



FY2018-19  
**LOS ANGELES  
DISTRICT COUNCIL REPORT**



# Urban Land Institute

## Los Angeles

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@ulilosangeles

Founded in 1936, the Urban Land Institute is a 501(c)(3) nonprofit research and education organization dedicated to providing leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. ULI has more than 40,000 members worldwide, representing the entire spectrum of land use and development disciplines.

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

With nearly 1,900 members across the Los Angeles region, ULI Los Angeles represents one of the Urban Land Institute's largest District Councils. As a nonpartisan organization, the Institute has long been recognized as one of America's most respected and widely quoted sources of objective information on urban planning, growth, and development.

### ULI-LA STAFF



**Marty Borko**  
*Executive Director*



**Cyrice Griffith**  
*Senior Director*



**April Sandifer**  
*Senior Associate*



**Michael Parada**  
*Associate*



**S. Gail Goldberg, FAICP**  
*Executive Director 2018*



**Jonathan Nettler, AICP**  
*Senior Director 2018*



# Message from the outgoing ULI-LA Chair

At ULI, we always start with our mission: “To provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.” Although I am a 20+ year member of this institute, I had never really understood how powerful this mission is and the dramatic impacts that our members make in our city, and throughout the world through its implementation.

Over the last two years, our membership has accomplished so much. We have worked collaboratively with our other West Coast District Councils to develop a strategy to address the land use issues associated with homelessness. We have brought together opposing sides to debate key local initiatives, allowing for a thought provoking public discussion. We have consulted with mayors, council members and other governmental leaders to provide vision and guidance on difficult issues. We have worked within our communities, reaching out to professionals in health care, service providers, and sustainability to address the best ways to improve the health of our citizens. We have initiated a thoughtful and penetrating strategic planning process, engaging our entire membership and staff. And we have set the stage for the future of our mission to be passed down to the next generation.

The Land Use Leadership Committee developed a set of pillars for our members to focus their efforts around the areas of homelessness and housing affordability, transportation and mobility, and sustainability. We created new research in collaboration with Metro and UCLA on the issue of creating inclusive transit neighborhoods which was presented at our newly formatted TOLA event. We continued the work of the Advisory Service Panel on Homelessness through collaborations on panels with the AIA, on a research project led by CBRE and Gensler, through organizing a charrette for the Mayor’s office with several of our members who gave their time to look at urban planning solutions for temporary supportive housing; and through sharing all of that information in a targeted manner with ULI District Councils from Vancouver to San Diego.

The tireless efforts of both members and staff brought UrbanPlan back to Los Angeles. Following a concept developed by members Michael Banner and Richard Green, we created a summer boot camp using ULI’s national UrbanPlan program and added a second week to it. That second week took the abstract lessons taught in week one and applied it to the school’s neighborhood, in this case Lincoln Heights. This curriculum was documented by our staff and shared with all other District Councils at a national UrbanPlan meeting. The relaunch was a success on every level and ensures that the UrbanPlan will continue to thrive in Los Angeles.

We launched a Diversity Committee focusing on economic and social diversity. After a successful event reaching out to engage current and potential members of the African and Latino communities, we were the first District Council to reach out explicitly to current and potential members of the LGBTQ community. We created an Emerging Leaders lunch program, engaging our post YLG members and connecting them with members of our Advisory Board. Through our Women’s Leadership Initiative, we continued to grow our GROW program, providing leadership opportunities to executive level women members to be mentors to our post YLG emerging leaders, and added a Speed Mentoring program in collaboration with the Commercial Real Estate Finance Council. And, our YLG continued to grow with its original Shark Tank and Learn from the Best programs, and a growing demand for its Partnership Forum mentoring program. Our District Council continues its goal to be a model for inclusion and diversity.

This District Council is the embodiment of our ULI mission and I have never been more proud to be a member of an organization. The future of our District Council is in each of our hands - as members we have a responsibility to lead in land use issues, to build healthier and more diverse communities and to do our best to improve the quality of life for all of the citizens of our cities. We should all be grateful for the leadership that Kev Zoryan and our new Advisory Board members will provide over the next two years to continue implementing our mission.

Thank you all for allowing me the opportunity to serve.



