. Instead, the City must begin today to develop a comprehensive planning strategy for themselves that will encompass transit, real estate development, infrastructure requirements, commercial and residential development, and recreational choices that target the needs and desires of this new emerging market and further defines the vision for the Ontario/Airport complex for the next up cycle. The City must:

- Expand its recognition of the current economic impact and—more important—the market changes anticipated for Ontario's residential, commercial, and industrial markets. Recent studies



Mass Transit in Japan. Photo provided by Paul Martin, 2009.

(2007) do not address the expanded sphere of influence (beyond the county) nor the anticipated shift in the workforce demographic that will be taking place.

- Continue to expand Ontario's sphere of influence to match Ontario's "catchment zone," encompassing eight million in the Los Angeles Basin.
- Intensify and expand the study of national and international growth opportunities—join the Ontario International Airport and key businesses in seeking to open doors to global commerce. International markets are slated to recover quicker.
- Initiate collaboration with the private business sector to better understand their separate and common objectives through the creation of a high level task force.
- Interview CEOs from the top 20–30 businesses in the Ontario/ Airport complex as well as the region.
- Work collectively to determine growth opportunities for the City.
- Identify mutual interests and create a strategic plan.
- Execute and closely monitor the plan, checking to ensure the plan's relevance to changing market conditions.
- Create opportunities and incentives for cutting-edge businesses.
- Seek out high-tech, energy-efficient, sustainability-conscious firms.
- Outreach to businesses that, while using the close proximity of rail and/or air, employ knowledge workers and have a vision of Ontario as the gateway to the Inland Empire, Southern California, and international commerce.

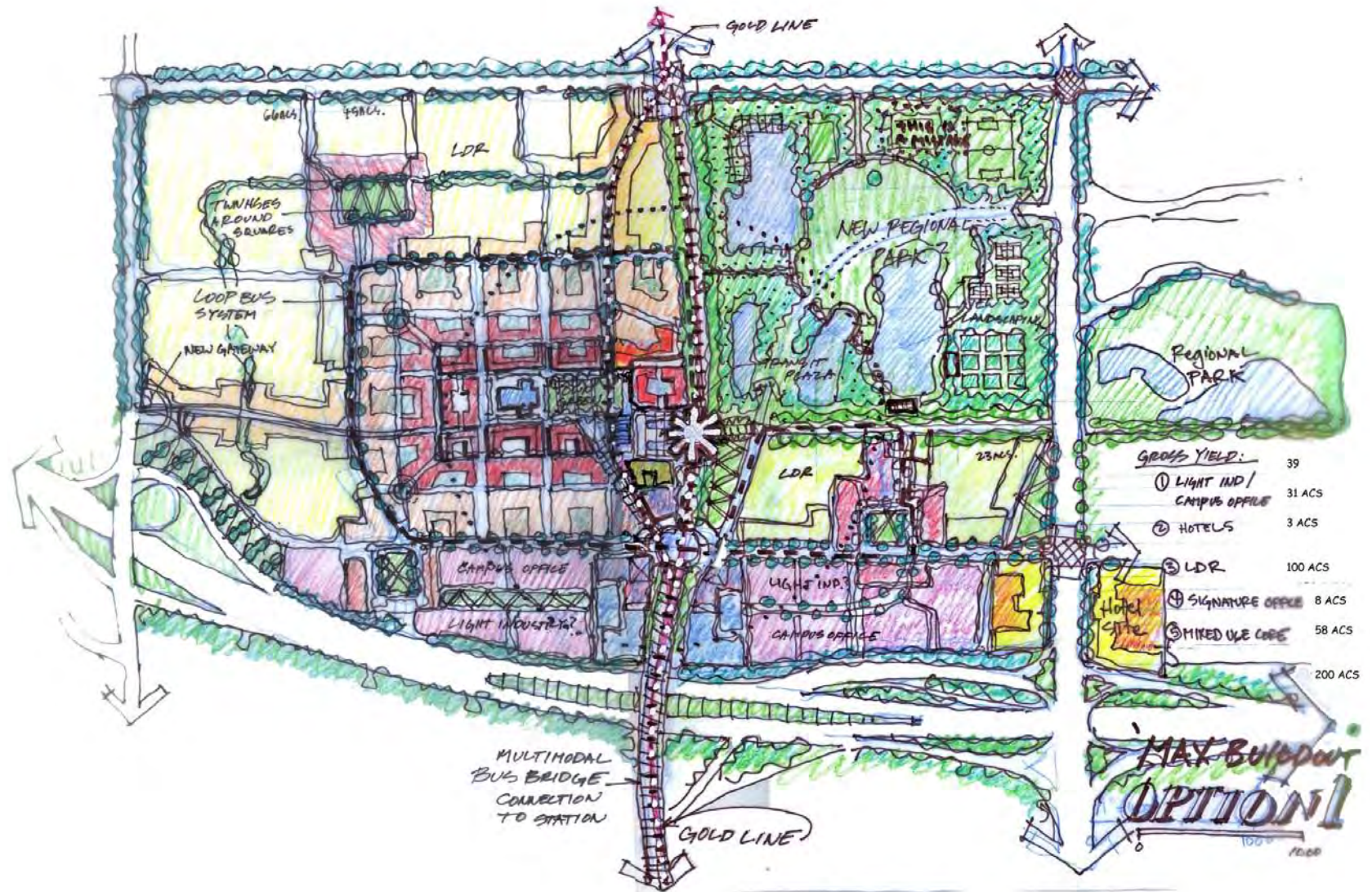
acres in size). The purpose of this core is to provide an urban identity for the TOD that captures the highest intensity uses in the City and embraces the Metro Gold Line station. The knowledge workers (see Recommendation #1) will seek an urban lifestyle that offers an active 18-hour day, and this can be provided in the Urban Core. Through the integration of key uses, cultural and recreational opportunities, and easy access to multi modal transportation, the Urban Core will become the hub of activity, creating the desired lifestyle for this emerging market. Regulatory documents (such as new design criteria and some level of form-based coding) can help ensure a timeless quality while reinforcing the urban brand.

- Develop the core as "urban" lifestyle:
 - Compact development (high density, low building profile: 6–10 stories, small blocks).
 - Sustainable site design with complementary land uses and connections to transit opportunities, recreation, amenities, etc.
 - Energy, water, and resource efficiency.
 - Integrated uses such as office, retail, residential, hospitality and civic uses, etc.
 - Smart infrastructure.
- Create a memorable experience unique to the City:
 - Design for an active 18-hour day.
 - Community retail, a diverse collection of restaurants and specialty food retailers, and more sophisticated forms of entertainment mixed within the public places (refer to Ghirardelli Square and Piccadilly Circus).
 - Band shell for events (weekly, monthly, and annual) such as concerts, pageants, shows, etc.
 - Culturally diverse districts.
 - Offer carefully crafted merchandising and layering of tenant categories for a distinctive consumer experience.
 - Flexible and programmable space.

Recommendation #2: The Urban Core

Develop the TOD core with a distinct identity.

At the heart of the Meredith site, the TAP recommends a development district referred to as the Urban Core (approximately 60 to 80 gross



- Highlight multi modal opportunities.
- Design public spaces with a timeless European quality:
 - Open spaces in the form of plaza courts.
 - Use large trees and fountains to create a comfortable atmosphere.
 - Coordinate signage, materials, and public art to tie everything together.
 - Ground-floor retail that appeals to adjoining users. The goal is to create a seamless relationship between uses.
 - An overall sense of quality and permanency.
- Create an urban brand through design guidelines, including:
 - Core uses
 - Coordinated signage and way-finding elements
 - Durable (timeless) materials
 - Authenticity
 - Districting
 - Best sustainable practices
- Transition Urban Core to outlying areas:
 - Link through bus, bike, and pedestrian paths.
 - Avoid abrupt edges by tapering massing and intensity to mimic adjacent uses.
 - Ethnic brush strokes (i.e., Asian restaurant branches to other Asian shops).

Sample Program for the Urban Core

- Small, walkable blocks: 1–4 acres in size
- Compact, urban open spaces (± 1 acre) or central plaza, suitable for events and various activities, wired with light and sound
- Variety of much smaller ($\pm 1/4$ acre) pocket parks, with fountains

and civic artwork as part of streetscape

- FAR: 1.0–1.5 (more dense is okay, although 2.0 seems to be the high end)
- 1/5 to 1/3 of maximum allowable development under the General Plan be programmed for commercial (1.5 million to 2.5 million GSF)
- 500–1000 housing units (roughly 0.5 to 1 million GSF)
- Locally oriented shopping (other areas of the site can address regional needs if necessary)
- Of the commercial entitlement
 - Less than 1/3 (0.5 million GSF) as retail
 - 2/3 of the commercial entitlement (1 million GSF) as office or other uses
- Civic, institutional, and educational uses are also important
- Events programming: weekly, monthly, yearly events such as farmers market, concerts



Pioneer Square in Portland, Oregon. Photo provided by Carrie Mayhew, 2009.

