

A ULI ADVISORY SERVICES TECHNICAL ASSISTANCE PANEL REPORT

NORTH BROADWAY CORRIDOR

NOVEMBER 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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*Mural at Lincoln Heights
Recreation Center*

EXECUTIVE SUMMARY

ASSIGNMENT AND PROCESS

One of Lincoln Heights's most unique characteristics is the small town feel of its North Broadway corridor, which is made even more special by the neighborhood's location just beyond the boundaries of Downtown Los Angeles.

The charms of North Broadway are in part a result of the corridor's history as the streetcar route for the oldest suburb in Los Angeles. That history gives the neighborhood the "good bones" of pedestrian scale and beautiful historic buildings.

The neighborhood's charms also stem from the active public life of a multi-generational community. The entrepreneurialism of the residents and business owners who live and work in Lincoln Heights matches a communitarian spirit that makes Lincoln Heights entirely unique in the city of Los Angeles.

The Broadway Corridor sits along the historic Route 66. The corridor is lined with a low-scale pre-WWII-buildings and a mix of small businesses.

While Lincoln Heights is a gem, it's not entirely hidden. Rapid development in Downtown Los Angeles has spread north and east, to neighborhoods like Chinatown and Boyle Heights. Concerns about gentrification and displacement of the existing community have followed new housing developments and large public investments, like along the Los Angeles River. Ongoing investments in the Metro light rail system and technological advancements with app-based personal transportation are changing the mobility equation for Lincoln Heights residents, allowing new ways to explore and enjoy the neighborhood and access to more of the region's jobs and destinations.

Lincoln Heights is located on the doorstep of one of the fastest growing industries in the region. Nearby, major regional employers like the Los Angeles County+USC Medical Center and the USC Health Sciences Campus are expanding quickly, providing employment opportunities across a wide spectrum of career and income levels. There are also plans for a biotech corridor along Valley Boulevard nearby.

The Los Angeles Local Development Corporation and the Lincoln Heights Leadership Group engaged Urban Land Institute – Los Angeles (ULI) to undertake a Technical Advisory Panel (TAP) that would synthesize the underlying challenges and opportunities arising in the corridor as redevelopment investments are proposed along the North Broadway corridor. The TAP has been tasked with proposing solutions that will spur health and wealth in the corridor without displacing the existing community.



KEY QUESTIONS

The Leadership Group posed a number of questions to the ULI to set a scope of work for the TAP process.

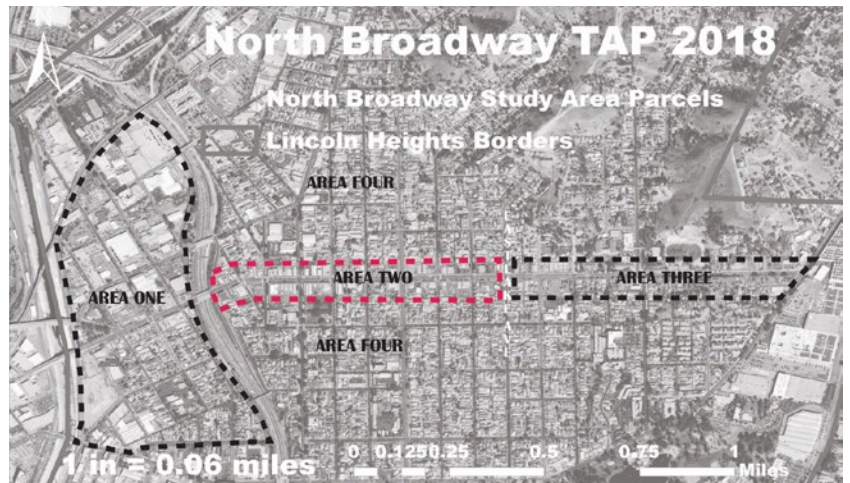
The TAP examined an area extending along North Broadway from the Los Angeles River to the west and Mission Street to the east. The study area also included the surrounding residential neighborhoods and the landmarks of the Lincoln Heights neighborhood, like the Los Angeles County+USC Medical Center and Lincoln Park.

Market Forces and Position

1. Evaluate the current retail market and identify any recent shifts in retail positioning along the North Broadway corridor. What is the likely future retail market position for this area?
 - a. What is the demand for new retail, potentially including national, regional, and local retailers, and how can the North Broadway corridor accommodate new retail? How can this market be best positioned to attract new investment in the area?
 - b. How can the corridor retain and sustain existing businesses and engage the surrounding community for future opportunities?
2. What are the parking capacity and demand issues and needs based on anticipated development, including potential reuse of existing public lots for housing or other uses?

Public Realm

3. What type of streetscape improvements can enhance and promote pedestrian activity along the North Broadway corridor? How can corridor partners facilitate the execution of these improvements?
4. The Lincoln Heights community will benefit from the improvements at the Albion Riverside Park, meeting the needs of youth for recreational activities. The park is slated for completion in the first quarter of 2019. What are the options for integrating and connecting the corridor to Albion Riverside Park?



Finance

5. What financial tools and funding partners are available to fund streetscape, branding, and public realm improvements for the short- and long-term?

Boundary map for North Broadway corridor

Proximity to Anchor Institutions

6. The University of Southern California's Health Sciences Campus is located just to the southeast of the corridor. How can the North Broadway corridor leverage its proximity to that campus, including enhancing physical connectivity, to become an anchor for the institution that drives greater commercial activity along the corridor?

Branding

7. What short-term steps could the corridor partners take to create a North Broadway Corridor brand for streetscape, signage, and store frontage to unite their respective constituents, properties, and business owners? What should be considered over the long term? Are there any organizations, other than a business improvement district, that could oversee and ensure the execution of a North Broadway corridor brand?

MAJOR CONCLUSIONS AND RECOMMENDATIONS

All of the recommendations included in this report are designed to spur health and wealth in the community of Lincoln Heights—without displacing existing residents and business. These recommendations are about shaping the future of Lincoln Heights on terms defined by the community of Lincoln Heights.

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, marketing, and development financing.

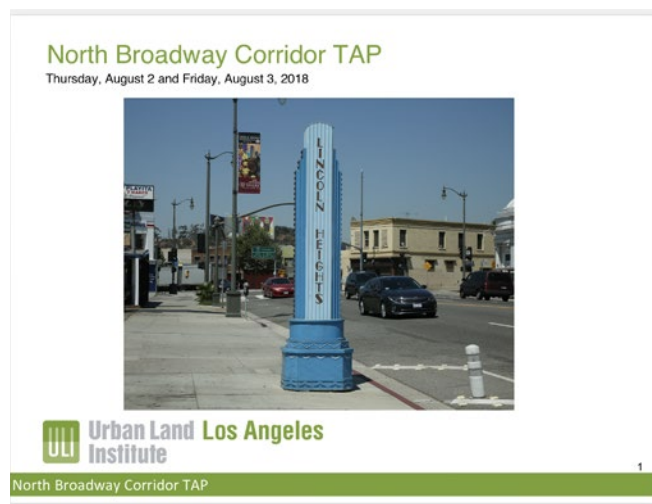
The TAP believes that investments can be made while preserving the best qualities of the community, providing opportunities for retail that might still be needed in this area and adding the housing necessary to continue the neighborhood's tradition as a multi-generation community.

Change comes—it's always coming. The TAP report is written to empower the Lincoln Heights community to shape that change. Only by taking control and getting ahead of that change will this community protect the integrity of Lincoln Heights. The people of Lincoln Heights must determine how the community will change.

If the development and gentrification pressures continue to build in and around Lincoln Heights, eventually change will wash over the neighborhood in a way that isn't as beneficial to the existing community.

To achieve a balance of growth and investment, while preserving the community and charms of Lincoln Heights, the TAP recommends land use and zoning changes that would amend the Cornfield Arroyo Specific Plan (CASP), the Lincoln Heights Preservation Overlay Zone, and the existing "Q Conditions" that limit development along North Broadway. These land use regulation changes should be specifically targeted to produce workforce and middle-income housing opportunities. These programs would represent novel approaches to housing policy in the city of Los Angeles, but the TAP believes these reforms are necessary to control increasing rents and to provide new apartments and homes for the next generation of Lincoln Heights residents—the children and grandchildren of existing residents who otherwise won't be able to come home after concluding their studies and entering the workforce.

The Lincoln Heights community needs housing options that offer its children and grandchildren opportunities to enter the middle class, and to remain members of the community in which they were raised.



