

A ULI ADVISORY SERVICES TECHNICAL ASSISTANCE PANEL REPORT

# GATEWAYLA

MAY 2018



## ULI MISSION STATEMENT

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

## ABOUT ULI TECHNICAL ASSISTANCE PANELS

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

A group of diverse professionals representing the full spectrum of land use and real estate disciplines typically spend one day visiting and analyzing the built environments, identifying specific planning and development issues, and formulating realistic and actionable recommendations to move initiatives forward in a fashion consistent with the applicant's goals and objectives.

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# EXECUTIVE SUMMARY



*The Century Boulevard corridor has room for improvement as a gateway to a world-class city.*

## ASSIGNMENT AND PROCESS

Known as the “Gateway to L.A.,” Century Boulevard between the Los Angeles International Airport (LAX) and the San Diego Freeway is the first impression of Southern California for millions of visitors a year. For residents of the Los Angeles region, Century Boulevard is a primary access point to LAX—the surest sign of imminent departure, or recent arrival. For visitors and residents alike, the Century Boulevard corridor has room for improvement as a gateway to a world-class city.

LAX is the fifth busiest airport in the world. In 2017, nearly 85 million passengers and 2.4 million tons of cargo traveled through LAX. With all this traffic, LAX represents a significant economic asset for the region.

- Massive infrastructure investments are under construction or moving through the planning process in the area east of LAX, along Century Boulevard and 96th and 98th streets to the north. The LAX Landside Access Modernization Program (LAMP) will deliver an Automated People Mover (APM), a Consolidated Rent-A-Car facility, and two Intermodal Transportation Areas within the next decade. The Los Angeles County Metropolitan Transportation Authority will complete a new light rail line, with two transit stations in the immediate area of the airport, before the end of the decade.
- Collectively, the preceding major infrastructure has the potential to transform the formal area encompassed by the GatewayLA Business Improvement District (GatewayLA or BID) as well as lands adjoining GatewayLA.

In this context, GatewayLA has requested that the Los Angeles chapter of the Urban Land Institute (ULI) complete a Technical Assistance Panel (TAP), focusing on potential development along the Century Boulevard corridor and land use planning opportunities emerging from the significant public infrastructure investments.

The current TAP updates a previous TAP report, completed in 2011. The previous TAP report provided a catalyst for a new vision of the GatewayLA area—described in the report as the “Century Boulevard District.” With the help of the previous TAP, the stakeholders and political leaders active in the GatewayLA area have reimagined the area and its potential. An updated TAP will refresh that vision to ensure that GatewayLA is ready to maximize the potential of the coming changes.

## KEY QUESTIONS

The ULI Panel was asked to address the key questions identified below:

### Land Use and Economic Impacts

1. GatewayLA will witness considerable change from various public works and private investment likely to occur in the next several years. When the proposed public and private investment are viewed as a whole, what are the major land use and economic impacts on the BID of the LAX Automated People Mover (APM), Consolidated Rent-A-Car Center, Metro investments in new transit stations, TOD planning around the Aviation/Century station, and other public improvements?
2. Are the envisioned impacts consistent with the goals and aspirations of GatewayLA? To what extent do negative impacts arise in relation to GatewayLA's goals and aspirations? What steps can the BID take at this stage to mitigate the foreseen negative impacts?
3. Once those projects are implemented, how might the BID's market positioning change, particularly in light of change that has already occurred in anticipation of proposed public and private investment? Characterize upgrade opportunities for properties that are built out with respect to allowable FAR under existing zoning? What opportunities for redevelopment will emerge on properties where the magnitude of existing development is below allowable FAR per existing zoning? What is the highest and best use for those sites based on anticipated market conditions and the goals of the BID?

### Urban Design/Planning

4. Considering the area-wide change as discussed above, what specific urban design and street infrastructure improvements should the BID pursue within its formal boundaries to create a unique world class and pedestrian friendly streetscape that is consistent with an improved sub-regional public realm and LAX visitor experience? Are common design themes present in plans for the area (e.g., LAX Northside, Westchester BID streetscape improvements, Gateway streetscape improvements, WISA boulevard enhancements, and Inglewood entertainment and stadium developments) that can and should be incorporated into the BID's planning?

*The Automated People Mover (APM) is an electric tram system on a 2.25 mile elevated guideway with six stations, three outside the terminal loop and three inside.*



## Implementation

5. What short- and long-term term actions should the BID take to ensure that further planning and implementation of the various area-wide public and private improvements that affect the BID are consistent with its goals?
6. For BID-generated improvements within its boundaries, e.g., signage and streetscape, what are next steps leading to their implementation? With respect to unfinished area-wide plans that may present adverse impacts on the BID, what steps are available to mitigate those concerns?

## Financing

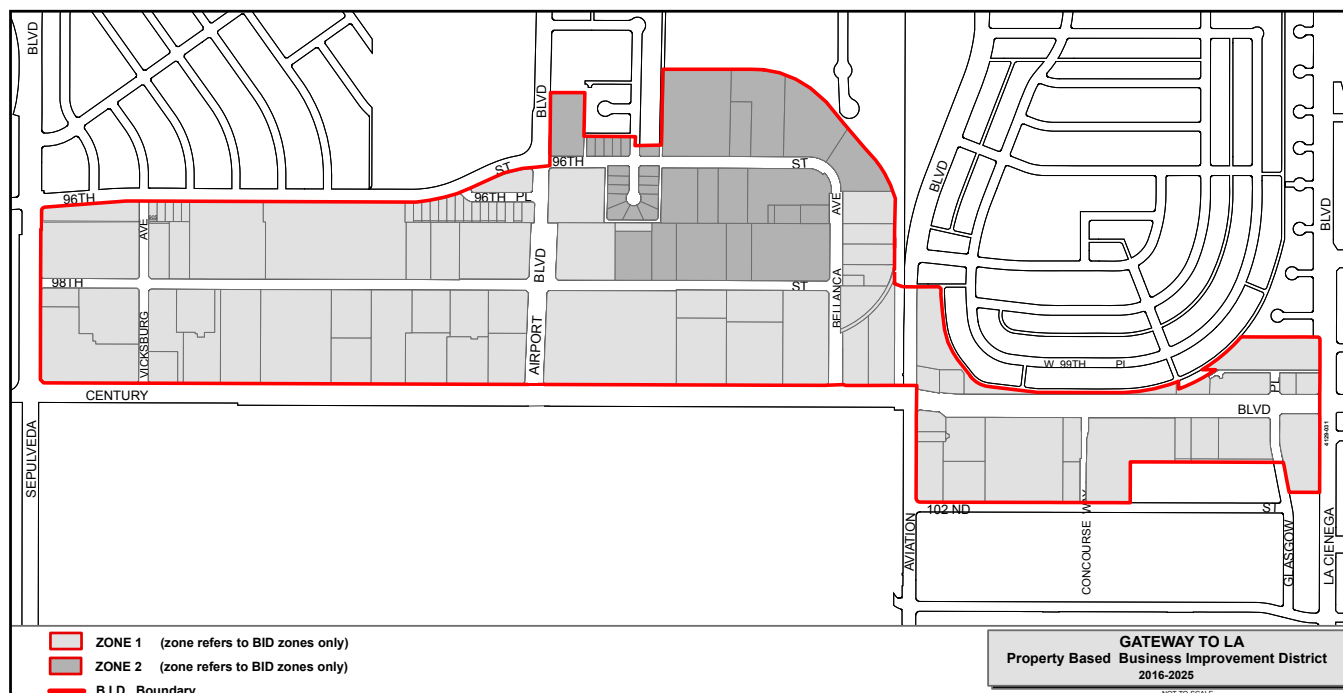
7. What public sector financing mechanisms are available to the BID to support its internally generated public improvements? Does the implementation of the various public improvements provide funding sources that the BID can tap into?

## MAJOR CONCLUSIONS

The GatewayLA area can be more than a district, expanding on the major concept described in the 2011 TAP report. GatewayLA functions as the core of an area-wide commercial ecosystem. GatewayLA and its surrounding area can offer more than just a gateway to the airport, and more than a linear corridor of hotels, consolidated along Century Boulevard, provided that it capitalizes on the significant transportation improvements that will come to fruition in the next several years. In short, an unprecedented opportunity now exists to capitalize on the land use and placemaking benefits of LAX and the planned infrastructure improvements and enhance the economic development role of properties within and adjoining GatewayLA.

GatewayLA is faced with the challenge of undertaking the thorough and detailed planning process that realizes the placemaking potential. The GatewayLA that becomes a place and a destination will extend farther east to the San Diego Freeway, I-405, and well north of Century Boulevard to include parcels north of Arbor Vitae. Visitors, travelers, airport workers, and office workers should be able to move freely on foot throughout GatewayLA and to a number of high-quality destinations and entertainment options located within a more vibrant district.

Boundary map for the GatewayLA BID.



Placemaking will be fundamental to realizing the vision of GatewayLA. Setting a goal for placemaking around the major infrastructure investments coming to the area, along all of the streets in the area, and in the design and placement of new uses, is key to realizing the expanded economic development of GatewayLA.

- Placemaking can start with the seeds already planted by the bustling hotel industry represented by GatewayLA. The number and variety of hotels available in the area can and should increase. Determining a strategy for locating new hotels, and what kinds of hotels, will drive a lot of momentum for the area in the years to come.
- The TAP also sees a significant opportunity to attract “Silicon Beach”-type businesses to the area. Responding to regional trends, the office market can grow into the LAX area, developing land currently occupied by vast parcels of parked rental cars after those companies relocate to the Consolidated Rent-A-Car (CONRAC) facility.
- The development opportunities identified by the TAP can be assembled and constructed on mid- and long-term timelines, to sequence with the completion of the forthcoming infrastructure improvements and the availability of land as those projects conclude. There is work that can be done now, however, to ensure the optimal development of opportunities that will become available five-plus years from now.