Recommendation #3: Inter-modal Connectivity

Use the station to anchor the core.

Train stations often provide the first impression to visitors to a community or city. Assuming the Gold Line Light Rail extension, the transit station is contemplated to become the anchor and center of the intense Urban Core supporting true TOD. The panel recommends the station be located at the axis of the Urban Core. Through physical design elements, the station can become a focal point for the Meredith property and the surrounding area. This station can work in tandem with the proposed multi modal transit center adjacent to the Ontario International Airport. But unlike the large multi modal transit center, which will be drawing regional trips, this station would serve the local community, providing “one stop away” access at a smaller and more neighborhood-friendly scale.



Union Station in Denver, Colorado. Photo provided by Paul Martin, 2009.

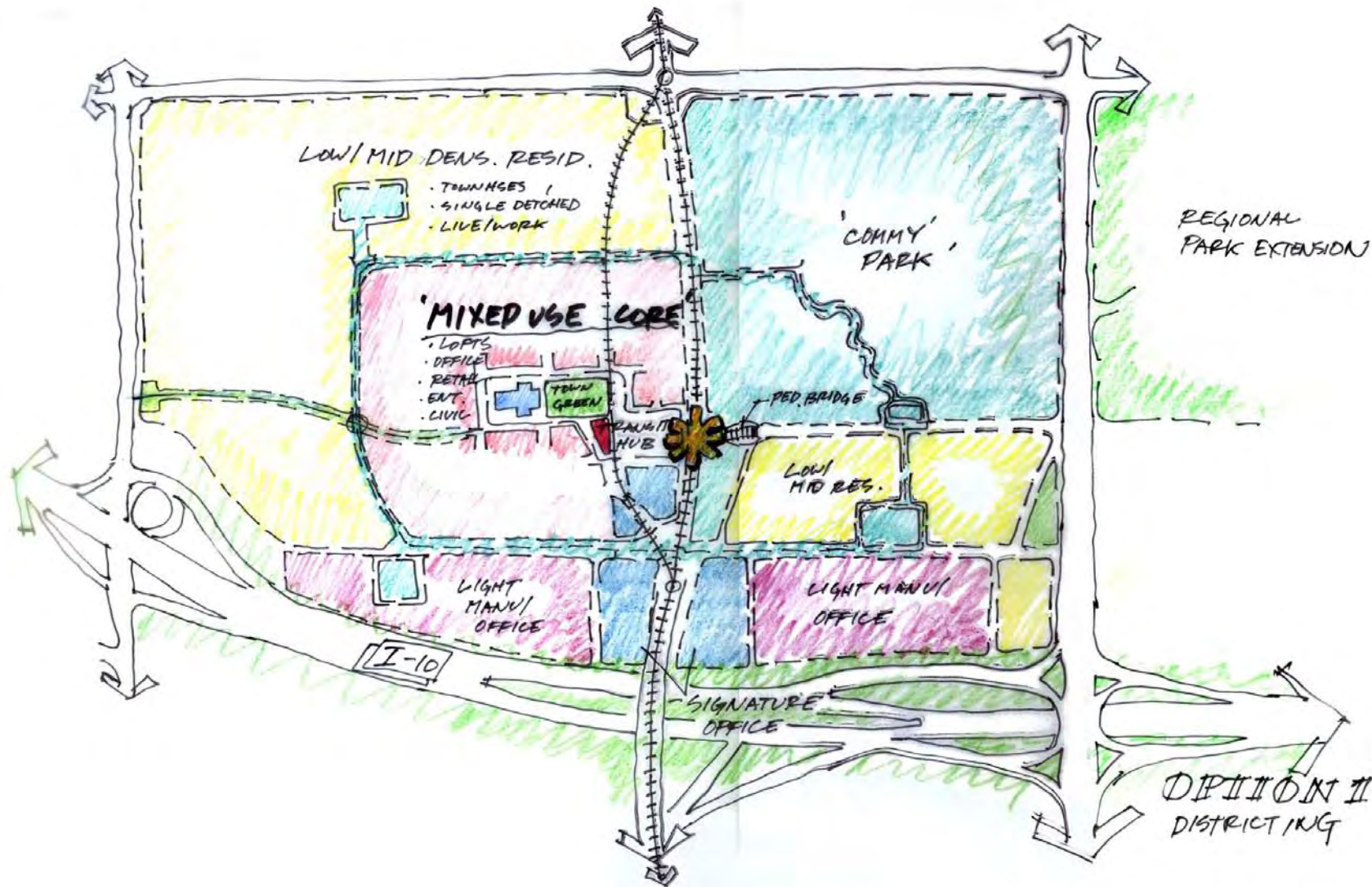
- City to champion and ensure Gold Line extension penetrates Meredith property as currently under review by Metro.
- Advocate for locating transit station southerly and westerly of Cucamonga Channel for optimal use of 1/4- and 1/2-mile walking influence area.
- Orient station as centerpiece of intense Urban Core with robust, engaging activity.
- Provide iconic station architecture to strengthen Urban Core and identity of unique place.
- Consider street-level rail lines to engage pedestrians and activate streetscape (refer to urban centers in which rail lines are embedded within street).
- Design station with linkages to other mobility opportunities (taxis, local bus, bus rapid transit, business district shuttles, University connectors, pedestrian and bicycle trails, etc.).
- Provide amenities at the station or nearby to reinforce the location as a destination and gathering spot (Wi-Fi access, transit/traffic information, street vending opportunities, pocket parks, public art, etc.).

Considerable discussion within the panel considered phasing if development of the site occurs before the Gold Line is constructed and operating. If development occurs in advance of the transit station, it would commence on the Meredith site periphery based on market demands, allowing for preservation of the vision for the Urban Core anchored by the light rail.

Recommendation #4: Public Benefits

Deliver public benefits as part of the TOD.

The panel cautions the City not to view TOD opportunities at Meredith solely as new development within the site but also as a way to adjoin and provide broader benefits to the surrounding community. The sheer size of this infill development area combined with its TOD orientation create opportunities for a new array of potential public benefit or public-serving uses, including urbanized public squares and streetscapes, new cultural



TOD Districts Plan provided by Ontario TAP, 2009.

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Trails in Boulder, Colorado. Photo provided by Paul Martin, 2009.

uses, and a choice of mobility options. Development at Meredith also points to the need to address the adjacent water recharge ponds. By creating public use opportunities with the large and otherwise challenging recharge ponds, the project can expand the Cucamonga-Guasti Regional Park, linking to the outlying areas. Such linkages are critical to gaining community support for the vision and will ensure political support for implementation over the long term.

- Coordinate with Flood Control District to integrate water recharge ponds as a major recreational and environmental amenity (similar to the wetlands in Playa Vista).
- Provide bicycle and pedestrian trails throughout site and advocate for a multiuse path incorporated into Gold Line Light Rail bridge over I-10 to increase north/south crossings of freeway.
- Prepare a community framework plan as part of the area plan for the Meredith site; focus on key elements such as open space, public realm design criteria, cultural services/facilities, internal and external connectivity, etc.
- Roads, plazas, and other gathering areas in the core developed as public, not private.
- Leverage public funding opportunities and pursue available grants to establish public parks, open space, and other recreational amenities for use by entire Ontario community.
- Strive to build recreational and social amenities in concert with private development, including institutional uses, parks, trails, performance centers, and other community gathering spaces.
- Encourage civic and cultural uses such as museums and performing arts in the Urban Core.
- The City has been instrumental in defining goals for maximizing development at Meredith and the panel recommends the City continue to partner with the development community to obtain funding opportunities for public facilities serving all City residents.

Recommendation #5: Implementation and Phasing

Development Strategy

The panel believes that the development strategy for the Meredith site must incorporate a commitment to regional planning; be focused on a new regional strategy/agenda and more thorough economic research; include diverse land uses; and address current infrastructure deficiencies and strategies for moving forward. The panel recommends local jurisdictions, private sector firms, regional organizations, and the state cooperate in order to engender interest from the global marketplace, particularly from Fortune 500 multinational corporations, which represent potential large users. Substantial entrepreneurial innovation, creative professional services, and public/private leadership are essential.

Regional Planning

Although all regions are unique, they may not be fundamentally different in the challenges they face in forming a regional strategy/agenda. Each region will focus on those strengths that make it unique. In all regions of the country, there seems to be four simultaneous conversations going on about challenges for the future:

- How to generate meaningful jobs.
- How to create livable communities that will attract investment and skilled workers so that the region can be competitive in a global economy.
- How to address the need for social inclusion and how to build trusting relationships.

Effective visioning integrates these conversations and builds trust as stakeholders take risks collectively to follow the vision.

In addition, successful development will require a strong commitment to public/private and multi-jurisdictional land use and transportation planning and cooperation, infrastructure financing, marketing, and community development initiatives. The current economic crisis presents an opportunity to reestablish transportation as a policy priority. With

credit sources limited and infrastructure projects a necessity, it is vital that local, regional, and national governments find new ways to secure funding for projects. Implementation of these strategies is discussed in more detail in the Funding Sources/Financing and Management section.