The TAP recommends a series of urban design improvements in the public realm to enhance North Broadway's existing strengths as a thriving pedestrian and commercial corridor. With the addition of the Albion Riverside Park, there are opportunities to connect to the commercial corridor and offer easy access to the park for residential communities. These improvements could contribute significantly to the quality of life of current residents.

The TAP addresses needs in terms of access—like parking, public transit, and new ride-hailing and ride-sharing technologies. The TAP suggests replacing existing parking when new developments are built, but also notes that the corridor already has sufficient supply to serve the existing demand along the North Broadway Corridor. Improved first and last mile connections to employment centers and the Lincoln/Cypress Station on the Metro Gold Line could

increase the number of customers accessing the commercial corridor while also providing quality of life and economic mobility improvements for the existing community. The TAP recommends an approach to branding and community engagement campaigns that will attract and retain the right kind of local investors and earn the buy-in of local residents and business owners. Community engagement processes in Lincoln Heights should include the community at every step in the process to ensure that investments come from within the community, and benefit the community first and foremost. The passions of people who know Lincoln Heights the most intimately must be heard to achieve these principles.

Finally, the TAP also recommends a strategic and incremental approach to achieving this ambitious vision for the North Broadway corridor, and the Lincoln Heights community.

The freeway is a physical barrier that separates Area One.



ULI'S TECHNICAL ASSISTANCE PANELS

TAP PROCESS

Prior to the TAP, ULI panel members met with representatives from the North Broadway Leadership Group (led by Michael Banner, president and CEO of the Los Angeles LDC, Inc.) 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 Leadership Group staff prior to the TAP, including market and demographic data, economic data, the Cornfield Arroyo Specific Plan, the Northeast Los Angeles Community Plan, the Lincoln Heights Community Design Overlay District Ordinance, the Lincoln Heights Historic Preservation Overlay Zone, transit routes through the area, and development plans for large investments in locations, like the Los Angeles River, the Albion Riverside Park, the USC Health Sciences Campus, and the "Affordable Housing Opportunity Sites" proposed by the city of Los Angeles for locations in Lincoln Heights.

Stakeholder interviews are a key component of the TAP process.



Given the desire of the Leadership Group 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 by van with Michael Banner and team members from the Los Angeles LDC, Inc. The TAP also met with local business owners, community members, and representatives from a large collection of city departments. On the second day, panelists worked through an intensive analysis of the specified issues before presenting their findings at a public event attended by members of the community and the Leadership Group.

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, including architecture and urban design, real estate development, transportation, economic analysis, development financing, branding, and community engagement. The ULI panel members brought professional expertise relevant to the Leadership Group's objectives for the study and a working knowledge of the real estate market, design typologies, regulatory schemes, and transportation engineering found 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

From an engineer’s perspective, the four lanes of North Broadway provide passage for 25,000 cars per day*. But for residents of Lincoln Heights, and aficionados of the unique cultural history of the city of Los Angeles, North Broadway is much more than just a way for cars to pass through Lincoln Heights. The street—including its sidewalks, public realm, and the businesses that line the corridor—forms the heart of one of Los Angeles’ most uniquely historic and beautiful neighborhoods.

Lincoln Heights is the original streetcar suburb of Los Angeles—a heritage that is obvious in the grid and patterns of the neighborhood, as well the low-scale development and the pedestrian orientation of the streets. The age of the buildings along the North Broadway corridor is a highly sought after characteristic of desirable neighborhoods in the contemporary United States—the buildings and street have “good bones,” as planners and developers like to say. Given that the majority of buildings were built before World War II, many buildings are likely to need upgrades, but the bones and the scale of the neighborhood are a major benefit to the community. Many neighborhoods in the city and around the country would envy this kind of built environment. This authenticity of Lincoln Heights cannot be faked.

Lining each side of North Broadway is a mix of small businesses and name brands, mom and pop restaurants and cafes, national fast food chains, a high school, an elementary school, national drug stores, and four major banks. A lot of what the community wants and needs is already provided at a local scale—that local scale fits for this community.

But recent trends have begun to pressure businesses, and concerns about being priced out of the corridor are growing. Residents and business owners worry that more investment could bring more gentrification and displacement. Initiatives like the Spring Street Bridge renovation, the new Albion Riverside Park renovation, the Lincoln Heights Jail adaptive reuse, and the Los Angeles River Revitalization Master Plan are signs of hope to some. To others, these projects are harbingers of increasing rents and, inevitably, displacement.

Moreover, the city of Los Angeles is moving forward on plans to build five affordable housing projects on city-owned parking lots adjacent to the heart of the corridor. Many local business owners fear the loss of parking could depress economic growth.

Essential demographic characteristics of the Lincoln Heights community include its primarily Latino and Asian heritage and its relatively low income levels (the media household income in the area was approximately \$38,900 in 2018, according to Esri Business Analyst). The community is deeply rooted—residents and employees know each other personally, and each other’s families, creating a feeling of connection that is hard to match anywhere else in Los Angeles.

Elysian Park Rail Car Map (1920’s)



* Los Angeles Department of Transportation traffic count at N Broadway and Gates Street, October 28, 2015



The North Broadway Corridor.

In that context of strong community ties, rising rents are perceived as a major threat to Lincoln Heights. The fear of displacement looms over many of the communities of color and low-income residents in Los Angeles, and particularly neighborhoods near Downtown. Significant outside investment is already flowing into nearby neighborhoods, and Lincoln Heights residents already feel rent pressure. Talk of additional investment and development provokes more fear about change.

Lincoln Heights is also presented with rare opportunities for inclusive economic development, based on its location adjacent to the LAC+USC Medical Center and USC Health Sciences Campus Healthcare. USC, the county and city of Los Angeles, and others have outlined ambitions for a “bioscience corridor” along Valley Boulevard. Medical services and bioscience research are some of the biggest and fastest growing fields in the county. Those institutions and industries offer several pathways for mid-level jobs—not just for PhDs and MDs. Residents attending community college can receive AA degrees or career technical certificates, gaining ready access to careers as lab techs, facilities managers, and more. These careers offer a path to the middle class, and these opportunities are located right on the doorstep of Lincoln Heights.

Another opportunity for inclusive economic development comes from the neighborhood’s location proximate to Downtown and the region’s light rail transit system. Lincoln Heights residents are a short bus or train ride from jobs centers located all over the region.

The study area examined by the TAP is quite large, stretching along the axis created by North Broadway from the Los Angeles River to the west and Mission Street to the east. The study area also included the surrounding residential neighborhoods, and the landmarks of the Lincoln Heights neighborhood—the Los Angeles County+USC Medical Center and Lincoln Park. Given the distinct communities within Lincoln Heights, the TAP approached the assignment by splitting the study area into four sub-areas.

This report refers to Area One, which is the neighborhood stretching from the Los Angeles River to the I-5 Freeway. This part of Lincoln Heights has a different feel and has a different set of zoning rules, as established by the Cornfield Arroyo Specific Plan (CASP).

Area Two stretches along North Broadway to the east until Eastlake Avenue. Area Two—what the TAP refers to as “The Heart” of the Lincoln Heights community—is where the majority of activity occurs on the corridor, with a farmers’ market and linkages to the major employers along Daley Street and Griffin Avenue.

Area Three is located farther east along North Broadway, where there is less retail and fewer linkages, but there are unique opportunities for development. In Area Three, the TAP envisions a more vibrant community, distinctive as a “gateway” to draw people to the heart of Lincoln Heights.

Finally, the TAP identified Area Four as the surrounding residential community, which provides the demand for the commercial businesses on the corridor and houses the existing, multi-generational community. If the retail corridor is going to change, changes must be made in service of the aspirations of the people who live in these surrounding residential neighborhoods.

MARKET ANALYSIS

In performing a market analysis, the TAP focused mostly on the retail market along North Broadway, but also touched on a few other property types found in the wider Lincoln Heights neighborhood.

There are just under 40,000 people living in Lincoln Heights. Nearly 75 percent of that population rents, rather than owns, their homes. The median age of the population skews young, at about 33 years old. The neighborhood's income levels are also a bit below the median income for the city as a whole. The median income for Lincoln Heights residents is just under \$40,000 a year. (The TAP notes, however, that the income figure comes with a disclaimer: due to the strong informal economy in Lincoln Heights, some of that income data might be underreported.)