- A drastic change in transportation and mobility patterns through the area is already assured, with the arrival of the Automated People Mover, the Consolidated Rent-A-Car facility, and the Metro Crenshaw/LAX light rail line. Planning processes for the Century Corridor Streetscape Plan and the LAX Landside Access Modernization Projects has established an ambitious vision for multi-modal access to the airport and around GatewayLA, but the TAP sees the need for even more transportation planning work. A transportation master plan would devote the level of detail and careful thought to the impacts of the new transportation choices coming to the area. The number of travelers passing through LAX is likely to continue to increase for years to come. And, it will take a carefully considered transportation system that balances the needs of users on foot, on bicycles, on public transit, and in cars to move these huge numbers of people into and through the LAX area.

*The consolidated rent-a-car (CONRAC) facility will relocate 23 existing rental operations into one location.*





# ULI'S TECHNICAL ASSISTANCE PANELS

## TAP PROCESS

Prior to the TAP, ULI panel members met with representatives from the GatewayLA Business Improvement District (GatewayLA) to determine the scope of the panel assignment. ULI selected panel members with practiced and professional skills that address the stated objectives for the TAP. Panel members reviewed background materials prepared by GatewayLA staff prior to the TAP, including market data, land use maps, the Century Corridor Streetscape Plan, the LAX Landside Access Modernization Project, and more.

Given the desire of GatewayLA for a thorough study of the opportunities presented by the study area, this TAP lasted for two days. On the first day, panel members toured the study area with community members, GatewayLA staff, staff from Los Angeles World Airports, and staff from the Los Angeles County Metropolitan Transportation Authority. The TAP also met with local business owners, community members, and representatives from city and county departments. On the second day, panelists worked through an intensive analysis on the specified issues before presenting their findings at a public event attended by members of the community, GatewayLA, and other staff of city and county departments.

*ULI convened a panel of professionals representing a variety of disciplines connected to land use and real estate development, such as architecture and urban design, real estate development, economic analysis, and development financing.*

## THE EXPERTS OF THE TECHNICAL ASSISTANCE PANEL

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





# OBSERVATIONS

## BACKGROUND AND CONTEXT

The March 2018 Technical Assistance Panel (TAP) was not the first time the Los Angeles chapter of the Urban Land Institute had visited the GatewayLA Business Improvement District (GatewayLA) to complete a TAP. Seven years earlier, in December 2011, GatewayLA was on the brink of several generational changes. Projects such as the Automated People Mover (APM) and the Consolidated Rent-A-Car Facility (CONRAC) had not been fully realized. Plans to bring Metro light rail connections closer to the airport were further along in the planning process, however, raising the level of ambition for radical changes to the experience of accessing the Los Angeles International Airport (LAX). Much hard work, planning, and political leadership would still be required to take full advantage of several big ideas for changing the area around LAX.

In the seven years since the last TAP, there has been a remarkable amount of progress in achieving a more ambitious vision for the LAX area and the Century Boulevard corridor. Plans for the CONRAC to be located at Manchester Square follow very closely the recommendations made by the TAP in 2011. The APM's planned route along 96th Street also follows closely on the recommendations of the previous TAP, as does the idea to connect the APM directly to a Metro station located North of Century Boulevard (which has now become an "Intermodal Transportation Facility" and Metro station at 96th Street and Aviation Boulevard).

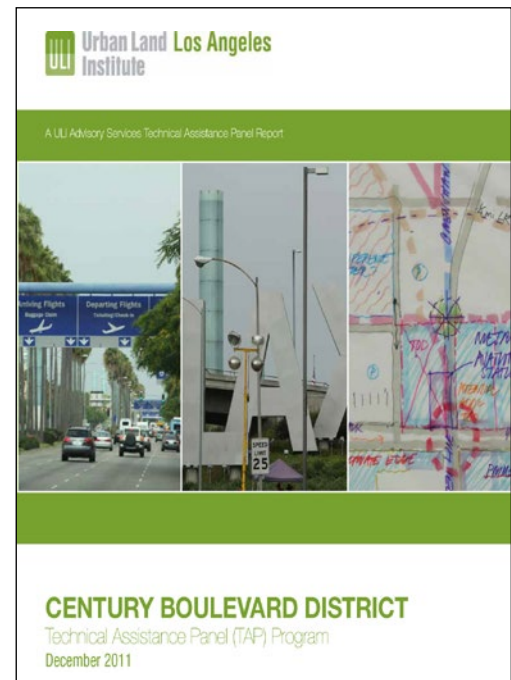
Other plans were not found in the previous TAP report, but they embody the same potential to transform the area into the "Century Boulevard District" sought by that report. Los Angeles World Airports also has plans for two "Intermodal Transportation Facilities"—ITF West and ITF East—that will add catalytic changes to the way residents and visitors access

LAX. The city of Los Angeles is also putting the final touches on a streetscape plan for Century Boulevard—also very much in line with the recommendations of the 2011 TAP.

All of these changes are coming quickly—the completion date for the Metro Crenshaw/LAX light rail line is also starting to look much more mid-term, rather than long-term.

In the private sector, the hospitality industry has been transformed by short-term rentals (facilitated by apps like Airbnb) and growing demand for Millennial-friendly accommodations in boutique hotels. Amid these transformational changes, the local hospitality industry, located within the GatewayLA area, has expanded the number of rooms in the local market and maintained occupancy rates that are among the nation's most competitive. Average daily room rates (ADR) in the local hospitality market have also increased by 50 percent in recent years. All in all, the local hospitality industry has proven itself resilient to the industry changes, and is poised for another big leap forward with the infrastructure investments coming to the area.

Nearby neighborhoods—like El Segundo, Playa del Rey, and even farther north into Venice and Santa Monica—are experiencing their own transformation, as real estate values



*In the seven years since the last TAP, there has been a remarkable amount of progress in achieving a more ambitious vision for the LAX area and the Century Boulevard corridor.*



*LAWA staff led a tour of the site area, showcasing the transformational changes on tap.*

skyrocket and office and commercial uses expand under the banner of “Silicon Beach” tech companies. Rents and demand for new office space is rising in most of the surrounding neighborhoods. That regional pressure on land value is very relevant to the LAX area, where vast swaths of land are likely to become available in the future after rental car operations are consolidated, more public transit options becomes available to residents, and LAWLA completes construction on LAX Landside Access Modernization Program (LAMP) projects.

The TAP notes also that a few recommendations included in the previous report have not been pursued or fulfilled, though the need still exists to pursue these actions. There has been no master planning effort for the area. The Century Corridor Streetscape Plan is a start, but much more planning is necessary to embark on a holistic approach to questions of circulation, the integration of new transit hubs with changing land uses, and the proper mix land uses to benefit all local stakeholders.

With the work that’s already complete and the work remaining to be done, GatewayLA is well on its way to creating the “Century Boulevard District” that ULI envisions. It is time to amplify and implement that vision, undertaking the detailed planning necessary to realize the envisioned placemaking opportunities.

## KEY OBSERVATIONS

The scale of transportation infrastructure investment coming to GatewayLA and Century Boulevard area is almost without peer in the region, but that should be obvious to anyone with a stake in the neighborhood. These investments also bring less obvious opportunities, which can only be maximized with thorough and careful consideration of all the many moving parts. Moreover, the opportunities created by the market pressures from the growing tech industry might not be as obvious, but they are much larger and potentially catalytic than many might have realized. This much is eminently clear: the changes coming to the GatewayLA and Century Boulevard corridor will be transformational for local stakeholders, regional residents, travelers passing through LAX, and the local employment base.

One of the key themes to emerge in the TAP’s thinking about the opportunities before GatewayLA is the chance to extend the airport and “gateway” experience much farther east than currently exists. The potential to extend the gateway experience will be obvious at the ITF West facility, with its connection to the Automated People Mover (APM) and as a likely pick-up and drop-off point for local and regional residents when they travel through LAX. The same can be said for the ITF East facility, with its connection to the Metro rail system and a collection of municipal and regional bus services. The user experience of LAX, and the chance to make an impression on travelers through LAX, will soon be extended much farther east.

Another theme the TAP identified was in the many opportunities for placemaking. The concept of placemaking might seem out of scale with the massive footprint of LAX and its adjacent services, but the TAP recommends strongly that placemaking considerations be given full attention to help activate the area with new uses and mobility options. With so many infrastructure and land use changes coming to Century Boulevard and the streets located just to the north of Century Boulevard, placemaking that attracts new amenities can build the momentum necessary for continued investments in the area.

The variety and number of development opportunities coming to the area could be the subject of its own report. When the Consolidated Rent-A-Car facility (CONRAC) is complete, vast swaths of private and public land will no longer be devoted to car storage. Similarly, when LAWA completes construction on the ITF facilities and the APM, land used during the planning and construction process will also become available. GatewayLA should be actively preparing for the planning, politics, and financing opportunities that will be necessary for pairing the right kinds of investments with the right locations. Over the course of its two-day session, the TAP had a chance to speak with numerous stakeholders and local officials to get a sense of the community's desire for the GatewayLA area and the Century Boulevard corridor. Much of what the TAP heard during that engagement contributed to the findings and recommendations of this report. Among the key points the TAP heard from local stakeholders that help give direction to the remainder of this report:

- The need to capitalize on infill opportunities, both inside and outside the GatewayLA area.
- The potential for market success with upgraded office buildings.
- Interest in shared meeting space for visitors staying at hotels in the GatewayLA area.
- Interest in new retail, dining, leisure, entertainment facilities—all part of a desire to lengthen the stay of visitors to the businesses in the GatewayLA area.
- The desire for job creation among all the local communities in the LAX area.