Organize for Success

The panel recommends a high level task force be formed to realize the development of the Meredith site. All of the key stakeholders involved in and affected by this project/Ontario Center need to be represented to ensure the success and sustainability of development opportunities presented by the area and its market potential. The panel recommends the City formalize and possibly broaden this Task Force to more effectively deal with the challenges faced by the region and the community. The intent of such an entity is to engender cooperation and ensure that prudent measures are taken in the development of the larger Ontario Center area.

Faithful execution of the Task Force recommendations and a unified voice will be essential to engaging the business community and bringing the vision to fruition. Ongoing monitoring, benchmarking, or other metric might be established to determine parameters of success for the Task Force.

The panel recommends that consideration be given to include representatives of at least the following key organizations:

- The State of California, including both elected officials and representatives of key agencies, such as Caltrans.
- The major airport authority and the major railroads operating in the area.
- The major private and public colleges operating in the area of influence.
- Key domestic and foreign private sector interests, including major property owners, real estate development companies, and logistics, transportation, and shipping companies.

The Task Force may be responsible for taking the following actions:

- Providing input to the master plan of Ontario Center and Meredith.

Phasing

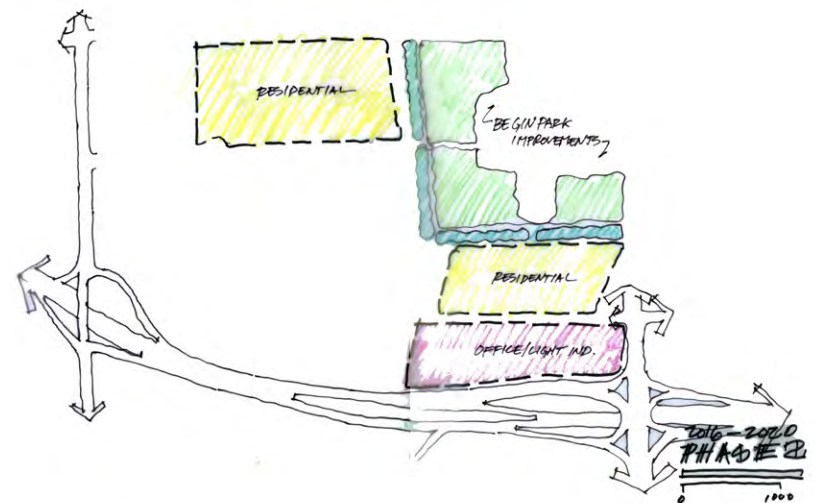
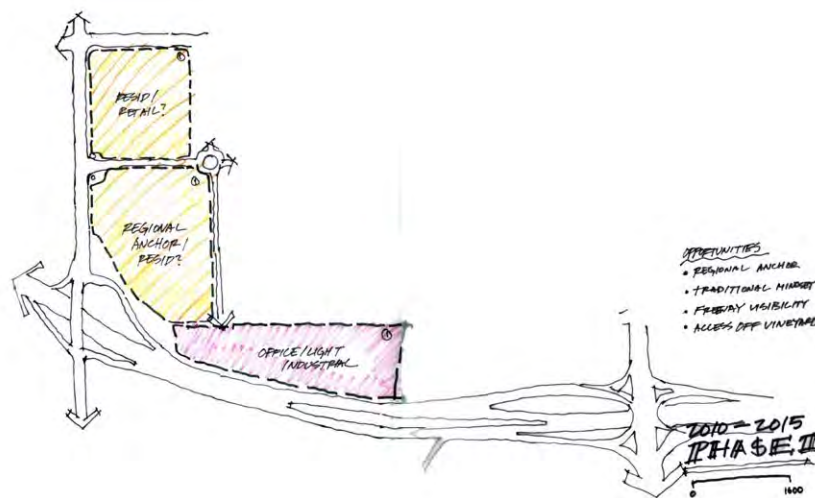
To make any projections with respect to phasing at this premature stage would be impractical. However, during the panel session we assumed a traditional land use planning approach where development starts in the most visible areas along Interstate 10 and at key intersections. The panel also felt it would be best for Meredith's short- and long-term values for the urban core to be moved to the center of the site. This strategy also makes sense from a land-planning standpoint for the following reasons:

- Suburban development patterns favor a traditional land-use plan where the peripheral sites are most desirable to initiate development.
- Incremental growth is more realistic in the near future.
- Interstate 10 frontage presents an opportunity to market Meredith and the TOD.

However, this peripheral strategy will present its challenges given the potential timing of the Gold Line (as early as 2017). We do not advocate planning the peripheral strategy independent of the urban core planning. The panel feels the entire Meredith site must be planned collectively so the sum of the parts are connected from a transportation and pedestrian viewpoint and the whole becomes of greater value.

- Developing a public communications plan.
- Assist in creating a comprehensive marketing plan and market the overall area.
- Identifying and facilitating implementation of the port, trade, and logistics programs and facilities that will enhance the area's market position as a trade and logistics hub.
- Establishing a cohesive voice and policy position, in particular as it relates to state and federal policy and funding requests.
- Identifying and securing funding for infrastructure investments.
- Earmarking and coordinating public development incentives.
- Engaging decision makers in manufacturing/exporting companies from fast-growing regions/countries, and keeping them abreast of geographic and economic advantages by illustrating the logistical opportunity the area represents.

Because of the limited time the panel has had to understand local governance issues, it is unable to be more specific on governance structures. It believes that a cooperative, coordinated approach to development is essential for the area's long-term, sustainable success.



TOD Phasing Study 2010-2015 provided by Ontario TAP, 2009.

TOD Phasing Study 2016-2020 provided by Ontario TAP, 2009.

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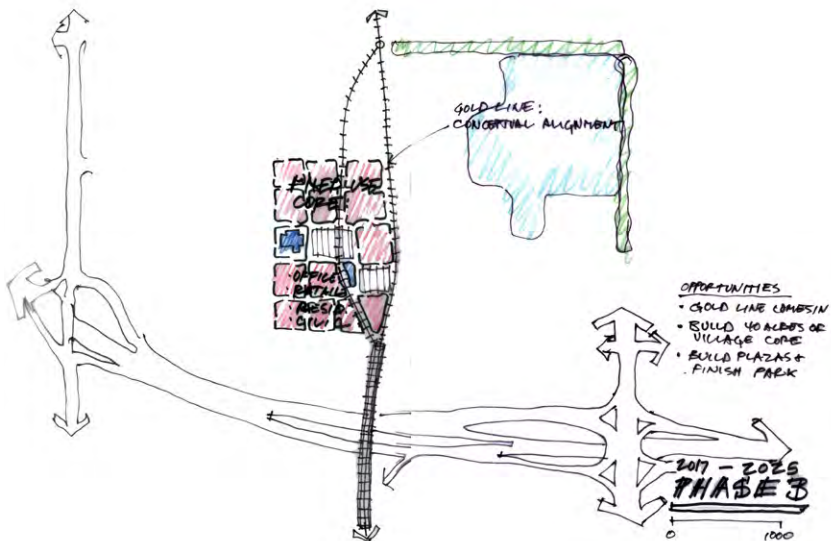
The planning process needs to include an economic analysis of the major factors of the next emerging economy that are transforming culture, society, business, and real estate. Incremental growth is expected in the near future due to the subdued recovery, and a comprehensive planning strategy is highly recommended. The panel recommends the comprehensive strategy be supported by the larger vision plan for the region that will support growth.

Recommendation #6: Funding Sources/Financing and Management

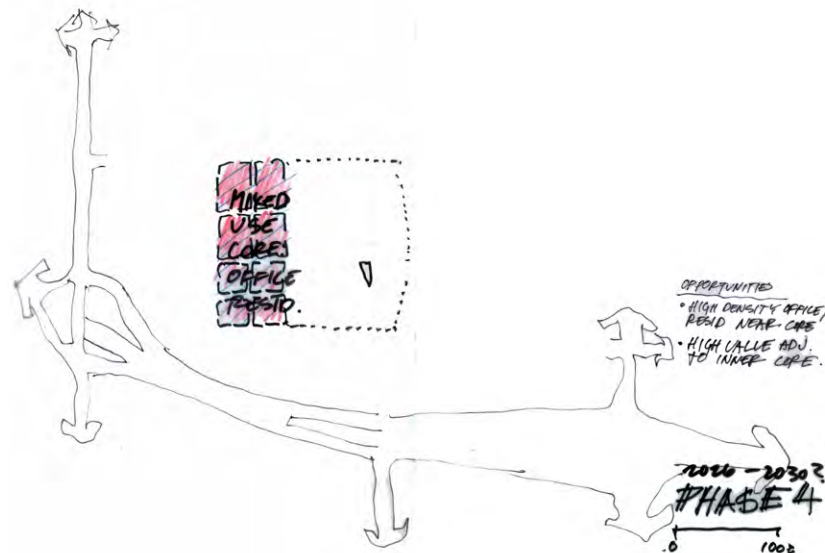
Position for public funding (federal, state, local)