One feature that stands out about the Lincoln Heights real estate market is the astronomically high occupancy rate along the North Broadway corridor. A residential market in equilibrium, or "stabilized," is usually defined by about 95 percent occupancy. For other product types—like retail, office, and more—equilibrium averages roughly 90 percent occupancy.

Across all property types in Lincoln Heights, the occupancy rate is above 97 percent. The retail spaces in Lincoln Heights are achieving occupancy rates over 99 percent, meaning that almost every available storefront is filled. When vacancies do occur, they are filled quickly. Local retail is in high demand.

Another noticeable trait of the neighborhood is the small lot sizes. With few exceptions, the retail buildings along the North Broadway corridor are just a few thousand square feet in size. Small lot sizes pose a challenge for investment in assembling useable parcels. If a developer needs 10,000 square feet,



they will either have to cross their fingers and hope for a vacancy of the one or two buildings that are that large, or they must piece together multiple parcels. That kind of assemblage can be difficult, expensive, and time consuming.

The small lot size of local businesses creates unique challenges..

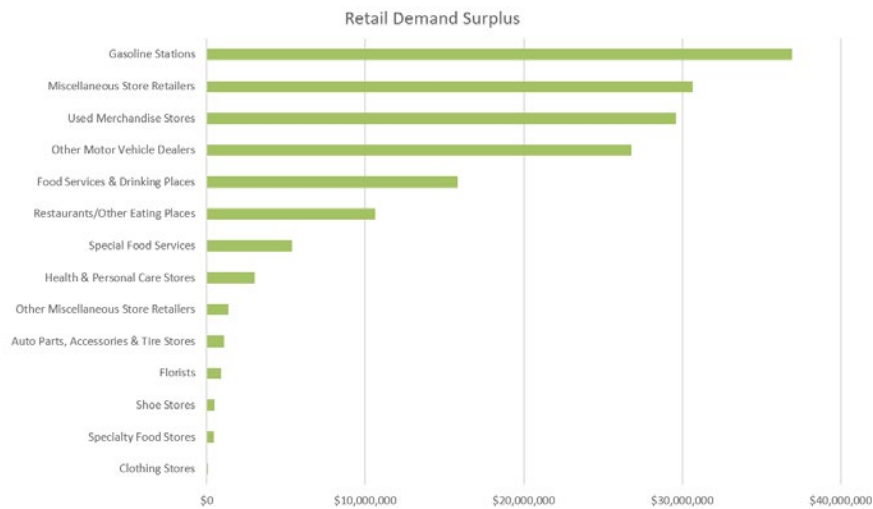
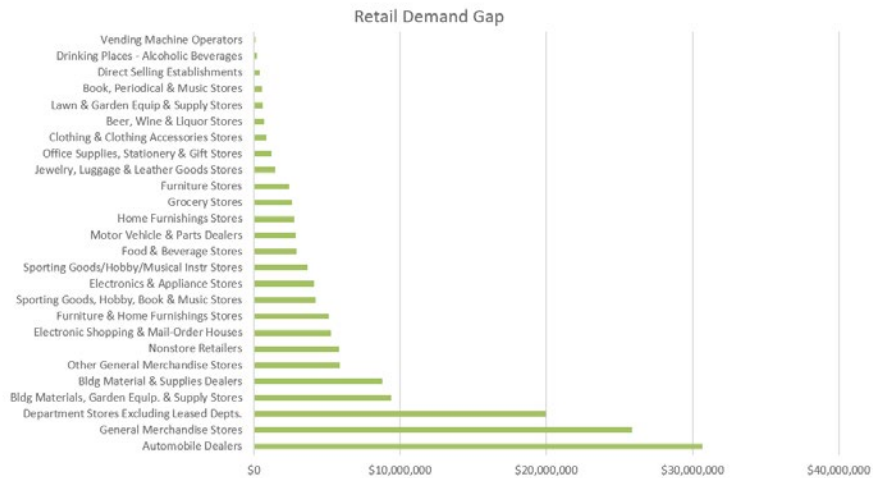
The North Broadway corridor's real estate market is also fairly fragmented. Along the corridor are more than 176 parcels, 134 landowners, and 143 buildings. That many individual owners can create additional difficulties in parcel assembly, as well as in building coalitions or partnerships that can free up additional space.

The majority of these buildings are quite old, with an average age of approximately 80 years, with many structures built before World War II and some even before the beginning of the 20th century. Some of the aged buildings in the neighborhood have been well maintained; others have not and will require significant capital expenditures to upgrade

Market analysis demographics and existing inventory.

Metric	1 mile	3 mile	5 mile
Population	34,553	338,212	1,011,933
Households	9,401	103,356	334,057
Average Household Size	3.60	3.10	2.94
% Renters	74.8%	70.6%	73.4%
Median Age	33.1	34.1	34.8
Median Income	\$38,930	\$41,429	\$44,488

Product Type	Inventory SF (units)	# of Buildings	Occupancy	Avg. Rent \$/SF (/unit)	Avg. Building Area	Avg. Lot Area	Avg. Year Built	Avg. Building Age
Industrial	5,293,931	146	97.8%	\$0.79	6,154	14,605	1967	51
Retail	1,380,143	214	99.2%	\$3.15	7,000	12,746	1952	66
Office	890,730	46	96.8%	\$2.56	6,328	7,552	1925	93
Multifamily	3,471	258	97.5%	\$1,263.25	3,503	6,511	1913	105



Focusing specifically on the existing local retail offerings, many industries are already present in the North Broadway study area. There is a lot of miscellaneous retail—i.e., general merchandise retailers like Dollar Stores, 99 Cent Stores, or off-brand convenience stores that sell anything from soap to Cheetos. There are also many food establishments, but the distribution in terms of quality lacks balance. There is a lot of fast food, but minimal fresh or healthy fare. Even though there are already many fast food establishments, the market has room for additional food establishments of a broader variety in the area.

In terms of unmet demand, there is a relatively long list of categories that could find demand in the local community. The TAP does not suggest that a large mall, with national tenants like 24-Hour Fitness or Nordstrom, is a good fit for the neighborhood. But there is a place for independent retailers, like beauty

salons, coffee shops, gyms, health services, hobby stores, or bookstores. These kinds of businesses can fit into buildings with a smaller footprint and serve the local community. These businesses are easily run independently and can serve as effective substitutes for national chains, allowing local residents to retain their entrepreneurial spirit as they serve their neighbors in Lincoln Heights.

There are gaps in the existing retail that are a poor fit for the neighborhood, and are poor opportunities for redevelopment. Lincoln Heights does not need an automotive dealer, for instance, which would take up a lot of space and can be found in other more appropriate parts of the city and region.

Market analysis of the existing retail and unmet demand.

and modernize the buildings. Adding to the challenges of assemblage and redevelopment in the North Broadway corridor is a relative lack of transaction liquidity. There have only been three institutional (i.e., over \$2.5 million) transactions in the past 18 years, with few deals of smaller size, both in terms of building size and dollar amount, and few off-market deals in the area. Properties don't change ownership very frequently along the North Broadway corridor. When people are not selling buildings, it means there also have not been as many opportunities to renovate buildings to keep them current with contemporary standards for infrastructure like water, electricity, internet, and seismic safety.

LAND USE AND DESIGN RECOMMENDATIONS

LAND USE AND ZONING

The TAP makes all of the recommendations that follow in this section of the report for the sake of building the “missing middle” of the housing supply. A historic lack of housing production of all types results in rising rents and growing competition for the same number of available units. Moreover, the system of land use and zoning regulations in place in most parts of the city only allow extremely large, expensive developments—the luxury condos and market-rate housing projects that spread gentrification. Those realities of the real estate market aren’t just true for Lincoln Heights—they are true for the vast majority of urban areas in California.

Various policy incentives could be designed to spur the development of housing affordable to working class residents—usually defined by relation to the “Area Median Income” and filled by people in such critical jobs as nurses, teachers, and a variety of types of people employed in the healthcare and biosciences industries located nearby in Lincoln Heights. Without policy intervention, this means that many of the people working these jobs in the surrounding area have to live much farther away.

New density, and an easier development process, will be necessary for Lincoln Heights to house its children and grandchildren and to give the next generation opportunities for entrepreneurialism in the local business community. Poorly planned development might bring gentrification, but no development at all is also likely to fundamentally alter the character of this multi-generation community, making it too expensive and difficult for current residents and their children to afford to live and work here.