- Dual concerns about cars: at peak times the area is congested, but in off-peak times, speeding cars make the area less attractive for pedestrians.
- A desire to increase multi-modal trips (walking, biking, transit).
- Questions about the scale of new parking facilities. Are the ITF facilities and the CONRAC too large, considering technology changes (e.g., self-driving cars and ride-hailing services) and new transit options arriving in the near-, mid- and long-term future?
- The importance of the Century Corridor Streetscape Plan under consideration at the city of Los Angeles.
- Interest in moving forward with a signage district.

*When the Consolidated Rent-A-Car facility (CONRAC) is complete, vast swaths of private and public land will no longer be devoted to car storage.*

## MARKET ANALYSIS

### Development Opportunities: Hotels

The area around LAX is one of the largest submarkets for hotel rooms in the entire region. Approximately 8,000 hotel rooms are found in the area, most of which were built from the 1970s to the 1990s. The hotels range from limited-service (e.g., Courtyard by Marriott) to full-service (e.g., Hilton). In 2017, the local market achieved a very high occupancy rate of 85.6 percent, at an Average Daily Room Rate (ADR) of about \$149. No matter the service level provided, hotels in the area achieve similar performance in terms of ADR and occupancy rates. Across the board, ADRs are within approximately \$70.

The ADR of the local market has been improving steadily in recent years, increasing 50 percent since 2012. Relative to other markets in the region, the ADRs of the hotel stock near LAX are relatively inexpensive. The market will likely attract more business travelers instead of airline crews as rates increase, which is good news for the local hotel industry to help with capital investments.

*Approximately 8,000 hotel rooms are found in the area, most of which were built from the 1970s to the 1990s.*



Recognizing the strength of the LAX hotel market, investors are adding new supply. Recent trends have tended toward adaptive reuse of office space in the area. Office conversion has created a new Residence Inn, a Homewood Suites, and an H Hotel Curio Collection in the market. The market has received these new offerings very well. That success has heightened developer interest in hotel conversions. The building at 5959 Century will complete another conversion to Hyatt Place and Hyatt hotels.

Another “cherry on top” for the market is the construction of the NFL stadium to the east in Inglewood. While at least one hotel planned adjacent to the stadium site, there will likely be more demand for hotels in the area and for visitors in town to attend football games.

Given all the current strengths in the local hotel market, and the projections for growing demand as the number of travelers through LAX increases, the TAP believes a number of new hotels can be developed and succeed in the area.

To maximize the opportunities for additional hotel development in and around the GatewayLA area, the TAP recommends focusing on creating a “Hospitality District” around the future site of the ITF West, which would provide additional incentive for investors to develop in the area. The Hospitality District could include new amenities like a conference center (or meeting and event space) and additional retail, restaurants, leisure, entertainment, and creative office uses—all connected by the people mover, allowing easy access to LAX and the larger region.

Additionally, the TAP recommends that GatewayLA work to attract a variety of hotel product offerings. Boutique, iconic, and pod or micro hotels could ensure that a crop of similar products is not coming online all at once.



In pondering the question of whether the LAX market could support a world-class hotel, something like the Westin International at Denver International Airport, the TAP suggests that it is possible, but first all the planned infrastructure improvements, as well as more speculative improvements like those recommended in this report, must be completed. The area today lacks the requisite destination draws—retail, restaurants, and evening entertainment. A world-class hotel would need the support of those kinds of amenity additions. Also, there are not many full-service hotels being built in the region without some form of public subsidy, because they are costly to build. More likely in the meantime are dual-branded, select service hotels, as evidenced by the recently opened dual-branded Homewood Suites & H Hotel.

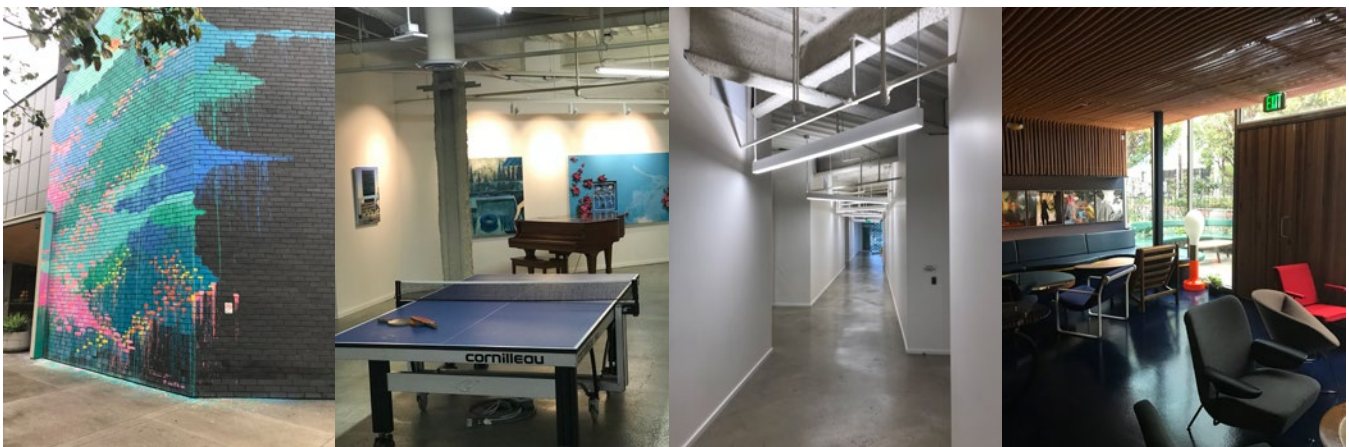
The occupancy rate and ADR results in a strong base of revenue for the city of Los Angeles in the form of Transient Occupancy Tax (TOT). The local market generates approximately \$40 million in TOT every year, the largest chunk of TOT funding flowing from hotels to the city's General Fund. That TOT stream creates the potential for incremental revenue to fund future needed improvements to the larger Century Boulevard District. As more hotel development comes online, the additional TOT generated by those new offerings could help finance future infrastructure and development investments.

### Development Opportunities: Creative Office

An important recommendation of this TAP report (and a potentially surprising development since the last TAP report in 2011) is support for the idea of attracting “Silicon Beach”-type businesses to the LAX area. Silicon Beach businesses (i.e., tech companies and other large companies) are expanding in the Playa Vista, El Segundo, Santa Monica, and Culver City office markets. These new users are pressuring occupancies and rents by eating up a lot of existing office space and pushing for office conversions and upgrades.

The TAP sees development opportunities for new Creative Office uses, with three- and four-story large floor plate formats, as land becomes available in the area after completion of the LAMP and CONRAC projects. Market precedent for this kind of development working in the area is found at 6171 W Century Boulevard. There, the developer renovated an older low-rise office building, buying the property below \$2 per foot per month (modified gross lease). The renovation created a new variety of office space, with built-in amenities including a bar and communal areas. The renovation reflects an upgrade to a completely new look and fills demand for these kinds of office environments. After the upgrade, the property is now achieving rents over \$3 per foot per month.

*Creative office precedent in the area can be found at 6171 W Century Blvd.*



With that case study, the market is proving itself for demand beyond airport services alone. Businesses and their employees want to work in the area, if the right options are available. The TAP believes office users will show up for these kinds of spaces along and around Century Boulevard. Businesses will be attracted to the transit options in the area, adjacency to the airports, and residential development in the pipeline in nearby municipalities (not to mention the NFL stadium). These are “global” amenities that can attract a much broader cross section of demographics to the area, and support investments that serve existing demographics like the employment base of the airport and the visiting traveler.

*Retail performance in the region has improved dramatically since the last TAP study.*

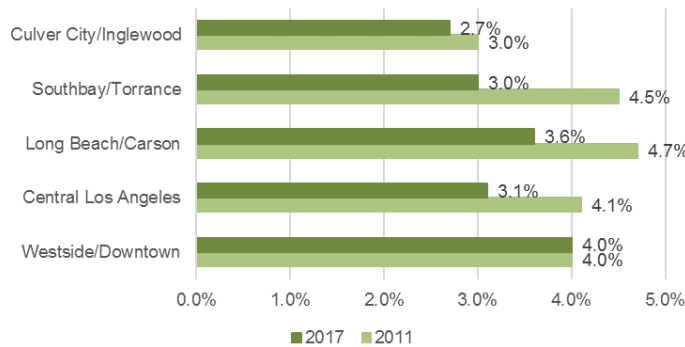
### Development Opportunities: Retail

Those kinds of office development opportunities can help energize a more 24-hour district in the GatewayLA area by attracting new food and beverage options, as well as other amenities that also serve visitors with new and more interesting options. New retail should be located adjacent to new creative office developments and new and existing hospitality businesses to serve multiple users. Retail needs to cater not just to visitors but also the daytime work population and the local residential neighborhoods. It can achieve that goal by marrying retail with long-term users like creative office uses. GatewayLA could look to Rosecrans Avenue in El Segundo for an example of how new office and light industrial uses can attract new retail options.

Regardless of those potential developments, retail performance in the region has improved dramatically since the last TAP study, providing more of a case for investments in heavily trafficked submarkets such as the LAX area. The TAP believes there are new opportunities for additional food and beverage uses as well as curated retail within the GatewayLA area.

During its engagement with local stakeholders, the TAP heard recommendations for a Premium Outlet Mall, particularly on the CONRAC-adjacent eastern edge of the LAX area. The TAP thinks the idea is worthy of more study as a potential draw for nearby residents and a reason to lengthen the stay for visitors. Any large retail development would have to be very thoughtfully planned to avoid drawing too many additional cars trips and worsening congestion in the area around the airport. Because LAX serves as the major gateway to and from both Asia and Latin America, the TAP sees space for a Premium Outlet Mall near the CONRAC, the Metro and APM station, and the I-405 freeway.