The TAP concurs that the City has done great work to further economic development and explore funding opportunities. The panel recommends the City continues to leverage public funding with private dollars to enhance the value and scope of the project. Innovative opportunities that include the dedication of public space within private development, and public infrastructure to improve access and efficiency to and within the Meredith

site is encouraged. On the public side, the panel recommends the City aggressively look at funding opportunities, such as economic stimulus, livable or sustainable communities, and air quality or transportation improvement funds, whenever they become available. Public-sector support of infrastructure improvements will likely be necessary to attract and maintain private investment. The panel recommends provisions for some public infrastructure for the project—building public streets/connections through the project, providing public open space or parks and streetscape improvements (landscaping, lighting, etc.), and/or paying for new public parking structures—principally through tax increment financing be considered. Creating a parking district early in the process may also benefit the overall project. The City may purchase/ground lease land to build City-owned garages that are supported by users' hourly or daily rates, with asurtax on property tax assessments for properties that do not provide adequate parking on-site. Additionally, if the City chooses to invest in a project as a owner or ground lessor, or provide public financing or other provision for a major public facility (new City Hall, library, cultural facility, etc.), this would help facilitate and leverage private investment. The panel recommends the City use public investment to generate immediate short-term benefits and make the site attractive to private investment.



TOD Phasing Study 2017-2025 provided by Ontario TAP, 2009.



TOD Phasing Study 2026-2030 provided by Ontario TAP, 2009.

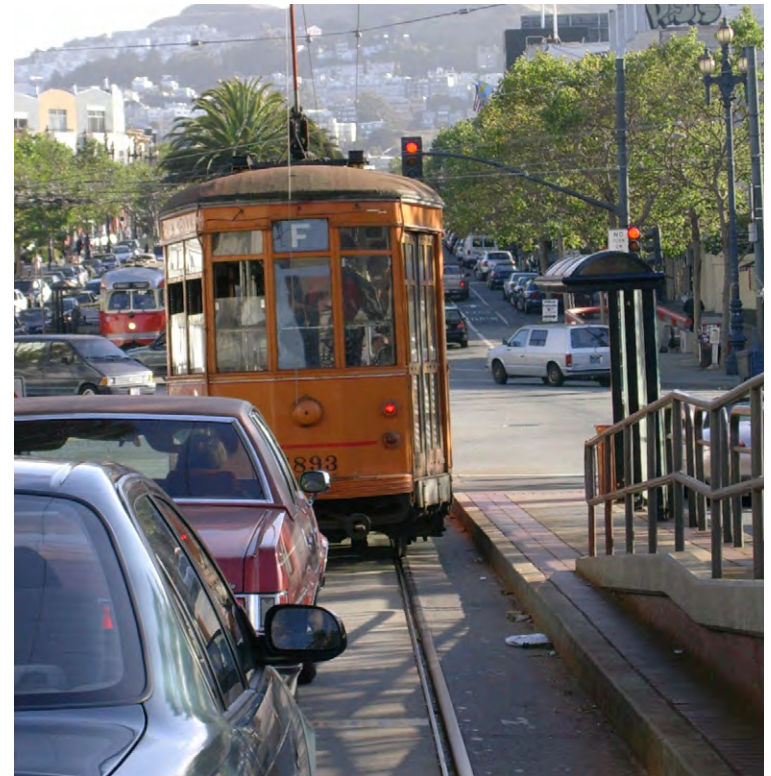
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Due to the site's proximity to the airport, there is a strong draw for long-term investment. While the population may migrate over time, the airport infrastructure ensures this site will always be a desirable location. Given the long-term development potential, the panel recommends the City position itself for long-term public dollars and shepherd the Gold Line extension to ensure rail line strategies are in the City's best interest for development. Additional funding and financing recommendations include:

- Support transportation projects that can potentially connect to site in the Regional Transportation Plan and Long Range Transportation Plan.
- Leverage public funding with private dollars through funding sources such as:
 - Local transportation funding measures
 - State and federal funding
 - Airport passenger facility charges
 - Municipal bonds
 - Institutional uses
- Utilize and leverage transportation funds in the various multi modal forms as they exist (freeway mainline and HOV improvement funds, airport passenger facility charge, Gold Line extension funding, etc.)
- Utilize land use, livable and sustainable communities, and air quality improvement funding to augment private investments (examples include SCAG Compass Blueprint funding and funding related to SB 375 and AB 32 measures).
- Evaluate government grant opportunities—such as Dept. of Commerce, Economic Development Administration for Global Climate Change Incentive Fund; Department of Transportation for additional funds and grants; and State Park Grants for funds for public open space.
- Investigate transportation financing through a CFD.
- Identify and apply for Energy Efficiency Block Grants.
- Utilize a tax increment financing program for major public



Transit in San Francisco, California. Photo provided by Paul Martin, 2009.

Evaluate opportunities for tax exemptions, credits, deductions, and special treatments (investment tax credits, property tax abatements, etc.).

A comprehensive regional funding strategy must be addressed to re-energize development activity and the panel recommends implementation of a regional strategy that significantly reduces intercity competition for these funds, increasing the likelihood of approval by the various state and federal agencies for funding going to this area of Ontario.

On the private side, from a Meredith land ownership perspective, the sale to or, joint venture with an experienced mixed-use developer will be critical. A mixed-use development on this order of magnitude will involve high costs that can strain the financial resources of even the largest and most financially healed and experienced developers. For this reason ownership may want to find a development "partner" and/or equity partner to function as "master developer" for planning and entitling the

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project and selling off parcels to other developers and merchant builders or developing individual parcels themselves at a later date (timed with favorable economic conditions). Staying with a project for such an extended period of time (15- to 20-year build out) is challenging at best. The developer/partner must have a solid reputation for completing long-term projects and must attract interested equity partners and lenders. A master developer approach may be the preferred way to maximize the value of the property and implement the vision over the long term.

Conclusion

The City of Ontario has the expertise and political will to move forward on a comprehensive TOD strategy for the Meredith site and the supporting transit services. The City's vision for Meredith as both a new, urban downtown and a destination for the region are consistent, in the panel's view, with the short- and long-range market potential associated with this site. The panel's recommendations focused on the critical components of a comprehensive strategy to assist the City in accomplishing this vision, including:

- The need for the City to take a leadership role in getting the Gold Line extension to the airport (with a station at Meredith) within the transit agency's preferred time frame (2017).
- The need for the City to study and target this new emerging market - particularly related to global commerce - and shifts in workforce demographics.
- The need for the City to establish a high-level task force to be collectively engaged in the planning of transit delivery, infrastructure planning and financing, high density mixed-use development, state/regional financing and regulatory compliance, and private sector business growth.
- The need to plan and "hold out" for an Urban Core within the Meredith property.
- The need to deliver a range of public-serving or public benefit uses.
- The need for the City to lead in positioning development (and infrastructure) for public funding as a way to enhance the value and scope of the project.



Downtown Boulder, Colorado. Photo provided by Paul Martin, 2009.

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Corona TOD TAP, 2009. Photo provided by Carrie Mayhew.

Panel Biographies

Given the broad range of expertise necessary to fully envelop the task at hand, panelists were selected based on their experience in transit oriented land planning, engineering, transportation systems, architecture, landscape, economic development, financial analysis, project management, marketing, land development, and construction.

Biographies for the panelists are listed below, organized alphabetically by last name.

Ryan Aeh
Project Director
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ryan@thelab.com
(Corona TAP)

Ryan Aeh is a Project Director for LAB Holding, a boutique commercial real estate development and management firm based in Costa Mesa, CA. Ryan is responsible for land acquisitions, in-house leasing, and is the project manager for the SEED/Centennial Mills redevelopment project in Portland, OR. Ryan has a diversified real estate background with broad development experience from opportunity identification, financial analysis, transaction structuring and negotiation, due diligence efforts, land entitlements, and asset management. Prior to joining LAB Holding, Ryan was a Director of Acquisitions for The Olson Company, an infill residential developer. Ryan focused on TOD locations in Orange County and secured nearly 500 new home sites (over 200 adjacent to Metrolink stations). Ryan graduated from the University of Southern California with a Bachelor of Science in Planning and Development. He is a member of the Urban Land Institute and the International Council of Shopping Centers.