**Clare De Briere**  
*Skanska*

**Clare De Briere**  
Executive Vice President, Regional Manager  
Skanska USA Commercial Development

# Message from the incoming ULI-LA Chair



**Kev Zoryan**  
*Morgan Stanley*

The way each of us interacts daily with real estate is changing faster now than it has at any time in my career. Those changes transcend land planning and the built environment, taking new shape from technology, innovation, and sustainability. As participants in this industry, we strive to learn, to grow, and stay at the forefront of those changes. The mission of ULI remains at the core of these forces - to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

The Urban Land Institute, and the ULI-LA District Council strives to convene those conversations, helping each of us learn from one another, collaborate with each other, to improve the communities that we live, work, and play in. Our ability to influence those outcomes are directly tied to the relationships and knowledge that we build each day. With nearly 1,900 members, ULI-LA strives to be the place where individuals of diverse perspectives can have those conversations that allow us to advance the goals of land use in building those thriving communities.

ULI-LA, and our committees, have worked to stay at the forefront of today's land use issues, driving the dialog in mobility and urban densification, housing and homelessness, and beyond. Our membership is engaged at all levels of one's career, providing a place to convene, learn, and to also give back to our communities. With over 60 events in the last fiscal year covering a wide range of land use and real estate topics, ULI-LA's body of work has been driven by the hundreds of active member leaders seeking to provide the opportunity to engage on the many topics that are changing our communities. ULI-LA's diversity initiatives have sought to engage the many who seek knowledge and relationships in the real estate industry, while bringing our members together in a setting that allows for those relationships to strengthen. Our mentorship and council initiatives have sought to engage members at all levels of experience, matching those across every stage of their careers.

Our ULI-LA District Council remains focused on the many challenges and opportunities that face our community. Through our Land Use Leadership committee, we plan to continue building upon the highly regarded work of the Advisory Services Panel on Homelessness, and plan to dig further into those solutions while also finding ways to collaborate with our peer District Councils in the western US. Our Housing Council continues to tackle the conversation on solutions for attainable housing. This coming year marks the 20th Anniversary of Urban Marketplace, where our community convenes to discuss the key issues of urban development. Through our newly formed Innovation Council, we are seeking new ways to lead the conversation on sustainability, mobility, technology and innovation in our industry. Our committees and councils remain ready to engage our membership, providing thought leadership across the spectrum of disciplines and perspectives, yet doing so in an accessible and cross-collaborative way.

I want to especially thank our outgoing Chair, Clare DeBriere, for her dedication to ULI Los Angeles and the Urban Land Institute nationally. Clare's commitment to ULI has been unmatched, from her daily leadership of ULI-LA, to her leadership on ULI's America's Executive Committee, and everything in between, she has ensured that the mission of ULI defines the culture of the our LA District Council. We can't thank you enough Clare!

Please join me in the coming year ahead as we convene the conversation, and engage our membership in the mission of ULI. Thank you for your commitment to ULI-LA and our efforts to help shape those industry changes into a better Los Angeles region for all.

**Kev Zoryan**  
Incoming Chair, ULI Los Angeles



# Sponsorship

The activities of ULI Los Angeles are made possible by the generous support of our sponsors and individual donors.

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# ULI-LA At-A-Glance

## COMMITTEES

### MEMBERSHIP

*Recruits, welcomes and engages new members.*

The Membership Committee strives to improve the quality of the ULI membership experience, improve retention, expand membership, and increase membership diversity. The membership team hosts social events to connect members and works with all other committees to understand and serve the needs of ULI-LA members.

### **CO-CHAIRS**

*Sara Crockett, RCLO  
Rebecca Martinez, Cunningham Group  
Architecture, Inc.*

### PROGRAMS

*Helps create and champion programs that support the ULI Mission and facilitate thought leadership.*

The Program Committee strives to deliver timely, compelling, and innovative content. In addition to the Steering Committee, there are four subcommittees. Each coordinate regular monthly programming.

### **CHAIR**

*Craig Lawson, Craig Lawson & Co.*

### **VICE-CHAIRS**

*Stephen Anderson, Gammage & Burnham  
Kellie Kao Miles, ON Collaborative |  
Coldwell Banker*

### BUILDING HEALTHY PLACES

*Shapes and promotes projects that strive to improve the health of the people and places in our communities.*

The ULI-LA Building Healthy Places Initiative is developing a multifaceted program—including research and publications, convenings, and advisory activities. This committee strives to leverage the power of the Institute's global networks to shape projects and places in ways that improve the health of people and communities.