Retail Vacancy in the Los Angeles Core



Average Asking Retail Lease Rates for Retail Space



# PLANNING AND DESIGN RECOMMENDATIONS

With so many public investments coming from the LAX Landside Access Modernization Program (LAMP), under the direction of Los Angeles World Airports (LAWA), it is an exciting time for the local area and the region as a whole. The TAP wants to leverage that excitement to expand on the already ambitious vision for the local area.

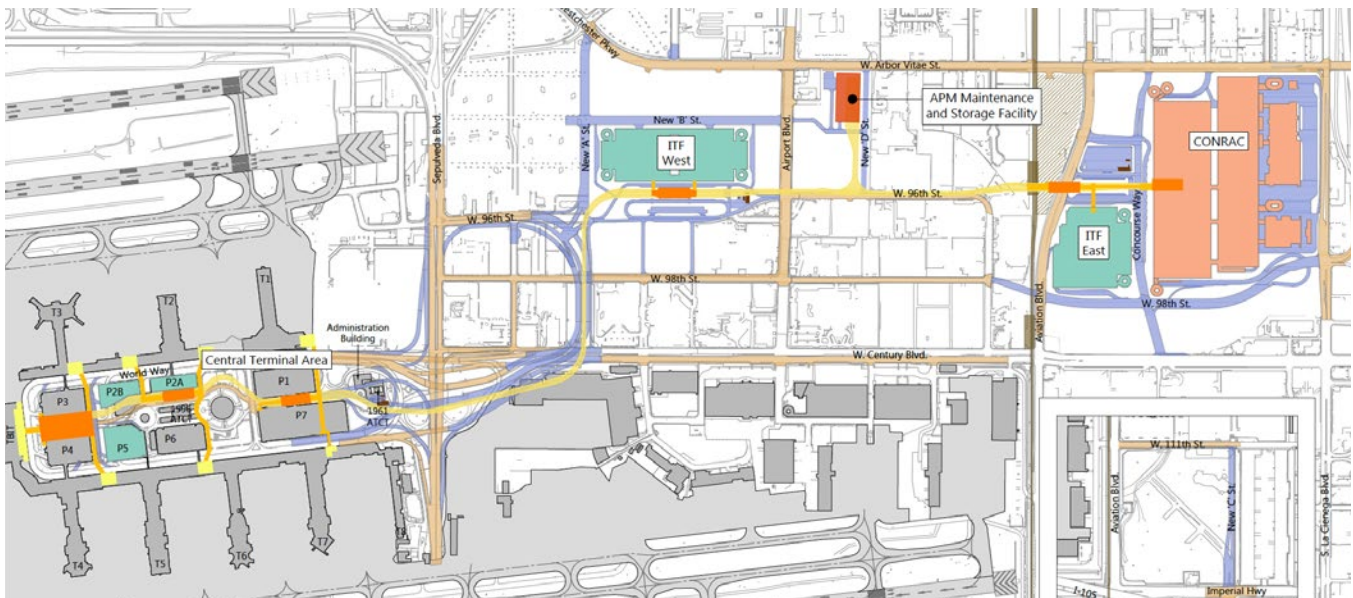
The TAP built its land use recommendations on the framework provided by a few key components of the LAMP. First is the Automated People Mover (APM), with its three stations inside the LAX central terminal area, and three outside. The three stations outside the terminal area will become key hubs of activity in the area.

- The first, at the Intermodal Transportation Facility (ITF) West, will offer a parking structure for employees and visitors, with “kiss and ride” pick-up and drop-off opportunities, in addition to the APM stop. ITF West is planned for the blocks between Airport Boulevard to the east and 96th St to the south.

- The second APM stop will be located at ITF East at 96th Street and Aviation Boulevard, similar to ITF West but with direct connection to the Metro Crenshaw/LAX light rail line.
- The third APM stop will be located just east of Aviation Boulevard, between Century Boulevard and Arbor Vitae Street, at the Consolidated Rent-A-Car (CONRAC) facility. The many numerous rental car facilities scattered around airport-adjacent land will eventually move into this large facility, presumably freeing up a lot of land area for development. A Metro Crenshaw/LAX Line station will provide another key hub of mobility at the Century/Aviation station, two blocks to the south of ITF East.

*The TAP built its land use recommendations on the framework provided by a few key components of the LAMP.*

LEGEND			
Existing Airport Buildings	APM Maintenance and Storage Facility	New/Reconstructed Parking Garages	Consolidated Rental Car Facility
Existing Airfield Pavement	APM Power Substation	New Roadway	
Automated People Mover (APM)	Vertical Circulation Cores	Improved/Modified Roadway	
APM Station	Pedestrian Walkway	Future Metro Facilities (By Others)	





## MOBILITY

These new mobility and parking options will inevitably, drastically change the transportation mix throughout the GatewayLA area. LAWA estimates that the APM will remove 25 percent of passengers boarding curbside from the centralized terminal area of the airport. But, just because those car trips are not going directly to the terminal area, does not mean that those same cars would not be traveling to ITF West, for example, or to the CONRAC. Also, plans currently call for 98th Street to connect directly to the I-405 freeway, meaning some of the car trips currently traveling on Century Boulevard will shift to the north. Hopefully, many car trips will also be eliminated entirely by travelers choosing to take the new light rail transit to the airport.

The TAP recommends that current and future planning efforts account for all modes of travel. The coming changes require that land use and planning account for the new mix of transportation demand. In the future, consideration should be given to travelers, but also to people who work at the airport and to the regional residents accessing LAX. The network of streets and pedestrian infrastructure should ease the “first-

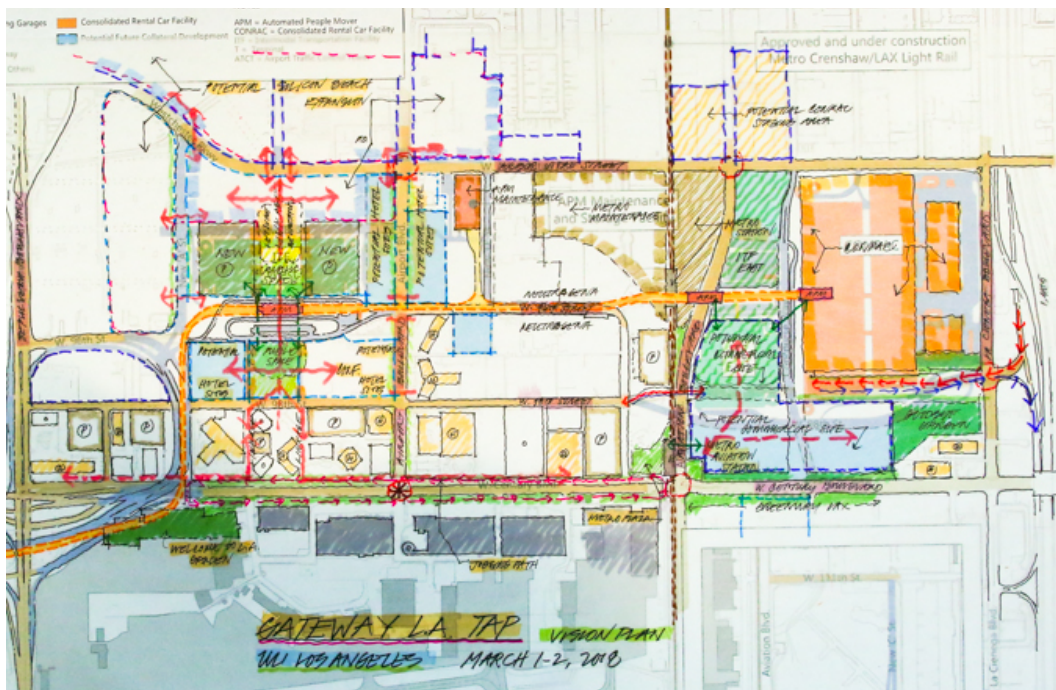
last mile” problem of accessing the transit lines as well as the APM, so that people do not need to drive to get wherever they are going. To achieve a balance for all these new kinds of transportation uses, the TAP recommends establishing a hierarchy of connectivity that ultimately shifts some of the focus away from “car-centric” planning.

The Century Boulevard Streetscape Plan is already close to approval. (The Los Angeles City Planning Commission was scheduled to consider the plan the week after the TAP convened in March 2018.) The TAP recommends leveraging the Streetscape Plan to reinforce Century Boulevard and expand the “Gateway District” identity from the airport to the CONRAC (and points in between), and to provide a pedestrian background as an amenity for the expanding hotel industry.

- An expanded Streetscape Plan could approach the area like a dumbbell. On one end are the CONRAC and ITF East, which offer one end of the “Gateway District” experience, while the other end is located at the airport. Landscaping and infrastructure development between those two ends should extend the gateway experience.

- The TAP recommends two landscape features at either end of Century Boulevard corridor—one near Century Boulevard and Avion Drive, where the APM will turn north upon exiting the terminal area, as well as one east of the CONRAC, where cars will exit and enter the I-405 onto 98th Street. This kind of green space can create a softer feel to the gateway experience at either end of the Gateway District.

Vision Plan





Century Boulevard currently serves as the area's major promenade or boulevard, while 98th Street remains a functional, "back-of-house" service street for the hotels along Century Boulevard. Eventually, once LAWA and the rental car companies move to the CONRAC, new hotels and creative office uses could also be developed along 98th Street. 96th Street will provide another key east-west linkage, supporting ITF West and surrounding developments. The TAP envisions 96th Street as a sister companion to Century Boulevard to help disperse traffic throughout the area.

With that dispersal of traffic lowering traffic levels along Century Boulevard, there should be consideration whether Century Boulevard needs to be so wide. The Streetscape Plan should anticipate a future where fewer cars travel on Century Boulevard, given the shift of mobility in the area and likely technological changes. Perhaps in the future, a single vehicle lane could be returned to pedestrians.