That is where the community needs to step in and take control of where and how density is warranted and to shape the change that is coming to Lincoln Heights. The process of shaping the change must commence with rigorous reform of the land use and zoning regulations that govern development in Lincoln Heights.

Area 1 Parkway to the Heights

The current system of land use and zoning regulations in Lincoln Heights obstructs investment into the kinds of housing developments that will be necessary to house the next generation of Lincoln Heights residents. A thriving, dense residential community is also desirable to support the businesses located along North Broadway.



The zoning includes many structures that do not appear to have apparent historic value.

Residential densities and Q Conditions along the North Broadway Corridor create some of those impediments, but challenges to residential development expand beyond the corridor. There is also a Historic Preservation Overlay Zone (HPOZ) in effect in much of the Lincoln Heights residential area, which can make development much more difficult as a general rule—even when existing properties do not include a historic structure worthy of protection. Finally, the Cornfield Arroyo Specific Plan (CASP), located between the Los Angeles River and the I-5 Freeway, has not proven to be effective as intended in encouraging residential developments.

In fact, the current system of land use and zoning regulations in Lincoln Heights culminates an extensive history of downzoning, i.e., setting the densities allowed in the built environment at levels below the precedent set earlier in the neighborhood's history. In 1990, all the R4 densities in Lincoln Heights were eliminated. In 2000, the R3 zones were eliminated. In the place of those moderately permissive densities, the entire North Broadway corridor was set to RD1.5 and RD2. A Q Condition was added along the corridor to set all the residential equivalences at RD1.5.

For an understanding of the effects of the densities established by previous downzoning and the existing Q Conditions, examine the case of a standard commercial lot on the corridor—a lot of about 8,500 square feet. At a density more typical in transit rich areas around the city, a new development would be allowed about 21 units in a multi-family and mixed-use type project. Today, however, under the RD1.5 created by the Q Conditions, the allowable density along the North Broadway corridor would yield only six units. That represents a 75 to 80 percent reduction in the potential to develop residential units along the corridor. Most developers would take a look at this math and say the zoning code doesn't offer enough value to develop a mixed-use building along the corridor. This limits redevelopment opportunities that can create new residential opportunities for middle-income and middle-skilled workers.

Therefore, the TAP recommends revising or eliminating the Q Condition to remove the limitations of the RD1.5 density.

New densities must still be set carefully. The new Transit Oriented Community (TOC) program in the city of Los Angeles would establish a new standard for areas like the section of Lincoln Heights around the intersection of North Broadway and Daly Street. Under the TOC, that part of the neighborhood would be defined as "Tier 2," and be set at a fairly intense level of development. Everything in Area Two would be set as Tier 1 under the TOC program. Lincoln Heights will need to think carefully about how those TOC zoning changes could apply to the neighborhood, and make sure that new development is built to an appropriate level of density.

Additionally, the TAP recommends that the community revisit the HPOZ limitations in Area Four. The HPOZ was adopted in 2004—mostly for good reason. There are great, historic houses and buildings in the neighborhood. The HPOZ offers a lot of value for those kinds of historic buildings. The area covered by the HPOZ is very large, however, stretching all the way from the freeway to the west to Eastlake Avenue and beyond the corridor to the east. Parcels covered by the HPOZ have to go through a very extensive, difficult, and expensive

entitlement process. But there are many buildings in the HPOZ that are not historically significant and do not contribute to the character of the neighborhood.

The question is what to do with those buildings. There might be opportunities to revisit specific buildings, look at the boundaries of the HPOZ, and revisit the criteria used to determine historic significance and the redevelopment process within the HPOZ. The TAP believes HPOZ reform can be achieved without risking the kind of sweeping development that would destroy the neighborhood's character. But it ought to be possible to streamline investment where it could benefit the community. Lincoln Heights should identify the locations in the HPOZ that can handle additional density without diminishing the neighborhood's historic significance.

The area regulated by the CASP also needs a retooling of its regulatory scheme. The TAP was informed that no residential units have been added to the CASP area since its adoption in 2013. The TAP recognizes the distinct qualities of the CASP area in Lincoln Heights compared to the commercial corridor along North Broadway—a distinction made more obvious by the freeway separating the two areas. There are opportunities to either make an entirely new specific plan or to add additional zoning changes to the CASP specific to that corner of Lincoln Heights.

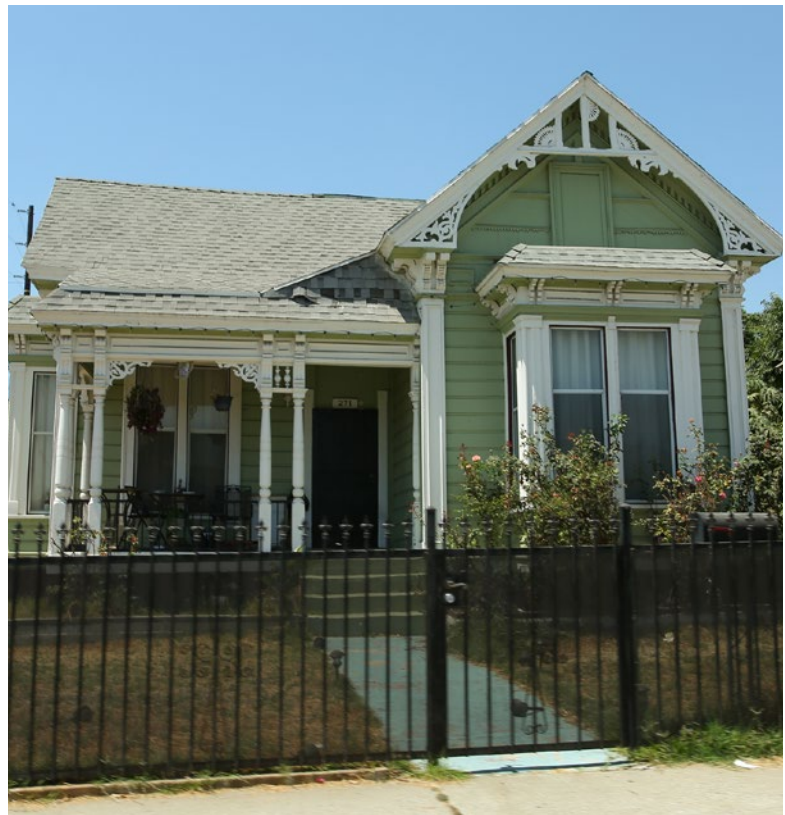
Carefully considered zoning changes could intensify development, particularly in the area surrounding Albion Riverside Park, and provide connectivity to the North Broadway corridor. Although the I-5 Freeway will remain a substantial barrier, there are opportunities for new development in Area One to enhance the connections between that corner of Lincoln Heights, the park, and the commercial corridor along North Broadway.

A critical element of all of these recommendations for loosening development regulations and increasing allowable densities is the need to leverage the new value created by the changes for benefit to middle income residents. Here, the TAP is recommending a novel approach to development incentives and value capture.

The TAP recommends a new kind of “Community Benefit Zoning,” particularly in Area One, where new density creates funding for community benefits. Property owners get additional value, in the form of upzoning for additional density, but some of that value is invested directly back into the community. When developers and property owners build larger, multi-family or mixed-use development, projects can be built specifically at prices affordable for middle-income residents and can create a community benefit program that funds investments in the immediately adjacent neighborhood.

The TAP is suggesting that the city of Los Angeles has an opportunity in Lincoln Heights to create a first-of-its-kind density bonus program that ties new development incentives specifically to the development of new workforce, middle-income housing. That kind of program doesn't exist anywhere else in the city. The TAP thinks Area One of the North Broadway Corridor study would be a great testing ground for this new policy idea—with potential application in other locations of similar historic character and demographic makeup around the city.

Historic Preservation Overlay Zone adopted in 2004.



PARKING

Just as important as the characteristics of the buildings on and around North Broadway are the roads in front of the buildings and the parking lots behind the buildings—the infrastructure that provides access to the corridor. Public parking lots provide a tremendous asset along the corridor. There are 290 parking spots on six parking lots in the immediate core, which would cost \$10.2 million to replace in total with a parking structure.

The TAP reviewed aerial photos of the city lots, and noted that at their busiest time, these lots had 168 cars parked in the 290 parking spaces, or an average of 58 percent occupancy. Some of the lots were full, and some of them were not so full. Parking planners consider 85 percent occupancy to be effectively “full”, requiring immediate action. Curb parking spaces showed close to the same occupancy rate, at about two-thirds.