### **CHAIR**

*Jonathan V. Watts, AIA, Killefer Flammang  
Architects*

### **VICE CHAIRS**

*Melani Smith, Metro LA  
Lori Tierney, Tierney Management*

### DIVERSITY

*Increases the involvement of People of Color and the LGBTQ community as active participants, content providers, and leaders within the District Council.*

The goal, during the initial year of the Diversity Initiative, was to bring together a group of people that share a desire to see the District Council strengthened by attracting more People of Color and LGBTQ.

### **CHAIR**

*Seth Merewitz, Best Best & Krieger LLP*

### **VICE CHAIR**

*David Abasta, Gaw Capital (USA)*

### WOMEN'S LEADERSHIP INITIATIVE

*Raises the visibility of women in ULI and the Los Angeles real estate industry.*

The Women's Leadership Initiative (WLI) works to increase the visibility of women in ULI Los Angeles, assist with career path advancement, and provide networking opportunities in the Los Angeles and Southern California region. WLI is comprised of three subcommittees which include Career Advancement, Engagement, and Liaison.

### **CHAIR**

*Allison Lynch, Watt Companies*

### **VICE CHAIR**

*Elizabeth Wendell, Rios Clementi Hale  
Studios*

### YOUNG LEADERS GROUP

*Fosters an understanding and connection between our Young Leaders and the District Council supporting the ULI mission.*

The Young Leaders Group (YLG) provides an opportunity for young professionals to connect to and participate in the ULI mission through active involvement and leadership development opportunities that produce future leaders.

### **CO-CHAIRS**

*Marc Navarro, DPI  
Andrew Persons, Cobalt Construction*

### TECHNICAL ASSISTANCE PANELS

*Provides expertise and support to nonprofit and public entities.*

The Technical Assistance Panels (TAPs) Committee draws from ULI Los Angeles' seasoned professional membership to provide expert, multidisciplinary advice to private sector companies, non-profit organizations and public agencies facing complex land use and real estate issues.

### **CHAIR**

*Ryan Altoon, Anderson Pacific, LLC*

### **VICE CHAIR**

*Andrew Fogg, Cox, Castle & Nicholson  
LLP*

## **URBAN PLAN**

*Educates the next generation of young people in better understanding the many considerations and tradeoffs presented to land use professionals in the design and development of our cities.*

UrbanPlan is a classroom-based learning curriculum developed for high school juniors and seniors. Traditionally embedded into semester-long Economics or Government classes. In 2019, ULI-LA re-introduced UrbanPlan under District Council initiatives in the form of a two-week Summer camp for high-school juniors and seniors.

### **CHAIR**

*Michael Banner, Los Angeles LDC, Inc*

### **VICE CHAIR**

*Richard Green, USC*

## **COMMUNICATIONS**

*Helps capture content and spread the word.*

The Communications Committee elevates ULI's external visibility and fosters greater member engagement by implementing communication tools and technologies to improve our messaging via email, website, blog, social media, and video communications.

### **CHAIR**

*Jack Skelley, JSPR*

### **VICE CHAIR**

*Sandra Kulli, Kulli Marketing*

## **COUNCILS**

### **HOUSING COUNCIL**

*Educates and informs housing industry leaders by developing and sharing solutions addressing the housing challenges facing the region.*

The Housing Council convenes leaders in housing development to exchange information and share best practices.

### **CHAIR**

*Allan Abshez, Loeb & Loeb, LLP*

### **CAPITAL MARKETS COUNCIL**

*Convenes to discuss market trends and forecasts.*

The Capital Markets Council serves as a platform to discuss issues related to land use capital and provides creative thought leadership around development financing in the Los Angeles region. The Council hosts the annual Emerging Trends Conference in Los Angeles

### **CHAIR**

*Kev Zoryan, Morgan Stanley*

### **VICE CHAIRS:**

*David Sonnenblick, Sonnenblick-Eichner Company  
G. Ryan, George Urban*

### **LEADERSHIP COUNCIL**

*Creates an environment for engaged sharing and learning.*

The Leadership Council aims to elevate each member's leadership effectiveness in his or her business, community, and personal life. This increased awareness and insight into each member's leadership capabilities will also affect how he or she performs on or in any team, project, endeavor or relationship.

### **CO-CHAIRS**

*John Menne, Tri-M Development Company  
Gina Anastasi, Gina Anastasi, Inc.*

## **SIGNATURE EVENTS**

### **TRANSIT ORIENTED LOS ANGELES**

*Helps guide the expansion of transit through the promotion of active mobility choices.*

The Transit Oriented Los Angeles (ToLA) Committee organizes programming which emphasizes the connection between transportation and land use and promotes active mobility opportunities to enhance livability in Los Angeles.