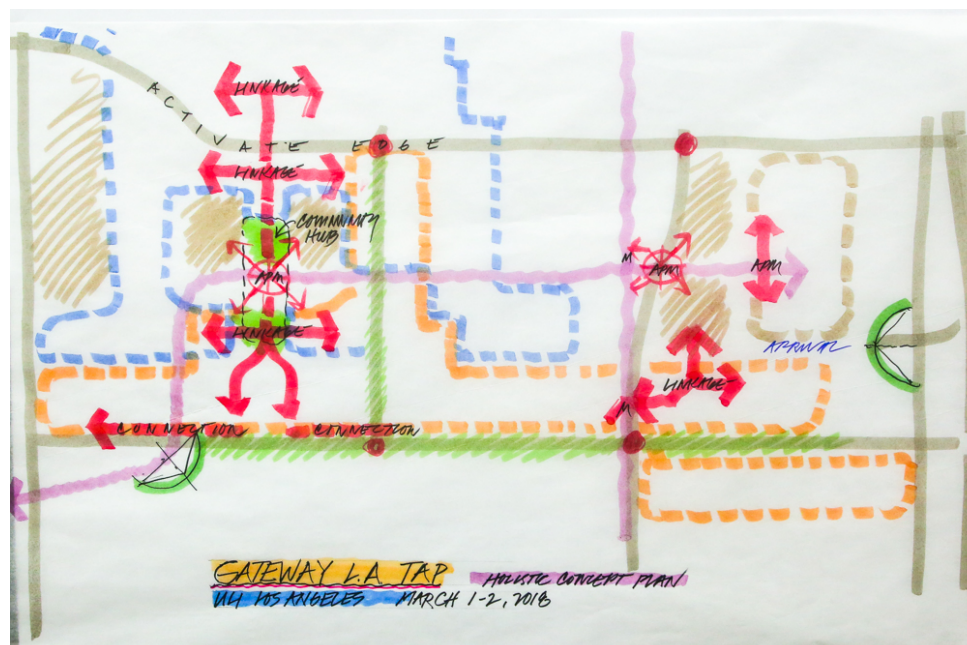
The same streetscaping "vernacular" should be applied to the north-south routes throughout the area as well.

- Improvements along Airport Boulevard, for instance, will be just as important in creating a district feel as any work along Century Boulevard. Streetscape elements should extend on Airport Boulevard all the way to Arbor Vitae Street.
- A north-south corridor connecting ITF West to Century Boulevard is essential—the more pathways to connect between Arbor Vitae Street and Century Boulevard, the better.

- Focusing on north-south pedestrian infrastructure can help break up the long east-west blocks on these streets, creating more percolation (the secret to the success of a pedestrian friendly district) and shifting the district to a more human scale. The human scale is how the pedestrian infrastructure can become a beneficial amenity to the hotel industry and any office community that emerges in the future. Pedestrian linkages within the GatewayLA area—connecting the APM, ITF West, CONRAC, and Metro stations—will be a critical necessity in achieving a vision of the GatewayLA area as a comfortable and enticing environment, where people want to work and stay.

A key part of the TAP's mobility recommendations is for stakeholders to push for a transportation master plan that would expand the work of the Century Corridor Streetscape Plan to take a holistic view for the entire area. The types of considerations that can only be resolved after careful study of the entire area include whether 98th Street should connect to the I-405 freeway (and how), whether certain streets can be reconfigured, and how much space should be made for pedestrians and bikes in the public right of way.

*Additional north-south pedestrian infrastructure can help break up the long east-west blocks and create a more human scale.*



## STRATEGIC DEVELOPMENT PLAN

### Placemaking

The TAP took a strategic approach to its development vision for the GatewayLA area, focusing especially on placemaking as a final piece of the “Gateway District” puzzle. Placemaking is inherent in the mobility planning described above, but it also drives the discussion about how to refine and build upon the projects and investments included in the LAMP.

The concept of placemaking provides a framework that will: 1) build community, 2) work toward a holistic vision, 3) create destinations, 4) optimize land values, 5) activate pedestrian linkages, 6) optimize mobility, 7) create a world-class airport paradigm, and 8) attract a range of uses and sponsors (e.g., hospitality, research and development, creative office, education, media, entertainment, leisure, recreation, dining, and shopping).

Despite extensive planning already completed on the LAMP and the APM, these projects are not yet geared toward placemaking. These projects can, and should, provide the catalytic energy to drive a consistent approach to placemaking as LAMP components come online and as more land becomes available for development in the long-term future.

## ITF WEST

The TAP focused on ITF West at the corner of 96th Street and Airport Boulevard as a key component of placemaking for GatewayLA. With an APM stop, parking, and space for pick-up and drop-off, ITF West will be very useful to many kinds of travelers accessing LAX. With many adjacent parcels that will become available once rental car companies have moved to CONRAC and LAWA has finished its construction program, ITF West will offer a chance for developments that encourage a longer, more enjoyable stay in the area. With so much potential for different kinds of uses, the ITF West and its adjacent parcels are critical for making substantial improvements in the area.

To realize the potential for ITF West, the TAP recommends revising the site plan. Specifically, the TAP would rotate the facility 90 degrees and split it in half. That orientation would allow cross ventilation into the parking garage and open green space and plaza. The open space on the interior of the facility can be large enough to accommodate restaurants and activities. As currently shown on plans for the facility, the length of the parking structure creates more of a monolith, and does not actively encourage pedestrian mobility, a gateway experience, or additional uses.

That plaza also creates a linkage for people coming from the airport, or Metro, to go to work. A plaza would also create a hub of pedestrian linkages between Century Boulevard

and the ITF West, activating the area with foot traffic of all varieties—local workers from airport and the local office community, as well as visitors staying in the GatewayLA area or laying over at LAX.

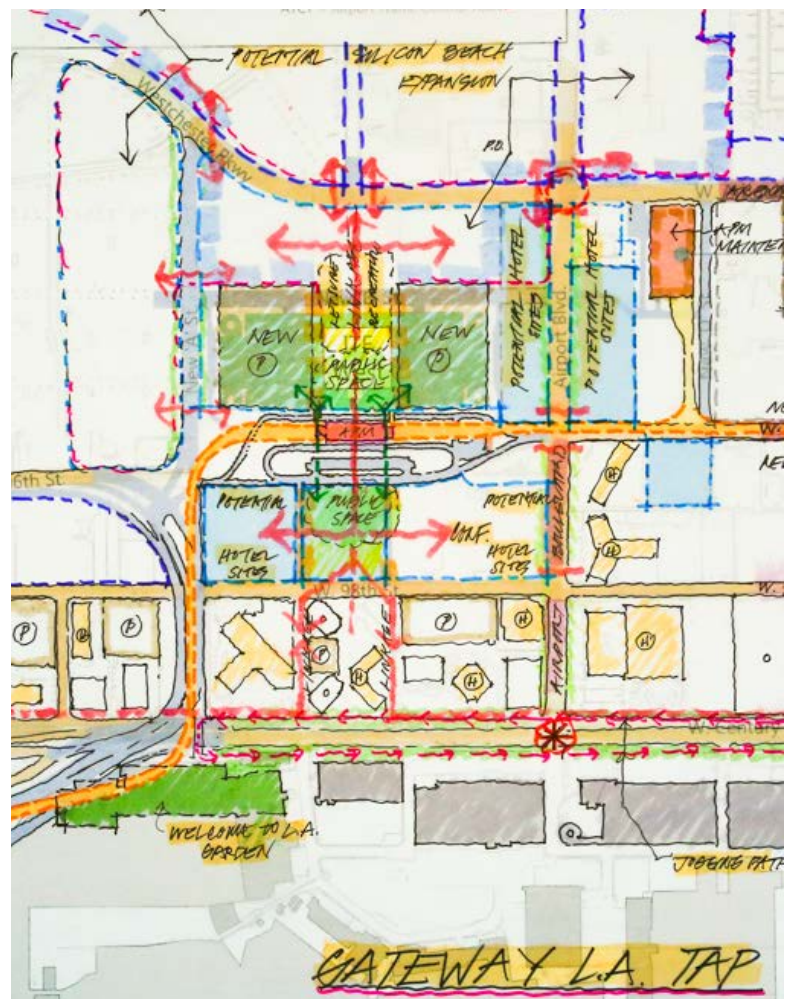
The ITF West facility is also surrounded to the south and east by parcels that will become available for development once the LAMP construction schedule is complete and rental car companies have relocated to the CONRAC. The TAP sees some of these parcels as ideal locations for additional hotels and entertainment as well as the kinds of Silicon Beach businesses discussed earlier in the report. These kinds of uses, connected seamlessly to the APM and to the larger transportation facilities of Metro and LAX, can create a busy, active environment at ITF West.

Of course, any development in this area will have to accommodate the flight path above, both with soundproofing and building height limitations, but to many travelers and visitors to the area, the excitement of planes passing overhead can be part of the appeal.

The ULI TAP urges LAWA to reconsider its implementation of the current design for the ITF West.

- The ITF West design as submitted to the TAP revealed two side-by-side parking structures, separated by a narrow air space to bring in some daylight and cross-ventilation and interconnected by a vehicular bridge on both the north and south side aisles. The ITF platform ran parallel to the APM tracks on the south side of the garage.
- As proposed by the TAP, rotating the two parking halves to provide an open space between them and connection to the land parcels along Arbor Vitae is without measurable cost. Splitting the parking structure in half, exactly where LAWA did, requires no significant redesign of either half. Building a connective platform, not to hold the heavy ITF functions, but to receive passengers and distribute them to the two separated garages may add some costs to the overall structure.
- The ULI TAP team notes that LAWA has proceeded

in its process to select a team to implement its current design for the ITF West. Noting that LAWA's time schedule might be modestly impacted, and some increased costs would be incurred relating to redesign and construction of the parking structure interface with ITF West as proposed by the TAP, nevertheless the TAP team feels that this is a critically important discussion to be initiated while the construction phasing of the ITF West and its parking structure allow.