Richard Aiken, AIA, NCARB
Senior Principal — Urban / Mixed-Use Design
William Hezmalhalch Architects, Inc.
RickA@whainc.com
(Corona TAP – Co-Chair)

Rick Aiken, a Senior Principal, directs the WHA Urban Mixed-Use Design Studio. With over 25 years of experience and a large body of work in and around the West Coast, Rick has become a leader in urban design with a focus on higher density and mixed-use projects. His expertise has led to speaking engagements to share his skills and insight in the area of urban infill design. It is Rick's firm belief that the scale of these projects is bigger than one person and ultimately it is tenacity, discipline and good communication that result in success. WHA Urban Mixed-Use Studio intends to focus on projects that are Unique, Boutique and Refined. Rick believes that all projects have a process that is unique to the site location, project type and the needs of the client. With his diversity of experience in commercial, institutional and residential projects over the years he is able to integrate different architectural philosophies while still achieving programmatic and economic objectives of the client. Raised under the guidance of his father, a real estate investor and developer, Rick developed a passion for architecture at an early age. The business knowledge gleaned from his father, combined with his experience as a construction framer in high school and college, gives Rick a balanced understanding of how to creatively design buildable solutions. Rick encourages balanced responsibilities and skill sets for those on his team. He identifies staff best suited to each project and keeps them involved from conceptual design through production. This requires the staff to take personal interest in each project. Ultimately this provides a better flow of information and builds stronger client relationships.

Denise Ashton, CGBP
Principal – Planning and Community Design
William Hezmalhalch Architects, Inc.
denise@whainc.com
(Corona TAP – Co-Chair)

Denise has been involved in the planning and design field for the development industry over 30 years. Her schooling as a geographer, set the stage not only at the broad perspectives of large scale land planning but also at the diverse intricacies of designing and entitling quality neighborhoods and communities. Her well-rounded knowledge of the development process from project inception and design through entitlement and completion, with expertise in site specific design, written,



Placentia TOD TAP, 2009. Photo provided by Carrie Mayhew.

verbal and graphic presentations and client relations, has been an advantage for WHA and its clients. As one of two managing Principals of the Community Planning and Design department, Denise's enthusiasm and passion for the profession is inspiring. Her ability to manage and lead a team of professionals, or to be a team player herself, results in a dynamic, self-motivating and creative planning and design group.

Talented in domestic and international land use planning and design from small infill urban sites to large master planned communities, her interaction with the residential and Mixed Use studios of WHA, is a unifying element and creates a most creative, powerful and solution oriented approach to project challenges. Denise has strong core design values that guide her successes; compatible contextual neighborhood design, livable neighborhood and community design and the balance of project objectives with client goals. Denise is active in the Urban Land Institute Orange County District Council and serves on the Executive Committee as the co-chair of the Education Committee. This involvement is a fantastic opportunity to share and promote the importance of responsible land use and to participate with others from across the country in topics that influence all of us: sustainability, affordable housing, infrastructure, education, market forces etc.

Aram Chahbazian, AIA

Principal

Thomas P. Cox Architects

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(Placentia TAP)

Aram Chahbazian is a Principal at TCA, an award-winning architectural firm specializing in high-density housing. Mr. Chahbazian has over 25 years experience in residential design with direct, personal involvement in the entire design process. He directs a design studio with an emphasis on mixed-use urban-infill projects. These complex projects range in density from 45 up to 100+ DU/acre located in urban environments in the Western United States. Typically, these projects incorporate retail at the street level with high-density housing above, often incorporating entire urban blocks. Mr. Chahbazian is a member of American Institute of Architects (AIA) and Urban Land Institute (ULI), serving as co-vice chair for the programs committee of the ULI Orange County District Council advocating smart growth issues for the Southern California region. He is

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also actively involved in supporting Habitat for Humanity by working to provide decent housing for low-income families in Orange County.

Nate B. Cherry, AIA, AICP, LEED-AP

Vice President
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ncherry@RTKL.com
(Ontario TAP)

Nate is the director of the Planning and Urban Design Group of RTKL Associates Inc. With over 20 years of experience as an architect and urban designer, he specializes in large Urban Infill and Brownfield Redevelopments, Transit Oriented Development, Campus Planning, and Sports and Entertainment Districts. He has extensive experience working throughout the western United States, Canada, Asia, Russia, and Australia. He has been project lead on numerous award-winning projects, including (in California): Los Angeles Sports and Entertainment District, Downtown Brea Redevelopment, Pasadena Central District Specific Plan, and Tustin Legacy. He is on retainer as town architect for numerous municipalities in Southern California. He has written and lectured extensively, and his book; *Grid / Street / Place: Essential Elements of Sustainable Urban Districts* was published in 2009 (APA Press).

David Chow, P.E., AICP

Partner
IBI Group
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(Ontario TAP)

David Chow is a partner of IBI Group, an international multi-disciplinary firm focused on the development of cities. With over 2,200 employees in 60 offices throughout North America, Europe, Asia and the Middle East, IBI Group offers a broad range of professional services concentrated in four main areas: Urban Land, Facilities, Transportation and Systems. David is one of the Directors in the Irvine office responsible for IBI's practice in the Southwest United States. He is a graduate of the University of California, Irvine and a founding member of the UCI

Chapter of Chi Epsilon, the Civil Engineering Honor Society. David is a licensed professional engineer (P.E., civil) in the states of California, Arizona, Michigan, Nevada, New Mexico, New York and North Carolina. He is also a certified planner and member of the American Institute of Certified Planners (AICP). He has over 20 years of experience working in the transportation planning and engineering fields. Over that period, he has managed numerous transportation projects ranging from planning and land use studies to design and implementation of infrastructure and transit systems. His background includes extensive experience with transportation and transit planning, traffic engineering and engineering design. He has worked on projects with all modes of land travel from pedestrian and bicycle, to auto, bus, streetcar, light rail transit (LRT), automated guideway technology (AGT), personal rapid transit (PRT), commuter rail, high-speed rail and high-speed maglev. Significant projects in the region that Mr. Chow has worked on include his lead roles in the Southern California Association of Governments (SCAG) High-Speed Maglev Deployment Program, City of Irvine Guideway Project, Orange County Transportation Authority (OCTA) CenterLine Preliminary Engineering and Environmental Assessment, City of Los Angeles Expo Line Transit Oriented Development Study, and Metro Gold Line Extension Transit Oriented Development Study. David is currently working with the City of Anaheim as their project management consultant (PMC) for their fixed-guideway project in the Anaheim Resort Area.

Susan B. Davison, AICP

Director of Business Development
Van Tilburg, Banvard & Soderbergh, AIA
sdavison@vtbs.com
(Riverside TAP – Co-Chair)

Susan Davison, as a Director at Van Tilburg, Banvard & Soderbergh, AIA ("VTBS"), currently oversees all marketing and business development for the locally-based architectural firm. In her role, she is responsible for providing strategic direction and identifying potential opportunities for the firm. VTBS specializes in mixed use, urban infill and multi-family development, designing a wide range of projects throughout Southern California. Susan started her career in economics and finance, providing consulting services to private sector investors. She then spent ten years as a senior project manager at EDAW/AECOM, an international planning firm. At EDAW, Susan was responsible for managing multi-disciplinary

teams to develop innovative and cost-effective sustainability programs for large-scale masterplanned developments. Susan has held leadership roles in high profile, complex design projects such as the Heritage Fields Community, a registered LEED-ND pilot project at the former El Toro Marine Air Base in Orange County. Professional affiliations include the American Planning Association, as an AICP, and membership in the Urban Land Institute. Susan is a member of the ULI 2009 TOD Marketplace Committee, as well as co-chair of a recent Technical Assistance Panel for the City of Riverside. She currently serves as Vice-Chair of Education for the ULI OC/IE Sustainable Communities Initiative Council. She also helped establish, and served as co-chair of the ULI-Young Leaders Group Orange County Chapter. Susan has a Master of Arts in Urban Planning from the University of California, Los Angeles, and a Bachelor of Arts in Urban Studies + Planning from the University of California, San Diego.

Edward A. de Avila

CEO

Village Partners, Inc.

ed@villagepartners.com

(Ontario TAP)

Ed de Avila has developed a reputation of understanding multiple disciplines and their integration and, how to distinguish properties with a particular focus on street front mixed-use developments. His client base has included pension funds, investment companies, land developers, government agencies, regional mall owners and mixed-use partners and developers. With over 25 years of experience in real estate planning, design, development, and leasing, Ed has been responsible for creating and managing multi-disciplinary project teams delivering mixed-use developments. His extensive experience creating value on both urban and suburban properties, through a customized, process approach, combined with strategic branding, merchandising and leasing, contributes greatly to defining developments. Ed also was Co-founder and Managing Director of Centertainment, Inc., the wholly owned development subsidiary of AMC Entertainment, Inc. and was responsible for theatre expansion and development in the U.S. and Canada on behalf of AMC Realty. Following his tenure at AMC; Ed was Senior Vice President of J.C. Nichols Company where he managed a portfolio of all property types valued above \$600M with revenues above \$100M and maximized value of the historic Country

Club Plaza achieving a \$56M Tax Increment Financing assistance for a \$240M development program.

Bill Delo

Associate

IBI Group

bdelo@ibigroup.com

(Corona TAP)

Mr. Delo is an Associate of IBI Group and a Transportation Planner with over nine years of experience in transportation planning and traffic engineering. Mr. Delo is an experienced project manager, responsible for the successful completion of numerous projects. His particular areas of expertise include multi-modal planning studies, traffic impact studies and the identification and evaluation of transportation demand management (TDM) measures and their ability to reduce automobile trips and parking demands for new developments. His career experience has included extensive participation in public and agency outreach activities.