### **CHAIR**

*Nick Saponara, Metro LA*

### **VICE CHAIR**

*Leslie Young, STIR Architecture*

### **FUTUREBUILD**

*Explores the future of the built environment.*

The FutureBuild Committee hosts FutureBuild, a dynamic forum exploring the holistic approach to sustainable building and operations: financial feasibility, technology, design, construction, retrofits and policy.

### **CHAIR**

*David Abel, Abel and Associates*

### **VICE CHAIR**

*Sara Neff, Kilroy Realty*

### **URBAN MARKETPLACE**

*Promotes best practices with leaders at the forefront of revitalizing underserved communities.*

The Urban Marketplace Committee hosts Urban Marketplace, a unique event where attendees can meet with industry leaders to learn about the latest real estate trends and opportunities essential to the successful development of urban infill projects.

### **CO-CHAIRS**

*Renee Barot, studioneleven  
Shmel Graham, ShepardMullin*



# Membership



**Rebecca Martinez**  
*Cunningham Group Architecture, Inc.*



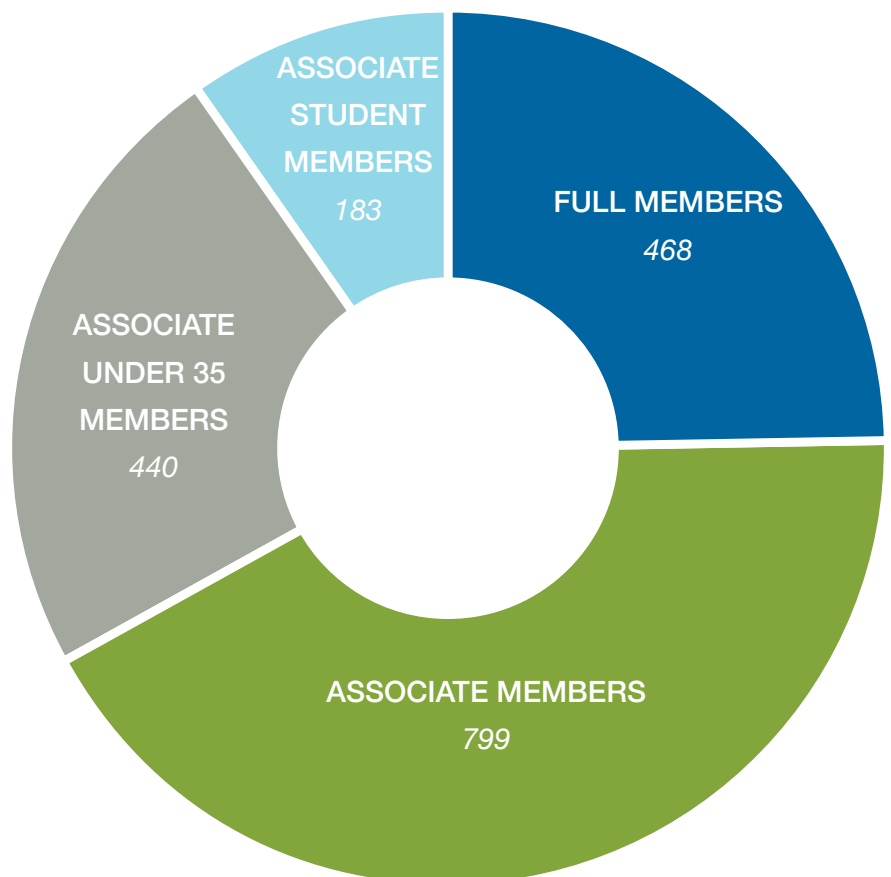
**Sara Crockett**  
*RCLCO*

Throughout the year, the District Council hosts a variety of special membership events to celebrate the commitment and dedication of members. Championed by the Membership Committee, social events give members the opportunity to mix, mingle, and make the most of their membership. The Membership Committee strives to improve the quality of the ULI membership experience, improve retention, expand membership, increase membership diversity and understand the needs and wants of members.

The Membership Committee successfully held quarterly “New Member Socials.” These quarterly welcome receptions allowed ULI members, new and transitioning, to meet and mingle with ULI’s leadership. New members could meet other new members and network with Committee Chairs to understand more about the offerings within ULI-LA. These events provided a wonderful opportunity to grow personal networks, while learning more about the benefits of ULI and how to make the most of their engagement at the District level.