- The question is one of a cost-benefit analysis. LAWA owns, controls, and can bring a powerful influence to the development of much of the 290-acre district we have studied. To wall off the most valuable and viable remaining sector of this land (current ITF West design), particularly that which connects most directly to Westchester and Playa Vista, is simply the easiest engineering choice but short-sided in its long-term land use planning implications. In light of providing for the most optimal long-term use of many acres of adjacent land to the north, which most directly links to the neighborhoods of Westchester and Playa Vista, as well as to Inglewood, and realizing the local placemaking opportunities envisioned in the TAP's land use vision for the BID, to ignore the TAP's recommended redesign of ITF West would be ill advised.

Eventually, it will be up to the executives at LAWA to decide how best to meet the potential of the ITF West facility to serve not only the needs of airport itself, but also the community in which it is vested.

## ITF EAST AND CONRAC

The TAP was pleased to see that the updated plans for the LAMP include a connection between CONRAC, the APM, and the Metro system. The ITF East location at 96th and Aviation Boulevard is very much in line with the recommendations of the previous report, along with the location of the CONRAC facility at Manchester Square, east of Aviation Boulevard. Providing this transit-rich hub and then allowing the APM to travel to the airport north of Century Boulevard is, in the opinion of the TAP, a smart move.

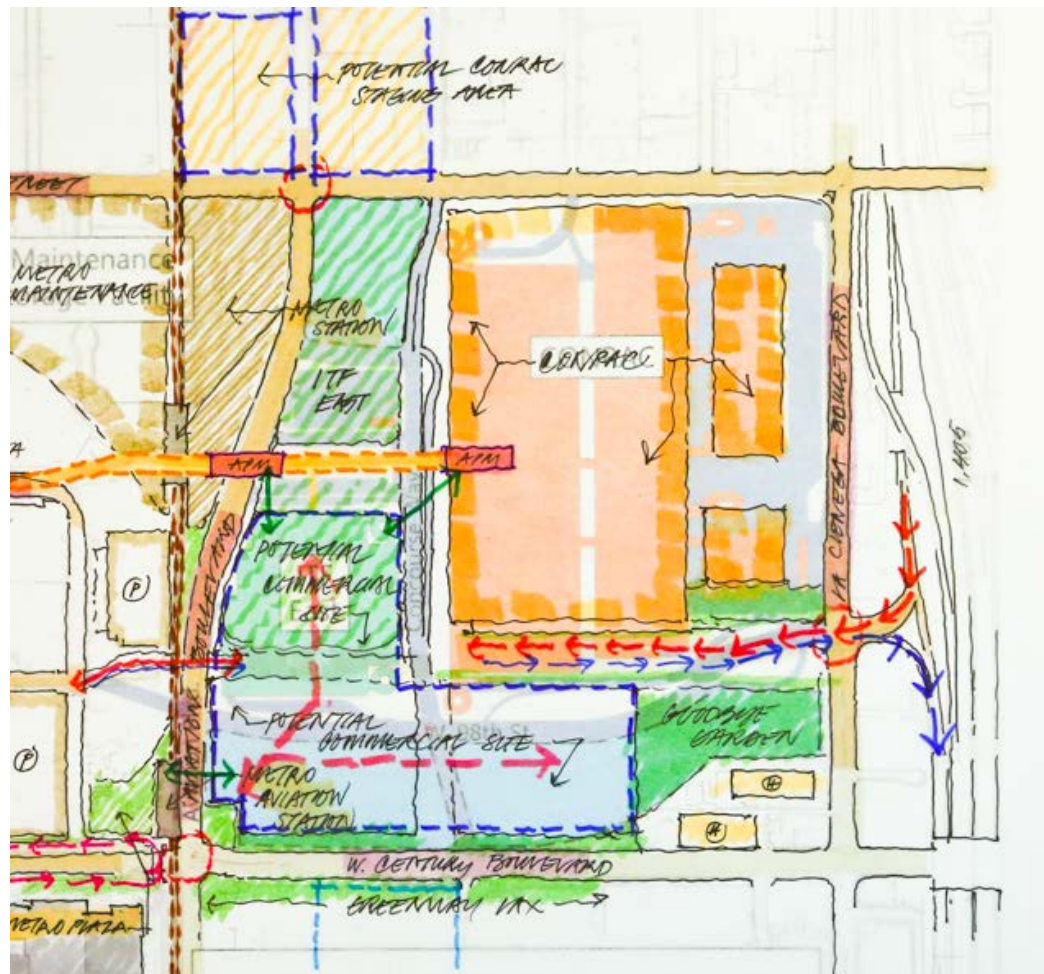
The TAP sees remaining opportunities to create a detailed master plan of the entire area that combines the CONRAC and ITF East. With some changes to the plan around this end of the LAMP, the TAP sees the possibility of additional land assemblage that could make space for significant retail development.



The TAP recommends repositioning ITF East to the north of the APM and the terminus of 96th Street. That would create new space south of the APM that could be developed in coordination with the additional, adjacent land north of Century Boulevard. Combined, these parcels could create a commercial space of substantial size, providing new uses to extend the stay of visitors (perhaps with shopping opportunities) and also perhaps to draw local and regional population that could easily visit the site on the Metro light rail line. Repositioning the ITF East to the north also creates a more active frontage on both Century Boulevard and Aviation Boulevard—active frontages are a key component of both real estate investment opportunities and placemaking strategies.

Part of the proposal for a retail environment at this location is its links to the Metro stations at both 96th and 98th streets, but the planned connection to the I-405 freeway does not hurt either. The TAP recognizes, however, that members of GatewayLA have concerns about additional traffic flow on 98th Street impacting that route's important role in delivering services to the hotel uses on the corridor.

All of these concerns should be investigated further to make informed decisions, with a large degree of input from the community, about the size and configuration of the roadway. Planning and thought about the role of 98th Street in the overall transportation mix of the GatewayLA and LAX area should be included in the transportation master plan process recommended by the TAP earlier in this report.



## LONG-TERM DEVELOPMENT

LAWA has already begun identifying the parcels it owns that will become available for what it calls “collateral development” once the LAMP construction schedule is complete. LAWLA is also aware of the properties owned and controlled by rental car companies that could become dormant once those businesses relocate to CONRAC. Combining those two kinds of sites creates a considerable supply of land for redevelopment—there are not many opportunities of this scale left in the entire Los Angeles region.

The TAP recommends that GatewayLA and other local stakeholders advocate for the kind of redevelopment on those parcels that encourage a holistic vision for the area—with a walkable public right of way, a mix of uses, and uses that extend the “Gateway District” feel outside the airport. Assembling and redeveloping these parcels will require a consistent effort to build relationships with the rental car companies, and GatewayLA can take a leadership role in that process.

Developing the available properties along 96th Street could help deliver a critical mass of activity and uses in the area to create the broader hospitality district and emerging office market. Those developments, and a relative lack of car parking compared to present conditions, will create a walkable corridor to work in concert with Century Boulevard.

As a final piece of the long-term development prospects of the area, the TAP also suggests that some of the parcels located further east in the area—around ITF East and CONRAC—could be suitable for redevelopment in partnership with Metro.

*Long-term Development*





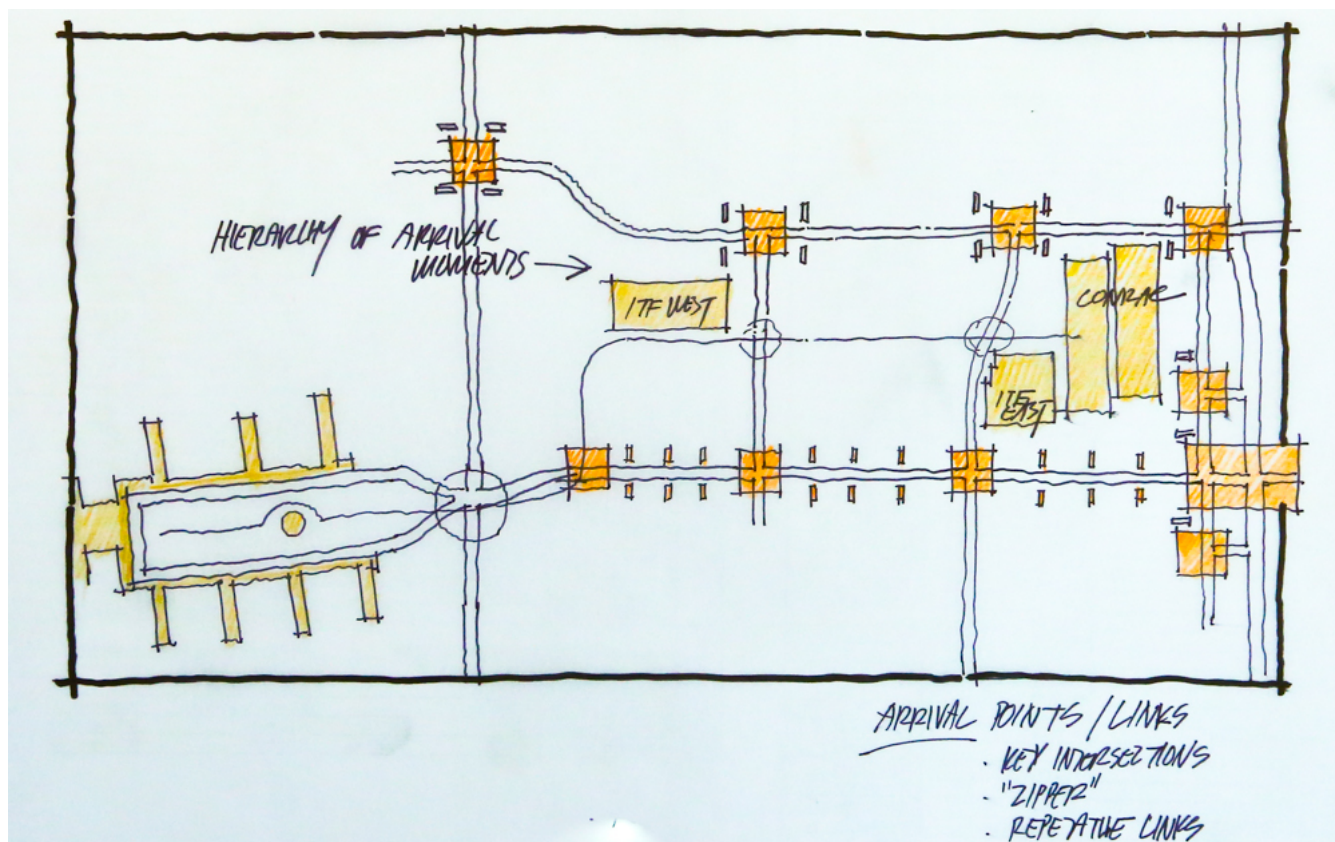
## ENVIRONMENTAL GRAPHICS

Environmental graphics can be an important component of extending the airport experience beyond the corner of Century and Sepulveda boulevards. While LAX has made positive investments into environmental graphics, with lighting around the exterior of terminals, light fixtures in the central terminal area, and larger fixtures near Century and Sepulveda boulevards, more can be done. With the coming investments, the whole airport experience will extend east from the airport, all the way to the I-405. The “gateway” has shifted and expanded.