Therefore, the TAP believes that parking supply isn't a problem today, despite the perceptions of a few of the interviewees.

Parking recommendations



With some of the new developments the TAP is recommending, however, demand could go up, and supply could become a problem. Moreover, the city's plans to develop affordable housing on five of the city-owned lots would reduce the number of parking spaces by a significant amount. The TAP recommends revising the plans for those affordable housing developments to include the replacement of a majority of the lost parking spaces.

Furthermore, the developments proposed by the TAP—middle-income housing, new retail along North Broadway, and additional residential units on upper floors along North Broadway—would require a few extra parking spaces. This doesn't mean that parking requirements should be set at such high levels that they could kill the economics of the project, but some parking spaces must be provided to serve the demand.

Lastly, the TAP recommends consolidating public and private lots to reconfigure and create more spaces and better manage the reservoir of spaces. Throughout the neighborhood, fences separate immediately adjacent public and private lots. Consolidating those lots would yield more parking on the same footprint.

FIRST AND LAST MILE SOLUTIONS

The TAP also considered options for improving all of the non-automobile options for moving to and through the North Broadway corridor. One of the key considerations for improving alternate forms of mobility is the first and last mile problem—how to get to and from the end of a transit trip without reverting to a private automobile.

There are a number of important destinations adjacent to the core of Lincoln Heights, like the employment opportunities at the LAC+USC Medical Center and the USC Health Sciences Campus. The Metro Gold Line is another important destination, with connections to Downtown and the wider region. The Metro Gold Line is the perfect example of the need for first and last mile solutions—it's not immediately adjacent to North Broadway, but it's still close enough to be convenient with the right options for access.

Lincoln Heights stakeholders should seize opportunities to recommend that USC modify the routes of their existing shuttle system to extend through North Broadway and up to the Gold Line station. Similarly, Lincoln Heights should work toward similar adjustments to the DASH buses run by the Los Angeles Department of Transportation (LADOT). A simple rerouting of the route that runs through Lincoln Heights would require no capital investment in physical infrastructure, and could link all of these important employment centers, North Broadway, and the Gold Line. Metro could also increase the service frequencies of the existing bus lines like the 751 and 250, which connect north from North Broadway to the Gold Line station. With the NextGen bus system redesign currently underway at Metro, Lincoln Heights has a rare and critical opportunity to advocate for those changes.

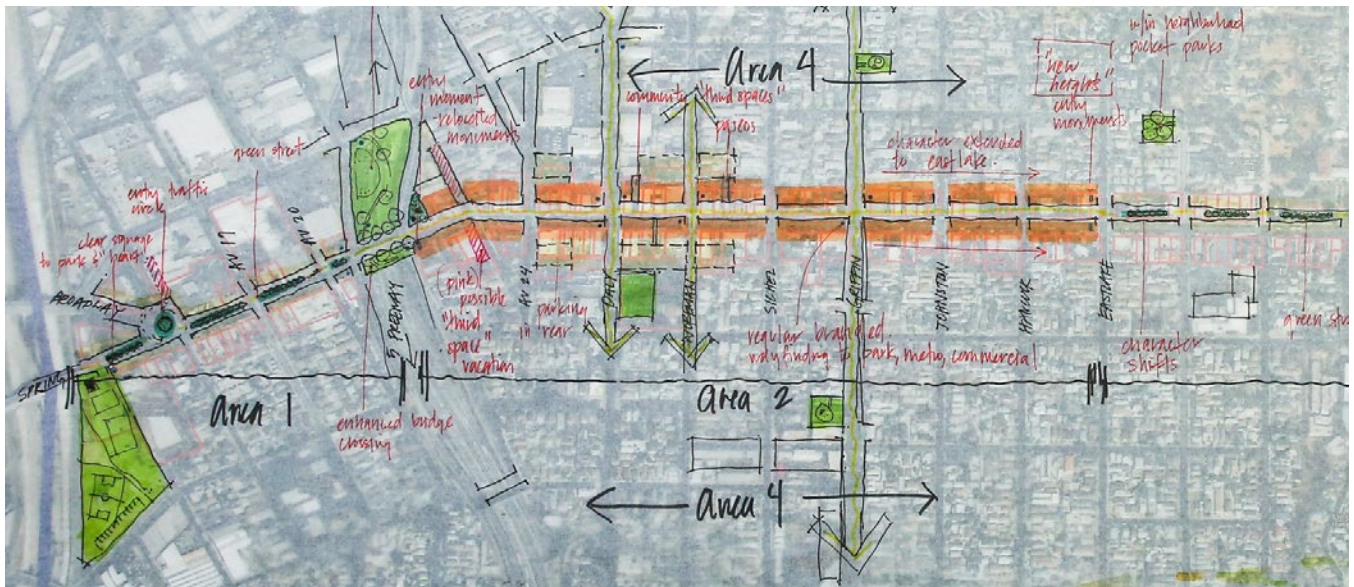
The TAP also recognizes the potential of walking and biking infrastructure improvements to improve public health outcomes and reduce congestion by providing non-automobile mobility opportunities. The next section of this report will discuss pedestrian improvements in more detail.



New app-based transportation systems, like dockless bike share systems, electric scooters, electric bicycles, electric vehicle car share, and Metro's microtransit program, also represent innovative new solutions to first and last mile challenges. All of these new options can be targeted to the community and made affordable to the community through subsidies financed by both the public and private sector.

The Dash and dockless scooters will help strengthen the first last mile connections.

Because it was built to accommodate streetcars when it was originally developed, Lincoln Heights has great potential to become a transit rich environment again. It will take some modest, inexpensive adjustments to realize the full potential of its mobility options.



Vision Plan

THE PUBLIC REALM

To discuss urban design in the public realm, the TAP followed the same logic as in the rest of the report by splitting the North Broadway corridor and the surrounding neighborhood into sections—Areas One through Area Four. The design recommendations proposed here focus on strategic interventions in the three areas located directly along the North Broadway corridor.

In Area One, the TAP suggests design interventions that improve connections to the Los Angeles River, as well as building direct connections between the new Albion Riverside Park and the North Broadway corridor. In Area Two, which the TAP design team referred to as “The Heart,” urban design should prioritize a dynamic street life and a vibrant pedestrian culture. In Area Three, the TAP recommends urban design interventions that will connect to surrounding neighborhoods, connecting the residential community to the commercial corridor. Improvements in Area Three should focus on walkability and the community character.

The theme of the “good bones” of Lincoln Heights continues into the design of the public realm. There’s a good pedestrian scale to the street—the sidewalks offer accommodating width, numerous street trees provide shade, and historic

street furniture and streetlights add to the unique character of the public realm. The TAP proposes only to strategically enhance those existing amenities—adding a layer of creativity to enhance the vibrancy of the public realm in an already vibrant neighborhood.

In more detail, the TAP proposes design interventions that enhance the boulevard character of the corridor in Area One. “The Boulevard,” as the TAP design team referred to this section of North Broadway, is designed to distinguish this stretch of the corridor from “The Heart” located to the east. The Boulevard is distinct with greenery: quality planters, bioswales, and a traffic median in the middle of the street. Improved lighting and signs will also be a critical improvement in Area One, to announce the park and the visitor’s arrival to Lincoln Heights. The signs should differentiate Lincoln Heights from Chinatown and Downtown and begin to celebrate the unique qualities of the neighborhood.