Christopher J. Grey, AICP

Senior Associate

Fehr & Peers

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(Riverside TAP)

Christopher J. Gray, AICP, is a Senior Associate with 14 years experience in transportation planning, Sustainable Transportation, climate change studies, travel demand forecasting, parking studies, transit studies, and Smart Growth. He has managed over 100 projects while at Fehr & Peers including: the Irvine Climate Action Plan, advising the Orange County Transportation Authority regarding SB 375, and the development of a Sustainability Model for the SCAG. He has extensive experience working with transit projects including development of the Direct Ridership Model prepared by Fehr & Peers along with several studies for OCTA under the Go Local Program. He is a member of APA, CNU, and ULI. He earned a Bachelors of Arts in Political Science from the University of Florida and a Master's of Science in Planning from Florida State University.



Corona TOD TAP, 2009. Photo provided by Carrie Mayhew.

Andrew Gross
Vice President of Development
Tom Saffron Associates
andrew@tsahousing.com
(Corona TAP)

Andrew David Gross is Vice President of Development at Thomas Safran & Associates. Mr. Gross is experienced in all aspects of affordable and market rate development, including site acquisition, finance, government agency negotiations, planning, design and construction. Prior to joining Thomas Safran and Associates, Mr. Gross worked as an associate at a Los Angeles based investment bank. Mr. Gross is a member of the California Bar and graduated with honors with a JD/MBA from Emory University. Mr. Gross also graduated with highest distinction honors, Cum Laude, in economics from the University of California, San Diego.

Karen Gully
Director, Design
The Planning Center
kgulley@planningcenter.com
(Ontario TAP – Co-Chair)

Karen has a talent for strategy and innovative problem solving that has been honed by 20 years of experience. Her skill with all facets of community planning and design for private and public sector clients expands the opportunities for creative solutions. In recent years, she has specialized in assisting local communities with evaluating the potential for transit-oriented development associated with Metrolink and BRT. Her work ranges from vision plans to implementation strategies, each developed in a collaborative effort with city staff, transit agencies, and the public. To date she has lead over 18 conceptual transit visioning projects in the southland. Karen also has extensive experience in specific plans, conceptual design studies, infill development strategies, general plans, military base reuse plans, and project implementation and entitlement. She regularly facilitates public meetings and workshops and is adept at establishing a rapport with her audience and communicating complex and often controversial issues in a clear, accurate manner. She

provides expertise in project visioning and implementation, and enjoys the challenges of project processing, negotiating conditions of approval, responding to political considerations, and handling communication between stakeholders.

J. Donald Henry
President
Village Partners, Inc.
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(Ontario TAP)

Don Henry is a twenty-five year real estate industry veteran with a unique balance of skills in finance and investments combined with hands-on experience in the planning, design and management of urban residential and mixed-use real estate developments. His background includes academic credentials, with degrees from Cal Poly, Pomona, School of Environmental Design (BA and BS), Claremont Graduate University (Certificate in Executive Management), and Massachusetts Institute of Technology (MSRED) as well as the AICP designations. Prior to launching Phoenix Ventures he was Vice President of Development/Acquisitions for the Related Companies. Previous to joining Related, Don was a Vice President of Development with Legacy Partners / Lincoln Property Company (Western Region). Preceding his tenure at Legacy / Lincoln, Don was a Senior Associate with the international design firm of Sasaki Associates.

Robert Kahn
President and CEO
RK Engineering Group, Inc.
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(Placentia TAP)

Mr. Robert Kahn, P.E., T.E. has worked professionally in traffic engineering and transportation planning for over 40 years. Mr. Kahn is President and CEO of RK Engineering Group, Inc., a full service traffic/transportation and environmental engineering consulting firm located in Newport Beach, California. RK provides consulting services to a wide variety of private



Riverside TOD TAP, 2009. Photo provided by Carrie Mayhew.

and public sector clients throughout California. He is recognized as an industry expert and is actively involved in RK on a daily basis. Mr. Kahn is an active member of several Professional Organizations including the ITE, ASCE and ULI where he has presented several technical papers. He received his Bachelor and Master of Science degree in civil engineering from the University of California, Berkeley. Mr. Kahn is registered Professional Engineer and Traffic Engineer in the State of California along with the states of Nevada and Colorado.

Howard J. Katz, Esq.
VP Community Development
Casdan Properties
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(Riverside TAP)

Graduated from California State University Los Angeles in December 1973 with a B.A. in Mathematics, and minored in Industrial Arts (Woodworking) and went on to receive a J.D. from Whittier Law School in June 1979. From 1975 to 1980 was employed as a City Council Deputy to Councilman Zev Yaroslavsky. After leaving Yaroslavsky primarily practiced in the field of land use entitlements, construction and environmental law for over 21 years and served several nonprofits as a housing consultant. In June 2001 joined Casden Properties as a Vice President of Community Development responsible for coordinating and obtaining entitlements for the various company projects as well as coordination of the design development / construction drawings. Prior to joining Casden concentrated on the development of affordable senior and disabled housing projects for numerous non-profit agencies. Was the primary person responsible for the development of over 1,000 such units varying in project size from 151 to 6. Responsible for the processing of one of the first mixed use / air rights projects to be built utilizing a city off street parking lot and HUD financing. As the housing consultant for these projects, was responsible for all aspects of the development, from identifying potential sites to obtaining permits, financing, and construction management. In addition, was the lead land use attorney for numerous regional shopping centers in the Los Angeles area responsible for the entitlements and permits, but was also a part of the construction management team. Projects included the Westside Pavilion, Pavilion II, Beverly Connection, as well as numerous other smaller local retail facilities and assisted in

the renovations of the Century City Shopping Center, The Brown Center, Marina Pacifica and the Beverly Center.

Jeanet Kulcsar
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David Taussig and Associates (DTA)
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(Riverside TAP)

Jeanet Kulcsar has a background in economics, public administration and finance. Since joining DTA in 2005, Mrs. Kulcsar has prepared various reports including public facilities financing plans, economic impact, fiscal impact and jobs/ housing balance studies. She also conducts qualitative and quantitative analysis of various public financing mechanisms such as Community Facilities Districts, Redevelopment Project Areas, Assessment Districts, Revenue Bonds and Development Impact Fees.

In addition to feasibility studies, Mrs. Kulcsar has also been involved in the formation and annual administration of dozens of Mello-Roos Community Facilities Districts ("CFDs"), with successful bond sales of over \$100 million, including CFDs in Tustin Marine Corps Air Station, City of Irvine, City of Long Beach, and County of San Diego. Prior to joining the DTA, Mrs. Kulcsar was employed at California State University, Fullerton. At the CSU's Social Science Research Center, she wrote technical reports quantifying the impact of various programs throughout the region. At CSU's Office of Analytical Studies, Mrs. Kulcsar's work involved identifying retention rates and enrollment trends. Mrs. Kulcsar holds Master's in Public Administration from California State University, Fullerton and a B.S. degree in Economics from Eastern Michigan University.

Mitch Lucero
Principal
William Hezmalhalch Architects, Inc.
Mitch@whainc.com
(Corona TAP - Illustrator)

Mitch heads WHA's Rendering Studio and has 30 years of professional

experience within the field of Architectural Illustration. Throughout his lengthy career he has worked on a variety of domestic and international projects that include: Single and Multifamily Housing, Design Guidelines, Mixed-use, and Commercial/Retail products. Additionally, he is often sought out for his skills in conceptual design and community visioning. He and his staff of talented artists are proficient in traditional media such as watercolor and pencil, as well as, computer generated graphics. Mitch received his Bachelor of Art/Environmental Design from California State University Fullerton. In addition, he received his Master of Divinity/Theology from Fuller Theological Seminary in Pasadena, CA. He is a member of the New York Society of Renderers, NYSR.

Carol S. MacFarlane

Senior Vice President and Director of Landscape Design
FORMA

carol@formacompanies.com

(Riverside TAP)

Ms. MacFarlane has more than twenty-five years of professional experience in all aspects of landscape architecture including extensive experience in urban, mixed-use, community, park, streetscape, resort, and golf course landscape design and architecture. As Senior Vice President and Director of Landscape Design within FORMA's diverse cadre of design services, Carol has gained a particular reputation industry wide for her delivery of creative design solutions, her communication and engaging people skills related to business development, networking, community and public outreach as well as her efficient, well-tested, and clear construction documentation process. She has been an influential director on a diverse array of award-winning projects throughout the West.