The TAP recommends an environmental graphic program that focuses on repetition and wayfinding. Every access point, inside the terminal and outside, should have an airport feeling, created by lighting and graphics. Entry graphics and experience can also be created at intersections around the GatewayLA area, like along the north-south axis of Airport

Boulevard, to inspire pedestrian movement around the area. The cadence of the lighting and graphics recently added in the central terminal area should be extended and mimicked throughout the GatewayLA area. The lighting and graphics in LAX’s central terminal area have already established a rhythm and a brand for the airport.

Digital signage can play multiple roles in extending the airport experience, maintaining the same cadence found in the central terminal area and also generating revenue and promoting the Los Angeles region—there’s a lot to celebrate. Wayfinding signage can also be integrated into the digital signs or established in other forms. The creation of strong, clear wayfinding adds another perceptible and helpful layer to the user experience of the entire area.



# IMPLEMENTATION

To maximize the opportunities coming to GatewayLA, it will be critical to strategically sequence planning and development to match with the delivery schedule of major public investments. GatewayLA can be the driving force, working with its public sector collaborators, in creating and implementing a strategic action plan.

To get a better sense of the chronology of coming opportunities, the TAP split a strategic plan into two timeframes.

In the near term, work will be underway and major investments will be complete by 2025. The TAP recommends the following actions to maximize these opportunities:

- Develop a strategy to implement the Century Corridor Streetscape Plan. This is the most significant opportunity to transform GatewayLA into a vibrant work and hospitality district.
- Extend the Century Corridor Streetscape Plan to 98th Street and additional north-south corridors.
- Develop a strategy to detail and implement the vision expressed by this TAP report.
- Assemble and begin to develop ITF West-adjacent parcels as the market allows.
- Confirm market support and funding for a “Gateway Conference Center.”
- Construct hospitality sites along Airport Boulevard.
- Develop and implement environmental graphic elements throughout the GatewayLA area.
- Complete non-automotive mobility enhancements.

These implementation steps can ensure that it is more than just new transportation infrastructure in place at the end of this time period.

In the long term, after 2025 when the LAMP improvements are completed, the TAP recommends:

- Develop the office and commercial uses for Silicon Beach businesses when vacated parcels become available.
- Develop commercial parcels along Century and Aviation boulevards, adjacent to ITF East and CONRAC.
- Assemble and redevelop underutilized parcels to create additional and larger development opportunities.

The TAP recommends that GatewayLA spearhead a public-private task force to guide the implementation of the sequenced, strategic action plan that accomplishes several goals:

- Establish explicit public and private goals and objectives, as well as metrics to measure success.
- Build consensus and confirm the vision through stakeholder engagement.
- Conduct more detailed market analysis, physical planning, and assessments of financial feasibility.
- Evaluate public financing options to support private investment.
- Update city planning documents as needed to support and streamline implementation.
- Develop a marketing and branding plan to attract private investment.
- Seed implementation with a logical progression of catalytic private development and public infrastructure.



## PUBLIC FINANCING OPTIONS

Establishing financial support for the Century Corridor Streetscape Plan will be critical for ensuring early funding. If an initial source of public funding is established, implementation would not have to wait for funding streams generated when individual properties turn over and lead to incremental development.

- Assessment-related funding mechanisms include a Landscape and Lighting Assessment District and a Mello-Roos Community Facilities District. Both of these district assessments implement an extra levy on the property tax that can be used to support bonds to pay for the capital improvements.
- Since redevelopment funds were eliminated by the state of California, several new tax increment financing mechanisms have been created to generate funding. For example, the Enhanced Infrastructure Financing District (EIFD), which offers another other bondable property tax increment and does not require a new assessment, has generated substantial interest as a post-redevelopment funding mechanism. In effect, an EIFD diverts tax increment already being generated to infrastructure improvements.
- Local Tax Dedications (the reservation of locally generated taxes, e.g., transient occupancy tax, property tax, sales taxes, utility user taxes, and gross receipt taxes generated by new development) can also help finance new developments.
- New Market Tax Credits offer another example. New Market Tax Credits offer credits to equity investors to make loans and investments to businesses in qualifying census tracts.

The city of Los Angeles deals with a constrained budget every year, so it is rare that the city can finance these kinds of improvements. Other funding sources will be required, and despite the limitations for funding these kinds of improvements, there are opportunities available. These opportunities need to be evaluated to generate the financing not just for the Streetscape Plan but also the remainder of the vision proposed in this TAP document and desired by GatewayLA stakeholders.



# CONCLUSION

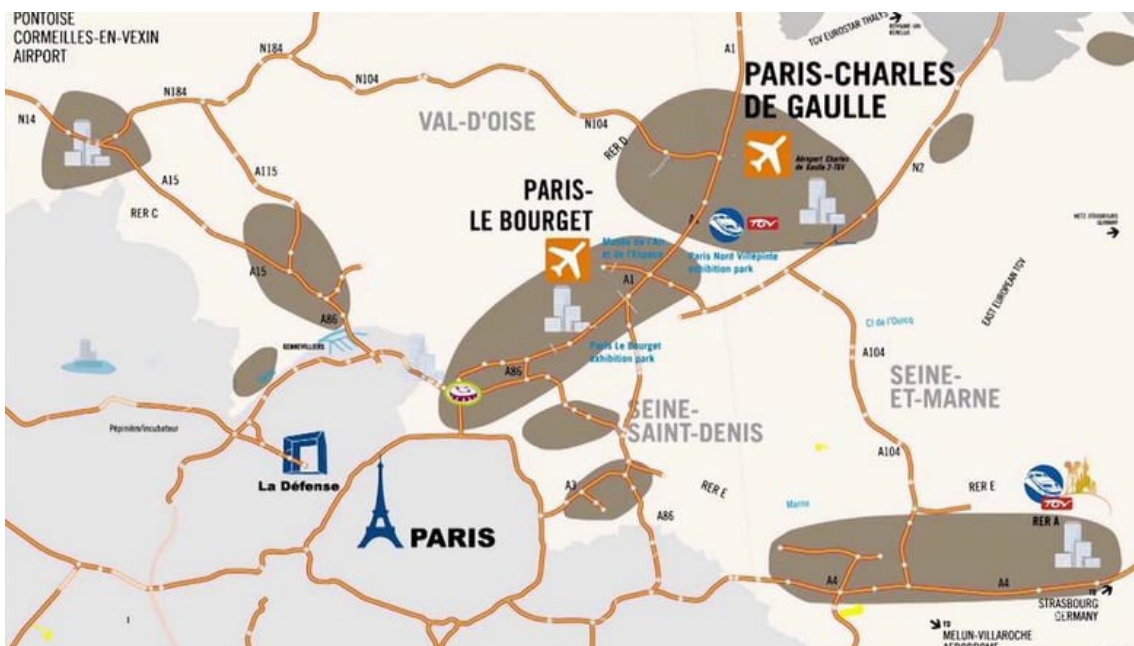
As shown by examples around the world, the vision of a vibrant hospitality and work district is not a pipe dream.

Both of these examples resulted from close collaboration between the private and public sectors.

- Amsterdam's Schiphol Airport (AMS) has successfully prioritized development of airport-adjacent lands to facilitate economic growth, generating substantial value to the regional economy. Amsterdam has developed the "Kerncorridor," a 13-km corridor that connects the airport to the Zuidas business district and central Amsterdam.
- Paris Charles de Gaulle International Airport (CDG) has successfully created an innovative business hub around the airport and the ten-km corridor between CDG and the Paris le Bourget business aviation airport. The Hubstart Paris Region Alliance, a collaboration of 30 public and private sector organizations spearheaded that effort, and has succeeded in creating a very exciting place to stay and work.

The future for GatewayLA should be ambitious at a similar scale. LAX provides a major regional asset in a region that is a major national asset and a draw for visitors from all over the world. The regional economy is expanding with next-generation businesses, and the public is reinvesting in the infrastructure that can sustain that growth. The community of businesses surrounding LAX has already been delivered immense gifts: ongoing growth and massive infrastructure investments. Now it is up to that same community to be smart and ambitious in its preparations. Now is the time to seize the potential of a once-in-a-generation opportunity.