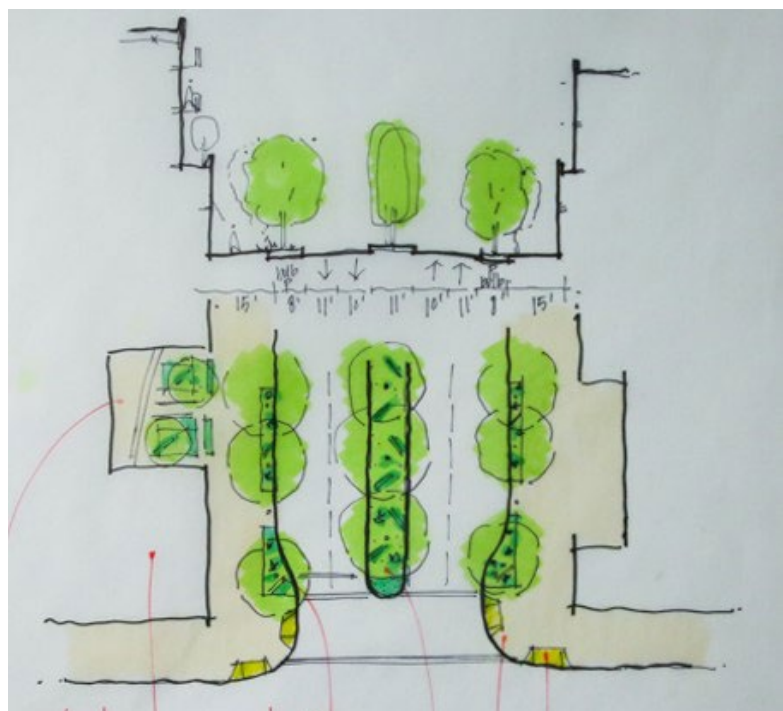
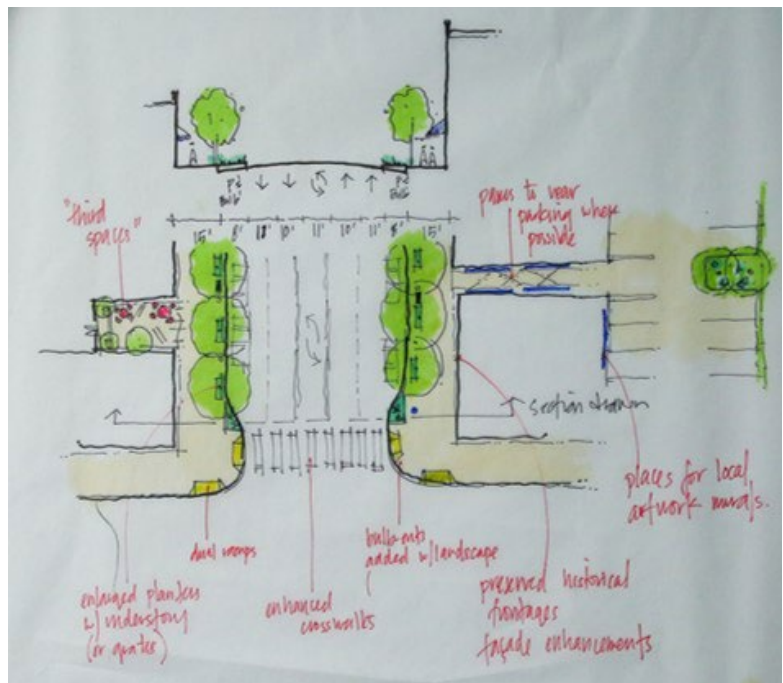
The TAP design team also proposed that a traffic circle be studied as a potential gateway to Lincoln Heights in Area One. Regardless of whether the final product is a traffic circle or some other large gateway feature, a large design feature should be added to announce the arrival to the neighborhood and the transition into “The Heart” of the corridor.

The TAP also envisioned a cap park over the I-5 freeway. There are examples of cap parks found around the country, such as in Dallas with Klyde Warren Park, and proposals for cap parks right here in Los Angeles, bridging the 101 Freeway in downtown and farther west to create a large Central Park in Hollywood. Freeways create a major barrier to connectivity, and can sever neighborhoods. The block between North Broadway and Pasadena Avenue is particularly well suited for a cap park—other sections of the freeway are precluded from a cap park by on- and off-ramps.

The cap park is a very speculative idea by the TAP, but it would be an ambitious and iconic approach to solving the connectivity challenges between Area One and Area Two in the study area, and a huge benefit to the neighborhood. A cap park in Lincoln Heights would quiet the freeway’s presence in the neighborhood, both figuratively and literally, and restore some of the connective tissues between the river, the new Albion Riverside Park, the North Broadway corridor, and the residential neighborhoods of Lincoln Heights. Although there would be numerous challenges in funding and planning before a cap park could be built, this idea represents the kind of ambition that is possible with the full political involvement of the Lincoln Heights community.

Drawings created by the TAP show the median of North Broadway in Area One, showing planters, bioswales, and greenery. The TAP does not recommend reconfiguring the street to alter the flow of traffic through the area. Another ambitious project would be to ground the overhead utilities, which would provide more space for street trees. The TAP created additional drawings to showcase the character of North Broadway in this area, highlighting the role of signs to connect people from Downtown into Lincoln Heights, and providing opportunities for whimsical experiences.

As North Broadway transitions into “The Heart” of the corridor, a lack of center median announces the transition to a new section of the corridor. Most of the suggested improvements in this area would be located on the sidewalk. To enhance the pedestrian experience, the TAP recommends



Typical plan view maps of Area 1: Parkway to the Heights and Area 2: Broadway at the Heights

the design and implementation of safer crosswalks, bulbouts to slow traffic, and gathering areas along the sidewalk. These gathering spaces would serve as “third spaces” in the public realm. These gathering spaces could be of different sizes, carved out of the sidewalk, in little corridors along the street, in paseos, or even right in front of some of the businesses located along North Broadway. The TAP also recommends an increased presence of public art to supplement these gathering areas.

One of the TAP design team’s drawings shows bulbouts of the sidewalk, which pinch the street to slow traffic and to decrease crossing times for pedestrians. Bulbouts also create opportunities for signs and branding. This plan view of the street in Area Two also shows an increase in the number of street trees.

The heart of the commercial core.



Farther to the east, in Area Three near Eastlake Avenue, the TAP imagines another gateway feature. This proposed feature shares some of the green and natural character of the features proposed to the west, but a more neighborhood scale is appropriate on this side of the corridor. The TAP design team’s concept for the feature includes planters and bioswales, as well as rubber sidewalks, trail markers, neighborhood-oriented signage, community tree plantings, and community libraries.

Another key public realm feature the TAP noticed is the Lincoln Heights pylon signage in front of the gas station at the corner of North Broadway and South Avenue 24. The TAP recommends moving that pylon closer to the freeway to effectively extend the corridor and signal the presence of all the activities already occurring toward the edges of the corridor.

With more going on at the west and east ends of the corridor, the district should be branded accordingly. The entrances to the North Broadway Corridor should be found much closer to the freeway on the western edge, and much closer to Eastlake Avenue on the eastern end.

IMPLEMENTATION

FINANCING

The TAP gathered a list of financing options to provide the funding and incentives necessary to achieve these goals and ensure an inclusive era of community and economic development in Lincoln Heights. These financing ideas include options that will be more familiar, and more conventional, as well as options that could be considered non-conventional.

For transit and the first and last mile improvements, the TAP recommends sources from Metro and city of Los Angeles, such as the Local Return Program, the Wayfinding Signage Grant Program, and the Active Transportation Program.

Stakeholders should also apply for Safe Clean Water Program funding through Los Angeles County in the event the proposed property tax measure is approved in the November 2018 election. It would generate funding for green stormwater infrastructure projects like those proposed by the TAP for Lincoln Heights. If it passes, the new property tax would generate \$300 million in project funding every year.

Those are more conventional approaches to funding. The TAP's recommendation for workforce housing is far from conventional, however, and will require more unconventional financing mechanisms. The TAP therefore recommends financing programs that can capture value from the zoning and development changes in the Cornfield Arroyo Specific Plan area in Area One of the study area—what the TAP referred to as “Community Benefit Zoning” earlier in this report. An Enhanced Infrastructure Financing District or a Community Facilities District could be used as the vehicle to capture the benefits and could also generate the funding from new development. Whatever specific value capture mechanism works best for Lincoln Heights, community benefits should be reserved for creating workforce and

middle-income residential units. Development fees could also be established with the specific purpose of financing workforce and middle-income housing projects in the immediate area.

Any development fees or value capture in Area One could be used to set up a relatively new financing program called an opportunity fund. The Opportunity Zone program recently created by the federal government and approved for Lincoln Heights by the state of California enables this novel form of financing. An opportunity fund could be complemented by the formation of an Enhanced Infrastructure Financing District or a Community Facilities District.

The biggest challenge of establishing any of these financing programs will come from harnessing the political and bureaucratic will to implement the financing program and to deliver the desired investments to the neighborhood.



ALBION RIVERSIDE PARK (DOWNEY RECREATION CENTER EXPANSION)
Draft final design 11/02/15



*Albion Riverside Park
(under construction)*

Transfer of development rights provides another non-conventional method to finance some of these private and public improvements. A transfer of development rights program allows development rights to be transferred from one parcel to another, without actually increasing the overall density, to create value for the development. That value can make it easier for developers to gather finances to make investments.