James (Jim) Maloney

Principal
SWA Group

jmaloney@SWAGroup.com

(Corona TAP)

Jim has 23 years of experience as a planner and project manager, with

extensive experience in the management of complex projects with multiple consultants and clients. Thanks to his communication skills and strong professional relationships, he is talented at developing group consensus, and capable of getting projects swiftly approved. He works primarily in Florida, Texas, Southern California, and Massachusetts. Jim received his Master of Landscape Architecture from Harvard University Graduate School of Design, 1985 and Bachelor of Science in Natural Resources/Environmental Design from University of Massachusetts, 1982. Jim's interests include community planning; campus planning; park and recreational planning; sustainable design; projects that advance the responsible use of land. He is inspired by the natural landscape: the coast, the Sierra mountains, the deserts of the Southwest; nature writers with an environmental perspective (Marjory Douglas, Edward Abbey, Bill Bryson); the photography of Ansel Adams; landscape impressionist painting and Southern California plein air painting. Jim is a member of the American Society of Landscape Architects, American Planning Association, and the Society of College and University Planners.

Paul Martin, P.E., T.E.

Senior Associate
RBF Consulting, Inc.

PMARTIN@rbf.com

(Ontario TAP – Chair)

Paul Martin has extensive experience in transportation planning, traffic engineering, and parking analysis. He is practiced at working with land use planning professionals to refine proposed site plans to better facilitate mobility for motorists, pedestrians, and bicyclists. Paul is focused on customizing solutions for public and private sector clients to minimize transportation impacts on global impact change in response to public sentiment and government legislation. He is proficient at identification of feasible traffic and parking mitigation measures for CEQA defensibility. In addition to physical solutions to address forecast deficiencies, Paul utilizes non-physical solutions to minimize impacts including traffic demand management, parking reduction strategies and parking management programs. Based on his traffic engineering experience, Paul is proficient at site access refinements to improve internal circulation and minimize pedestrian/vehicle conflicts. Paul has prepared multiple traffic flow visual simulations combining measured vehicular and pedestrian volumes with



aerial imagery to show existing and future traffic circulation. Simulations have shown proposed roadway connections, placement of traffic signals at varying access points, as well as intersection control by traffic signal or roundabout for public understanding and discussion. Through his work experience, Paul has worked closely with Caltrans, City, County, and regional transportation staff to find solutions to transportation planning challenges. In collaboration with agency staff, he has prepared and presented multiple summaries of technical findings at community meetings, staff meetings, and public hearings. Paul's experience interfacing with public agencies and private groups allows him to serve competently as a liaison on complex projects.

Jerry Ogburn
Community Planner and Designer
The Planning Center
jogburn@planningcenter.com
(Placentia TAP)

Jerry Ogburn brings over 40 years of professional urban design and planning experience to public and private sector development projects, with extensive successful experience in leading interdisciplinary teams of specialized consultants. His areas of specialization include: master planning and design of large scale new communities and mixed use developments; downtown/ commercial area redevelopment and revitalization; residential neighborhood revitalization; business campus master plans; and design guidelines for commercial employment center and residential developments. Jerry's experience encompasses many large-scale development projects in California, Arizona, Texas, Oklahoma, Nebraska, Ohio, Iowa, New York, Florida, Massachusetts, Virginia, Maryland, Pennsylvania, Hawaii, and the District of Columbia. His international experience has included significant work in West Germany, and he has traveled extensively and studied community development in England, Scotland, France, Italy, Germany, Switzerland, and Austria. Jerry is the recipient of a number of planning awards, including design awards from the American Institute of Architects, the American Planning Association, the American Society of Landscape Architects and the Association of Environmental Planners, recognizing his work on the Palm Canyon Drive Streetscape Improvements project in downtown Palm Springs.

John Olivier, P.E.
Principal
Fuscoe Engineering
jolivier@fuscoe.com
(Placentia TAP)

With over 20 years of experience, John's background includes primarily urban, mixed-use, infill and complex entitlement projects, but he also excels at multi-family residential and master-planned communities. John has worked throughout Southern California but focuses his efforts on Los Angeles and Orange County. John has been principal-in-charge of landmark developments such as the Hollywood & Vine Redevelopment project; Miracle Mile Redevelopment, Warner Center and Little Tokyo Block 8

Master Plan projects in Los Angeles; as well as Heritage Fields and Woodbury East in Irvine. Notable clients include Legacy Partners, The Related Companies and Camden. John is a strong civil team leader and easily fits into complex project team structures. Through his strong communication skills he develops excellent working relationships with clients and other team members to keep the project moving on schedule and on budget. As a firm Principal and Project Manager, John has the responsibility of keeping the company growing and to drive client satisfaction by providing leadership and support to the various studios.

Neil Payton, AIA, LEED-AP
Senior Principal
Torti Gallas and Partners, LLC
npayton@tortigallas.com
(Riverside TAP)

Neal I. Payton, AIA, LEED-AP, is a Senior Principal at Torti Gallas and Partners, Inc. where he created, opened and directs the West Coast office in Downtown Los Angeles. Projects extend from the coast of Mississippi and central Texas, to the Pacific Northwest as well as throughout southern California, including support for the station design and station area planning along the Los Angeles Metro's Westside



Riverside TOD TAP, 2009. Photo provided by Carrie Mayhew.

extension of the purple line, a.k.a., “the subway to the sea.” He is also working with Capital Metro, in Austin Texas, and private developers on a “joint development: station area plan and code for the end of the line rail station in Leander, TX. Before coming to California, he directed Torti Gallas’ Urban Design efforts in their Silver Spring, Maryland office. His work centered on Urban Design and Town Planning at a variety of scales including inner city revitalization, inner suburban infill and refill, transit oriented development in emerging development areas as well as regional plans for counties and metropolitan areas. Many of these efforts included TOD’s along Washington, DC’s metro system. Mr. Payton is a frequent speaker at the Congress for the New Urbanism, the American Institute of Architects, ULI, NAHB and the American Planning Association, among others and has authored several articles on urbanism in Urban Land. He has a Bachelor of Architecture degree from Carnegie Mellon University and a Master of Architecture from Syracuse University. In 2002, he was named a Knight Fellow in Community Building at the University of Miami.

John Reekstin

Senior Vice President of Community Development

The Olson Company

jreekstin@theolsonco.com

(Placentia TAP)

Mr. Reekstin joined the Olson Company in July 2004 after a 17 year career in local government. He served as the Executive Director of Santa Ana’s Community Development Agency and Redevelopment Agency from 2000-2004 and prior to that was the City of Huntington Beach’s Director of Administrative Services from 1998-2000, where he served as CFO and also directed the activities of the Real Estate and Human Resources Departments. Mr. Reekstin has served as President of the California Redevelopment Association and has a wealth of experience in redevelopment, housing, finance, and economic development. Mr. Reekstin oversees all land acquisition and project management activities for the Olson Company. He received his B.A. in Political Science/ International Relations from the University of Southern California and a Masters Degree in Public Administration from California State University, Long Beach.

Richard “Rick” Sandzimier, AICP

Senior Planning Manager

Parsons Brinckerhoff

sandzimier@pbworld.com

(Ontario TAP)

Rick Sandzimier, a graduate of the University of California (Irvine), is the Senior Planning Manager for the engineering firm of Parsons Brinckerhoff, in their Orange County office. Parsons Brinckerhoff is an industry leader in transportation and infrastructure development, and has maintained an Orange County office for over 30 years. Mr. Sandzimier’s principal responsibility in the firm is to provide leadership in transportation and transit planning to clients within the Southern California market. Mr. Sandzimier has nearly 25 years of experience in transportation, community, and strategic planning. His professional experience straddles both the public and private sector. Mr. Sandzimier has served as a guest lecturer and speaker at the University of California (Irvine) School of Social Ecology, and as a panelist for NAIOP, WTS, and ULI events. He has served on a variety of boards and committees, and currently sits as the Vice Chairman of the Planning and Transportation Commission for the City of Mission Viejo, California. Mr. Sandzimier is a long standing member of American Planning Association, American Institute of Certified Planners, and the Urban Land Institute.

John Shumway

Principal

The Concord Group, LLC

jshum@theconcordgroup.com

(Ontario TAP – TOD Marketplace Co-Chair)

John R. Shumway is a principal with The Concord Group. He has 26 years of experience in market feasibility analysis for both residential and commercial properties. John has managed numerous engagements focused on strategic planning and highest and best use analysis. These engagements have ranged from large master-planned communities to higher density mixed-use developments in urban areas. John’s professional affiliations include the National Association of Home

Builders (NAHB); the Building Industry Association (BIA); the National Association of Industrial and Office Parks (NAIOP); and ULI-the Urban Land Institute. John was selected by ULI to participate on the panel that initially developed and published the Ten Principles for Successful Development Around Transit. He is also an advisory member of several ULI short and long term technical advisory panels and currently serves as Vice-Chair of Programs for ULI Inland Empire. John is a member of the executive committee for ULI Orange County. John is a frequent guest lecturer before professional and academic organizations including the University of California, Irvine and the University of California, Los Angeles. He has also lectured internationally. John recently spoke to key Japanese homebuilders about expanding market penetration in a downsizing economy. John holds a Bachelor of Arts degree in Business Economics from the University of Oregon.

portion of her time to many industry events and organizations. Linda serves on the ULI TOD Marketplace sub-committee, where she shares ideas with other consultants in the industry about TOD Developments. Linda has also served on the Urban Infill sub-committee for the BIA and is involved in the Hollywood Walk of Fame Task Force to provide much needed maintenance for the 50th Anniversary of the Walk of Fame.