*The Hubstart Paris Region is an innovative business hub centered around the ten-km corridor between the Paris Charles de Gaulle and Paris le Bourget airports.*





LAX Landside Access Modernization Program Components



# ACKNOWLEDGEMENTS

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Councilman Mike Bonin and Geoff Thompson, LAX  
Community Liaison

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Deborah Flint, CEO, and Trevor Daley, Deputy Executive  
Director

**Gateway Los Angeles Business Improvement District**

Charles Bassett, President and Laurie Hughes, Executive  
Director

The Technical Assistance Panel is thankful for the  
commitment and participation of stakeholders. The following  
is a list of individuals who were interviewed or provided  
valuable information and perspective during the TAP process:

Jeff Hart  
Bob Alter  
Bob Ruth  
Paul Solomon  
Mark Waier  
Andrew Jorgensen  
Charles Bassett  
Christina Davis  
Meghna Khanna  
Geoff Thompson  
Larry Kosmont  
Dick Moon  
Jason Fine  
Laurie Hughes





# PANEL CHAIR BIOGRAPHY

## BOB GARDNER

Managing Director, RCLCO

Based in RCLCO's Los Angeles office, Bob specializes in residential, commercial, economic, and litigation support assignments dealing with market evaluation, market positioning, programming, financial feasibility, and fiscal implications of real estate projects. He has over 40 years of experience, of which over 30 are at RCLCO.

RCLCO is a market leader in urban infill development, and Bob manages those assignments for developers exploring opportunities in western U.S. cities. In Downtown LA, alone a major market turnaround story, he has conducted market feasibility evaluations of many notable new multifamily developments, both apartments and condominiums. In LA and Orange Counties, he has headed up market analyses on virtually all the significant mid- and high-rise luxury condominiums for the region's most prominent developers.

He is active with ULI's LA District Council, serving on the District's Management Committee and co-chair of the Technical Assistance Panel Committee. He is a Board member of Community Corporation of Santa Monica and served on the Board of Directors of the LA Headquarters Association, National Association of Industrial and Office Parks/LA Chapter and Westside Urban Forum. Bob holds a Masters in City and Regional Planning from U.C. Berkeley and a Bachelors in Economics from UCLA.



# PANEL MEMBER BIOGRAPHIES

## RONALD ALTOON, FAIA

President & CEO, Altoon Strategic

Ronald Altoon provides advisory services to investment entities, property owners, and real estate development companies relative to defining a vision for their real estate investment, strategizing a process to implement the vision, assembling the optimal team to produce it, and monitoring the dialogue between them to exceed their investment goals. The intent is to support investment and ownership entities and to create added value to their real property capital investments.

For 30 years prior to founding ALTOON | Strategic he was Founding Design Partner of Altoon Partners, a Los Angeles, Amsterdam, and Shanghai based planning, urban design, and architectural consulting firm. Defining his vision, he strategized the firm's growth into global markets on all continents. His experience includes commercial mixed-use, transit-oriented, higher education, residential and historic preservation projects in 46 countries. His holistic contextual design approach is responsive to environmental, regional, and cultural issues that inform and enlighten the design process and build community. His projects have received over 75 awards for design excellence internationally.

Altoon lectures globally for the real estate industry and university programs, and is the author of seven books, including *Retail Rescue: Visions + Strategies for Repositioning Distressed Retail Properties*, and *Urban Transformation: Transit Oriented Development and the Sustainable City* which highlights many TOD Public Private Partnerships.

## JIM ANDERSEN

Senior Vice President, Trammell Crow Company

As SVP, Mr. Andersen focuses on Multifamily development opportunities throughout Southern California, Northern California and Arizona. Currently, Jim is responsible for a portfolio of over 5000 units in various stages of processing.

Prior to joining Trammell Crow Company, Mr. Andersen served as the President of NMS Properties, leading the organization from 2008 when his tenure began as the company's Chief Operating Officer, through June, 2013. A 31-year real estate industry veteran, Mr. Andersen oversaw all aspects of NMS Properties from finance and asset management to development. Prior to joining NMS Properties, Mr. Andersen spent 12 years as Senior Vice President and Partner at Legacy Partners where he was responsible for operations, acquisitions and development activities in the Southern California, Nevada and Arizona markets. Prior to Legacy Partners, Mr. Andersen served as Chief Financial Officer for Bay Apartment Communities, a publicly traded Real Estate Investment Trust, and the predecessor to Avalon Bay. Mr. Andersen also served as Executive Vice President and Chief Financial Officer of Trammell Crow Company's Northwest Region. Mr. Andersen holds a B.S. Degree from Loyola Marymount University. He is a member of Urban Land Institute (ULI).

## SCOTT BAKER

President, RELM

Scott Baker is President of RELM. As a champion of urban landscapes, he has catalytically transformed the Southland with commissions at LAPD Headquarters, Santa Monica College, Long Beach Airport, and soon, UCSD's downtown campus, Park and Market. Scott's fervent drive to cultivate urban life has earned him tremendous recognition. He leads Metro's largest TOD initiatives--Ivy Station, NOHO, and Expo/Crenshaw--masterful in transforming transit, mixed use, and urban nature into beloved landscapes. His portfolio within the development world is equally distinguished. This past summer, RELM opened three of city's largest building projects: Wilshire Grand, Metropolis, and USC Village. Scott applies his sensibilities, strong in both urban design and landscape architecture, to projects of all scales and typologies including education, civic, transportation, and hospitality. He is a gifted public speaker and serves as RELM's Managing Principal on projects.

## BRANDON FEIGHNER

Director, CBRE

Brandon Feighner is a Director of CBRE Hotels, a part of CBRE, Inc. (NYSE:CBG), the World's largest real estate services company. He assists in managing the Los Angeles office. With more than a decade of professional experience in the hospitality industry, he offers expertise in strategic asset advisory assignments, acquisition and disposition due diligence, market and economic feasibility studies, complex asset and business valuation assignments, economic impact studies, litigation support, property tax appeals, and development and operational planning. His consulting engagements cover all asset types including hotels, resorts, golf courses, conference centers, condominium hotels and the shared-ownership industry.

Clients include public REITS, private equity firms, all major sources of debt financing, all major hotel companies, and numerous municipalities and public agencies. During his tenure with CBRE Hotels, Mr. Feighner has worked extensively in Southern California, New Mexico, Arizona, Colorado, and Hawaii. Additionally, he has worked with various governmental entities on tourism and hospitality real estate issues.

Mr. Feighner holds a Bachelor's of Science degree from California State Polytechnic University, Pomona's Collins College of Hospitality Management, graduating magna cum laude in 2005. He has spoken at industry events in the region, and is regularly quoted in local and national media on hospitality and tourism topics. He is a frequent guest lecturer at university-level hotel school programs and related industry events. He is a member of various professional and community organizations, including currently serving as Treasurer of the Collins Hospitality Society Alumni Board of the Collins College of Hospitality Management at Cal Poly Pomona.

## AMANDA HEINKE

Senior Engineer/Planner, Fehr & Peers

Mrs. Heinke has nearly a decade of proven comprehensive transportation planning and engineering consulting experience. She has demonstrated verbal and written skills for communicating complex information in a succinct manner and is well-versed in regional planning policies and CEQA and NEPA guidelines. Amanda is proficient in transportation planning and engineering concepts and analyses and has provided analysis and direction on nearly 20 traffic, parking, and access/circulation studies. She also has experience working on corridor studies such as the Expo Phase II Light Rail, Green Line Light Trail Extension, Eastside Phase II Extension, and the SR-710 Alternatives Analysis, to name a few. She is typically called upon as the project manager on many private development traffic and parking studies in Southern California.

## HARRY MARK, FAIA

Principal, Executive Director, RSM Design

While art directing project teams within RSM Design, Harry Mark, FAIA brings his international architectural background and graphic design sensibilities to each collaboration. He works at this intersection of architecture and graphics, guiding the teams in understanding the importance of and the symbiotic relationship between graphics, signage, and placemaking within the built environment.

Harry earned his Bachelor of Architecture from the University of Texas at Austin and an advanced Master of Architecture from the Graduate School of Fine Arts at the University of Pennsylvania. He is the co-founder, publisher, and editor for the design publication, Architype Review, along with serving as editor for the AIA's Columns magazine.

Harry's designs and articles have been published in several national magazines and academic journals and featured in exhibits throughout the U.S. In 2015 Harry was elected to The College of Fellows of The American Institute of Architects. The Jury of Fellows cited his "notable contributions to the advancement of the profession of architecture." Additionally, each summer he is the senior architect for Oxford University and NYU at the Aphrodisias Archaeological Excavations in Turkey, directing and teaching a team of graduate students in drawing and reconstructing the urban fabric and buildings of this ancient city.



## PAUL SILVERN

Vice President, HR&A

Paul is a Vice President with HR&A Advisors, Inc., a national economic development, real estate advisory and public policy consultant, and manages its Los Angeles office. His real estate advisory services for private, public and institutional clients have involved him in television and film studio expansions, high-technology office parks, reuse of closed military bases, high-rise office buildings, hotel developments, shopping centers, hospital complexes and health districts, university campus expansions, large market rate and affordable housing developments, professional sports stadia and entertainment districts, mixed-use and transit oriented developments, and a wide range of city planning initiatives. Under three different mayoral administrations he managed extensive local and regional economic and fiscal impact analysis of alternatives to expand LAX and served on ULI-LA's previous Gateway LA TAP. He is currently co-directing preparation of Los Angeles' first Citywide Economic Development Strategy. His volunteer activities include serving for five years as Chair of the Santa Monica Redevelopment Successor Agency Oversight Board, and for 14 years as Chair and member of the Santa Monica-Malibu Unified School District's Financial Oversight Committee. Paul holds an MA in architecture and urban planning from UCLA.





*TAP Panelists from left to right:  
Brandon Feighner, James Brasuell, Jim  
Andersen, Paul Silvern, Bob Gardner, Amanda  
Heinke, Harry Mark, Scott Baker, Ronald Altoon,  
Jonathan Nettler*



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