Finally, the major employers in the area, which employ blue collar, service workers, technicians, and other middle-income labor, value having a workforce living in the immediate area. These institutions have an incentive for investing and partnering with investors in the neighborhood. Those employers can and should contribute, potentially even by investing money in workforce housing developments. It's in these employers best interest to have an employment base that lives nearby.

Pop up workshops and community events are creative tools to allow the community to help shape change.



COMMUNITY ENGAGEMENT

Future community engagement processes in Lincoln Heights should include the community at every step in generating creative, fun ideas for the future. It's also essential to capture the ideas and concerns that matter most to existing residents and business owners. The passion of people who know Lincoln Heights the most intimately must be heard.

Community engagement processes also provide opportunities for transparency. Sometimes community engagement is about informing the community about changes coming to the neighborhood and how community members can participate and shape that change. Just a few of the variety of opportunities for the informative kind of community engagement include public workshops, community events, and booths at farmers' markets.

Additionally, the TAP recommends empowering official community ambassadors, calling on key leaders or influencers from the community to act as consistent points of contact with the local community. These community ambassadors can engage with the community to learn their needs and concerns while providing a clear, transparent plan for the future. Multilingual ambassadors will be critical in Lincoln Heights.

The TAP also recommends engaging with a public relations firm—choosing a firm that really knows the area and can help manage the message to the media and residents. A PR firm can be of tremendous benefit when managing a communication flow.

Lastly, the TAP recommends building a strong online presence, where plans are laid out clearly, progress updates are posted regularly, and community members can provide feedback.

BRANDING

Lincoln Heights has a distinct, strong personality, and it should have a brand to match its unique qualities. The TAP recommends “New Heights” as an example of a branding campaign that refreshes that existing personality of the community while moving into the future.

The TAP wrote a mission statement to help direct the community toward some statements about the unique strengths and causes worth celebrating in Lincoln Heights:

The cherished community of Lincoln Heights is home to nearly 40,000 residents nestled within a mile radius. Tightly situated and tightly knit, Lincoln Heights is the oldest neighborhood in Los Angeles, steeped in its diverse, multi-cultural roots and multi-generation families and businesses that helped establish the region. Lincoln Heights flourished economically during America’s economic boom in the 1920s, and 100 years later the neighborhood is poised for revitalization worthy of its roots. Coalescing old and new, the New Heights campaign will make all that’s old new again.

A lifeline for the community, the North Broadway Corridor will serve as the hub for a vibrant thoroughfare anchored with national stores sitting alongside historic storefronts. Dynamic food and beverage outlets offer a ‘third space’ for residents to congregate, and enjoy the future of the neighborhood. Newly developed and renovated housing options will offer elevated and accessible living experiences to residents, ensuring accommodation, not displacement. In support of the health and wealth of the community, accessible marketplaces will offer fresh, healthy grocery options.

The idea of bringing Lincoln Heights to New Heights is rooted in investing and growing from within, elevating the entire community. This approach offers several campaign slogans that further describe the goal and aim of the New Heights campaign:

Take your career to new heights.
Take your weekend to new heights.
Take your business to new heights.
Take your future to new heights.

This branding campaign holds true to core values like staying authentic and inclusive, laying the foundation for investment in the community (for and by the community), invigorating the community with new investments, celebrating and protecting the soul of the neighborhood, looking forward into the future, and empowering the inherent entrepreneurialism of the community.

All of these core values empower the community to care for itself by improving its wealth and health on its own terms.

Any branding campaign adopted for the North Broadway corridor and for the wider Lincoln Heights community will have to achieve community buy-in, and will also require a champion from within the community. The TAP believes the Lincoln Heights Business Improvement District is the natural organization to fill the role of champion for whatever branding campaign the community decides to employ.

North Broadway Study area parcels including Lincoln Heights Borders



TIMELINE

The TAP recommends breaking all of these tasks and action items into a manageable timeline to deliver changes and achieve goals incrementally and strategically. The early stages of the timeline also include recommendations about which organizations are best positioned to take a strong leadership role in the pursuit of these goals and objectives.

Short Term, Year One

- **Position the Leadership Group to own the work plan.** This is the first step in shaping the change, and in the community being an active participant in whatever changes will come to the neighborhood. The proposal, from planning to financing to project delivery, must have a champion, and the Leadership Group is in the best position to gather resources and hold public and private institutions accountable. The Leadership Group might not agree on every point, but their stewardship will be necessary to ensure that desired results are achieved and undesirable results are avoided.
- **Commence Q Condition zoning change for the corridor with the leadership of Council District 1.** This Q Condition is the key to unlocking new, desired development on the corridor. The Council District will have to spur the Planning Department to reconsider the Q Condition. The Council District can cut through a lot of red tape.



- **Establish the Lincoln Heights Business Improvement District as the champion for the branding and marketing campaign.** A powerful and broadly adopted branding and marketing campaign must accompany whatever concerted effort of investment goes into the corridor and the neighborhood.
- **Set-up a dedicated Lincoln Heights website.** A Lincoln Heights website could include transparent details of planning efforts, provide a forum for community engagement, and immediately amplify the discussion about the future of North Broadway and Lincoln Heights.
- **Begin community engagement through the Leadership Group.** These events and education opportunities need to go out into the community immediately.
- **Develop and design a stormwater capture and tree maintenance plan to apply for Safe Clean Water Program funding** through Los Angeles County, and track the success of the stormwater infrastructure initiative in the November 2018 countywide election.
- **Install wayfinding signs to Albion Park and the Metro Gold Line station.** The park will be fabulous, and people need to know how to get there when it opens. The Metro Gold Line also offers great access to the rest of the city and region. People need to know the easiest ways to get to and from North Broadway and the surrounding community to the Lincoln Cypress Station on the Metro Gold Line.
- **Revisit the Cornfield Arroyo Specific Plan (CASP)** where it's in effect in Lincoln Heights to leverage the investment in the Albion Riverside Park and to better connect this corner of the neighborhood to the Broadway Corridor.
- **Monitor the Metro NextGen bus study** to advocate for increased bus frequencies on routes connecting to train lines nearby employment centers.

Mid Term, Years Two to Four

- Implement Cornfield Arroyo Specific Plan changes.
- Consolidate public and private parking lots.
- Complete the development deal for housing construction on city parking lots with selective parking replacement to settle the city's plans for developing those parking lots with affordable housing.
- Supplement the city's affordable housing development plans with a corresponding plan to deal with changes in the area's supply of parking, both on-street and off-street, and both public and private.
- Re-evaluate significance standards of the Historic Preservation Overlay Zones (HPOZ) and evaluate zone boundaries as appropriate.
- Complete Q Condition zoning changes to create incentives for workforce housing.
- Work with major local employers to develop a workforce housing program.
- Pursue bike share, electric scooter, and electric vehicle sharing options.
- Pursue Metro and city funding for transit and mobility improvements.
- Establish an opportunity fund and develop a complementary city program to take advantage of new Opportunity Zones.
- Enhance pedestrian crossings over the I-5 Freeway.
- Implement streetscape greening in Area One and Area Three.
- Move and enhance existing gateway signage to Area One edges.
- Hire a branding and public relations firm to implement the branding campaign adopted by the community.

Long Term, Five Years and Beyond

- Identify and build public third spaces (paseos, pocket parks, plazas).
- Evaluate development potential for the vacant lots in Area Three.
- Initiate initial workforce and middle-income housing developments.
- Connect LAC+USC Medical Center and USC Health Sciences Campus to the Gold Line Station via Griffin Avenue and the North Broadway corridor.
- Install branded signage and wayfinding.
- Employ a community ambassador to maintain and enforce the brand.



CONCLUSION

Lincoln Heights is a profoundly rich cultural and historic community, with energetic productive activity and the potential for even more. As this report has repeated on several occasions, Lincoln Heights has “great bones,” but that’s only part of what makes it such a great community. The identity and culture of Lincoln Heights is too special and unique to ignore, and should be encouraged and protected. To flourish and persist, the residents and business owners of the Lincoln Heights community will have to take control and shape the change that is surely coming. If the community doesn’t engage with the dynamics of the city and region now, someone else will be making these decisions for the community.

While this TAP report encourages investment and growth in Lincoln Heights, all of these recommendations are made with the goal of creating space and opportunities for the children and grandchildren of current residents. Investment is a necessary element to a future that allows the community of Lincoln Heights to continue to grow together. If the community stays invested, it can maintain the culture and the character of Lincoln Heights.