Roger Olin Wolf, AIA

Partner

Van Tilburg, Banvard & Soderbergh, AIA

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(Placentia TAP)

Linda Siegel, P.E.

President

LAS Engineering, Inc.

Linda@lasengineering.com

(Riverside TAP – Co-Chair)

After graduating from Dartmouth College with a Bachelor of Arts, Mr. Wolf received his Master of Architecture from The Harvard Graduate School of Design. He joined Van Tilburg, Banvard & Soderbergh, AIA (VTBS) in 1983, became an Associate in 1984, and left the firm in 1988. From 1988 to 1991 Mr. Wolf was a development manager for The Chandler Group, an LA Times "Top-25" builder specializing in Class A office and luxury apartment construction. From 1992 through 1997 Mr. Wolf was in private practice which specialized in commercial and income property design. In 1997 Mr. Wolf rejoined VTBS and was named Partner in 2004. Mr. Wolf is responsible for the overall execution of the project through completion. His charge includes client liaison, zoning and building code research and entitlements, engineering coordination and analysis of alternative building systems, supervision of design and production personnel with an emphasis on communicating the intent of the design team in the finished product. Mr. Wolf's experience includes residential planned communities, Class A office, institutional work, major urban mixed-use developments and adaptive reuse of industrial and high rise buildings.

Linda A. Siegel, PE is the President of LAS Engineering, Inc. and has over 20 years of experience in the civil engineering industry, Linda is well known for her experience with mixed-use, urban infill projects and multi-family developments throughout Southern California. Linda earned her Bachelors of Science in Civil Engineering from California State Polytechnic University in Pomona and is a Registered Civil Engineer in California. Linda has provided entitlement, project management, and civil engineering services on many cutting edge TOD projects, including the much anticipated and talked about, Hollywood & Vine project and the 1540 N. Vine Mixed Use Project located in Hollywood, California. Linda has provided civil engineering services for many projects within the Playa Vista development, the largest infill development in the City of Los Angeles. As president of LAS Engineering, Inc., Linda oversees the preparation of feasibility studies, due diligence and assessment reports. Other services include entitlements, preliminary and final engineering plans, including grading, drainage, storm drain, sewer, water, street improvement plans and construction (SWPPP) and post construction (SUSMP,WQMP) water quality plans. Linda enjoys dedicating a good



Ontario TOD TAP, 2009. Photo provided by Carrie Mayhew.

TOD MARKETPLACE

APPENDIX B

ULI Urban Land
Institute
Orange County/Inland Empire

TOD Resources

Views and opinions expressed in following resources are those of the speakers or authors and do not necessarily reflect the views and opinions held by Urban Land Institute. We are making such material available in our efforts to advance the understanding of transit oriented development.

TOD Web-Resources

California High Speed Rail: www.cahighspeedrail.ca.gov

California Transit-Oriented Development (TOD) Searchable Database: www.transitorienteddevelopment.dot.ca.gov

Community-Wealth.Org: www.community-wealth.org/strategies/panel/tod/models.html

Congress for New Urbanism: www.cnu.org and www.cnu.org/presentations

Metrolink - Southern California's commuter train service: www.metrolinktrains.com

Orange County Transportation Authority: www.octa.net

Reconnecting America - Center for Transit Oriented Development (CTOD): www.reconnectingamerica.org

Riverside Transit Agency: www.riversidetransit.com/home/index.htm

Smart Growth America: www.smartgrowthamerica.org

Smart Communities Network – Creating Energy Smart Communities: www.smartcommunities.ncat.org/welcome.shtml

Transit Oriented Development Advocate: www.todadvocate.com

TOD Articles and Editorials

Assessing the Social and Environmental Achievements of New Urbanism: Evidence from Portland, Oregon (B. Podobnik, July 2009): www.media.oregonlive.com/news_impact/other/podobnik_asa09.pdf

Capturing the Value of Transit (CTOD, November 2008): www.reconnectingamerica.org/public/display_asset/ctodvalcapture110508v2

Changing Demographics make TODs a Success (J. Mayers, August 17, 2009): www.builderadvisors.com/downloads/8-17-09.pdf

Grid/ Street/ Place: Essential Elements of Sustainable Urban Districts (N. Cherry): www.planning.org/apastore/search/Default.aspx?p=3974

Home Prices Drop Most in Areas with Long Commute (K. Schalch, April 2009): www.npr.org/templates/story/story.php?storyId=89803663

Torti Gallas and Partners – Transit Oriented Development: www.tortigallas.com/expertise.asp?p=188862

Transit Oriented Development: A Vehicle for Great Streets and Great Sidewalks (N. Payton, August 2009): www.uli-la.org/node/326

Transit Oriented Development

ULI InfoPacket published in 2008. 150 pages. Contains photocopied materials on specific real estate and urban development topics. The types of materials chosen for each infopacket vary, but usually include magazine articles, unpublished reports, sections from ULI books and reports, project descriptions, and title/tables of contents from relevant books. ULI has requested and/or obtained copyright releases from all sources/publishers wherever necessary and feasible. ULI does not copy entire books or sections from books, as these are generally for sale from the publishers. Includes 38 articles such as: The Growing Demand for European TOD Mixed Use and TODs TOD Without Transit Ten Principles for Successful Development Around Transit Joint Transit Oriented Development TOD Cues from Asia's Largest Subways Reasons for Living in a Transit-Oriented Development, and Associated Transit Use TOD Planning by Type All Aboard Streetcars Lead to the Way to Neighborhood Reinvestment Transit-Oriented High-Rise Project Advances In Union City A 10-Part TOD Finance Plan TOD in a Small-Town Atmosphere TOD's Many Benefits Transit Hubs: the Next Generation Lifestyle Centers A TOD Model of Public Private/Partnership.

Order online from the Urban Land Institute Bookstore, www.uli.org.

Developing Around Transit

ULI publication published in 2005. 250 pages. Packed with examples and case studies of successful projects. Vividly illustrated with full-color photographs and site plans. Shows how to turn a transit district into a great place that incorporates a mix of uses, a pedestrian orientation, and open space. Describes the goals and objectives of developers, transit agencies, and other government bodies and how they can work together to develop complex projects. Includes fresh, original research on how property values benefit from development around transit.

Covers planning and the crucial elements of a successful transit district. Explains specific issues involved in and successful approaches to developing around transit in urban and suburban areas. Discusses what is involved in developing around terminal stations and provides examples of how their design can encourage or discourage supporting development in adjacent areas.

Provides ten key principles for developing around transit.

Order online from the Urban Land Institute Bookstore, www.uli.org.

Infrastructure Financing

ULI InfoPacket published in 2006. 150 pages. ULI InfoPackets are packages of photocopied materials on specific real estate and urban development topics. The types of materials chosen for each infopacket vary, but usually include magazine articles, unpublished reports, sections from ULI books and reports, project descriptions, and title/tables of contents from relevant books. ULI has requested and/or obtained copyright releases from all sources/publishers wherever necessary and feasible. ULI does not copy entire books or sections from books, as these are generally for sale from the publishers. Includes 34 articles such as: Financing Public Infrastructure for Urban Development An Alternate Financing Solution Building for Tomorrow: Innovative Infrastructure Solutions Shared Infrastructure Costs Municipal Infrastructure Planning and Cost Model Telecommunications Infrastructure Properties Infrastructure Needs Unmet For the Good of the People: Using Public-Private Partnerships to Meet America's Special Needs Making Growth Pay Its Way, etc.

Order online from the Urban Land Institute Bookstore, www.uli.org.

Parking

ULI InfoPackets published 2008. 150 pages. ULI InfoPackets are packages of photocopied materials on specific real estate and urban development topics. The types of materials chosen for each infopacket vary, but usually include magazine articles, unpublished reports, sections from ULI books and reports, project descriptions, and title/tables of contents from relevant books. ULI has requested and/or obtained copyright releases from all sources/publishers wherever necessary and feasible. ULI does not copy entire books or sections from books, as these are generally for sale from the publishers. Includes 47 articles such as: Changing the Economics of Underground Parking Structures Parking Goes Green What Drives Parking Investment Shopping Center Parking: How Much is Enough Taking a Strategic Approach to Campus Parking The Pros and Cons of Design-Build Driving Urban Environments: Smart Growth Parking Best Practices Urbanism & Infrastructure - I Parking: The Expensive Amenity Automated Parking Garage Solutions Hold Key to Urban Development Density and Parking Flexibility Improve Infill Feasibility Parking Structures for Mixed Use Developments, etc.

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TOD MARKETPLACE



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environmental • management • planning



District Council Top Annual Sponsors - Leadership Circle

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