To achieve this inclusive vision of local and community-led growth in Lincoln Heights, the TAP suggests enhancing the heritage of the neighborhood as a streetcar suburb by focusing on improvements in the public realm and by revising land use and zoning regulations to return development opportunities that match the historic scale of the neighborhood.

Investments by both the public and the private sectors should focus on a moderate scale of building, made accessible to middle income residents who work at nearby employment centers, and on the improvement of mobility options that offer access to the economic opportunities of the area and the region.

The Lincoln Heights community is already strong enough to express and pursue its vision for the future. There shouldn’t be any delay in beginning to implement that vision. It’s time for the Lincoln Heights community to envision and shape its own change and move to New Heights.





*The North Broadway
Corridor*

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Panelists conducting key stakeholder interviews.

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Misty Iwatsu, LH Benefits Association of LA

Miguel Acuna, City of Los Angeles

Dave Solanki, Big Saver Foods

Jose Rodriguez, City of Los Angeles/Council District 1

Gerald Gubatan, City of Los Angeles/Council District 1

Steve Kasten, Kasten Properties

David Abasta, GAW Capital USA

Mick Moody, Colliers International

Jennifer Lopez, Bank of America

David Galaviz, USC

Richard Fisher, City of LA/Department of Public Works

Henry DeGuevara, Resident of LH

Angelica Campos, State Farm Insurance

Natalie Gonzalez, Wells Fargo Bank

David Masuku, CVS Pharmacy

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CECILIA V. ESTOLANO

Co-CEO, Estolano LeSar Advisors

Cecilia V. Estolano is a leading expert on contemporary urban planning issues, with experience in economic and workforce development, land use, environmental equity, and urban revitalization for cities and communities across the country. Cecilia is a Regent of the University of California and has served as President of the California Community College Board of Governors. She received an A.B. from Harvard-Radcliffe Colleges, an M.A. in Urban Planning from UCLA, and a J.D. from UC Berkeley. Prior to founding Estolano LeSar Advisors in 2011, Cecilia served as CEO of CRA/LA, practiced land use and environmental law at Gibson Dunn & Crutcher, and served as Senior Policy Advisor at the U.S. EPA.



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Partner, Cox, Castle & Nicholson LLP

Andrew Fogg is a partner with Cox, Castle & Nicholson LLP, where he is a member of the Land Use and Natural Resources team. Andrew represents private developers and public agencies in all aspects of land use and entitlement law, including compliance with the California Environmental Quality Act. Andrew focuses his practice on urban infill and transit oriented development projects, but has worked in virtually every sector, including retail, office, multi-family residential, medical, hospitality, planned communities, and industrial. Andrew is a Los Angeles native; he grew up in the nearby neighborhood of Ladera Heights, where his parents still live. Andrew received his BA from UC Berkeley and his law degree from UC Davis.

PATRICK A. GIBSON, P.E., PTOE

President, Gibson Transportation Consulting

Pat Gibson has nearly 50 years of experience in preparing traffic and parking analyses for both public and private sector projects, including business districts, mixed-use developments, event centers and stadia, theme parks, movie studios, schools and universities, hospitals and medical centers, office buildings, shopping centers, residential projects, and industrial uses. Current and recent projects include The Disneyland Resort®, Dodger Stadium, DubaiLand Theme Parks, The Huntington Library, LAX Northside Plan Update, Levi's Stadium, Lucas Museum of Narrative Art, The Village at Westfield Topanga, Universal Studios Hollywood, and the University of Southern California. Pat also currently serves as the City Traffic Engineer for the City of Monrovia, California.

Pat co-authored both editions of Shared Parking as well as Parking Requirements for Shopping Centers, 2nd Edition for the Urban Land Institute and International Council of Shopping Centers. Pat was named Outstanding Transportation Educator by the Institute of Transportation Engineers Western District and was twice awarded the Civil and Environmental Engineering Department Lecturer of the Year at the University of California, Los Angeles.

AMBER HAWKES, AICP

Principal and Co-Director, Here LA

Amber Hawkes, AICP is Principal and Co-Director of Here LA, an interdisciplinary urban design and planning practice. Amber leads a diverse portfolio of projects - from large-scale open space concept planning and streetscape design, to strategic planning surrounding first mile / last mile and mobility solutions. Many of the firm's projects use out-of-the-box strategies to design and test urban improvements, including "tactical urbanism," pilot projects, and art-filled pop-up workshops. Amber has worked on vision and master planning projects for cities and clients throughout the US, with a focus on creative problem solving and community engagement through in-the-field trainings, walk and bike audits, consensus-building, and design charrettes. Amber is also an instructor at the UCLA Luskin School of Public Affairs in the Graduate School of Urban Planning, and speaks at conferences, forums, and universities about urban design-related topics.

MEGAN HORN

Managing Principal, Creative, BrightView

Megan Horn is a Managing Principal at the creative arm of BrightView – the nation's leading fully integrated landscape services company. Believing in the importance of landscape architecture, her practice is built on a professional commitment to the built environment and its interface with natural systems and processes. She has more than 14 years of experience in the planning and design of complex landscape projects within the Los Angeles metropolitan area and has a substantial award-winning portfolio across both public and private sectors. Megan's approach to design is performance driven and she synthesizes project information into clear, consistent and achievable strategies that resolve the site's challenges with creative solutions. Her systems-oriented perspective results in truly performative spaces, that enrich the ecological health of the site, as well as the user's experience.

SHELLY LEVIN

Director of Communications,
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Shelly Levin is the Director of Communications for Hirsch Bedner Associates (HBA), the world's leading hospitality interior design firm. She manages the international activity of multiple PR firms, brand divisions, project campaigns and the firm's branding division, HBA dna, reporting directly to company shareholders. She leads the firm's communications across six continents, spanning from Los Angeles across to international hubs such as London, Dubai, Hong Kong and Singapore.

TAYLOR NEIMAN

Cofounder & Managing Partner,
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Taylor Neiman is the Cofounder & Managing Partner of Team Kalsman Partners, a syndicator focusing on value-add multifamily product in California. Taylor also spent over two years at the boutique consultancy RCLCO, working across all their practice groups to provide objective third-party analysis and portfolio management services to clients nationally. In June 2017 he earned his MBA from UCLA Anderson School of Management with a specialization in Real Estate. Prior to graduation Taylor had interned at RCLCO and with the Real Estate Investments team at LACERA, a local pension fund consistently ranked in the global top 100 largest pension funds by AUM. He began his real estate career six years prior with his first equity investment here in Los Angeles. He is an active member of ULI Los Angeles and sits on the TAP and YLG Programs Committees. Taylor earned a B.S. in Chemistry with a minor in Economics from Harvey Mudd College, is an avid world traveler who has visited 13 countries on 4 continents, and is a licensed skydiver with nearly 50 jumps to date.

JAMES RABE

Senior Principal, Keyser Marston Associates

James Rabe has more than 35 years of financial and real estate advisory experience. He provides public sector clients with public finance, development strategy, developer selection and deal structuring capabilities. He has been involved in the analysis and implementation of public/private residential, retail, industrial, office and mixed-use projects in California, Nevada and Arizona. He has been involved in major P3 developments in Anaheim, Commerce, Huntington Beach, Long Beach, Los Angeles, Rialto, and Ventura. He has provided asset advisory services to Los Angeles and Orange Counties and the Cities of Anaheim, Long Beach and Torrance among others.

JAMES SUHR

President, James Suhr & Associates LLC

Jim Suhr, principal of James Suhr & Associates LLC, has focused on urban infill development of all product types throughout his career in Southern California real estate. His 35 years in the field encompass experience in acquisitions, entitlements, development and asset management of a wide range of land uses. Jim has been involved in developing a number of transit-oriented mixed-use projects, including Washington National Station in Culver City and Wilshire Vermont Station in Koreatown, as well as industrial, office, apartment, condominium and historic rehab projects in markets across Southern California. Jim provides development management and economic advisory services to a range of public and private sector clients, including Hackman Capital Partners, Hilton Universal City, Four Seasons Hotel Westlake Village, and Black Equities Group among others. He is a graduate of UCLA's Anderson School of Management and School of Urban Planning.



TAP Panelists from left to right: Andrew Fogg, James Brasuell, Pat Gibson, Marty Borko, Jim Rabe, Cecilia Estolano, James Suhr, Megan Horn, Amber Hawkes, Taylor Neiman, Shelly Levin, Cyrice Griffith.

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