## FY2018 MEMBERSHIP

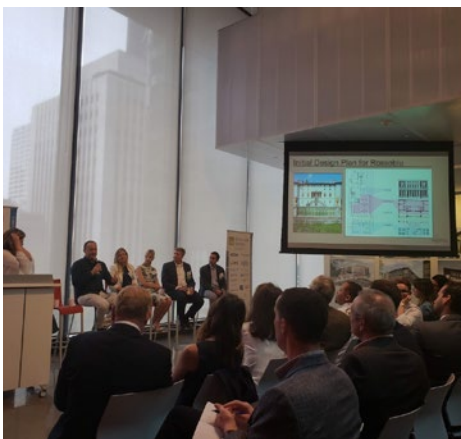
*total 1,898 members*



# Programs

ULI Los Angeles delivers a variety of programs throughout the year that explores significant trends, opportunities and challenges in land use; presents best practices and innovations from the latest developments; and offers valuable insights from the industry's leading practitioners across the wide spectrum of disciplines.

The Programs Committee strives to provides timely, relevant and compelling content via its diversified platform to engage, inform and create value for our members. In fiscal year 2018 and 2019, the Committee delivered 40 programs across 4 distinct and complementary formats to over 3,100 attendees.



## STIMULI BREAKFASTS

**15** events

**1268** total attendees



## CASE STUDIES & SITE TOURS

**12** events

**1030** total attendees



## LUMINARIES RECEPTIONS

**3** events

**171** total attendees



## MEET & GREET RECEPTIONS

**10** events

**635** total attendees



**Craig Lawson**

*Craig Lawson & Co., LLC*



**Kellie Kao Miles**

*Coldwell Banker Development*



**Stephen W. Anderson**

*Gammage & Burnham*

# StimULI Breakfasts



The StimULI Breakfast Series delves into a wide range of current land use issues and real estate development trends with a panel of industry experts from varying perspectives. This series provokes thought-leadership in an interactive, transparent and dynamic forum.

StimULI Breakfasts panels in FY 2018 and 2019 included:

- Housing Market Trends & Outlook
- Development in the Historic Preservation Environment
- CA Housing Legislation Impact on Affordability
- Realities of Retail
- Healthcare Real Estate Trends
- 2017 Tax Act Impact on Development
- Chinese Investment in US Real Estate II
- Integrating Food and Real Estate Development
- What Makes Transit Oriented Development Work?
- Disruptive Construction Technologies in Housing Development
- Hollywood Park Casino, Inglewood Stadium
- The Expo Line TOD and Martin Town Center Development
- The Missing Middle - Housing Affordability for Middle-Income Households
- The Grand
- Opportunity Zones

# Case Studies and Site Tours



The Case Studies & Site Tours program offers a first-look preview of new and innovative real estate projects throughout the region. Showcasing best practices in development, members learn about project challenges and successes from key project stakeholders.

Case Studies & Site Tours in FY 2018 and 2019 included:

- The New Sunset Strip – Sunset La Cienega
- Westfield Century City
- Crenshaw Corridor: What Happens Next
- Culver City Development, Urban Design and Sustainability
- Chinatown's La Plaza
- Academy Museum of Motion Pictures
- Circa
- Columbia Square
- LA Family Housing
- Pen Factory
- Port of Los Angeles Harbor Tour
- Southwest Museum



# Meet & Greet | Movers & Shakers Reception

Meet & Greet | Movers & Shakers receptions provide the opportunity for members and other land use professionals to meet and hear from prominent public officials and industry leaders to learn about their current projects, initiatives, missions and goals.

The speakers in FY 2018 and 2019 included:

- Vince Bertoni
- Tom Penn
- Trevor Daley
- Robert Held
- Jose Huizar
- Tom Safran
- LA County Regional Planning Director Amy Bodek
- Chris Hawthorne
- Lew Horne
- Barbara Bestor



# Luminaries Reception

The Luminaries Reception series honors top Los Angeles real estate icons with an intimate reception to share their insight and perspective regarding leadership, lessons learned, and what ULI means to them.

Our distinguished honorees in FY 2018 and 2019 were:

- Mike Matkins, Partner Allen Matkins
- Gail Goldberg, Outgoing Executive Director ULI-LA
- Andy Cohen, Co CEO Gensler



# Building Healthy Places



**Jonathan Watts**  
*Killefer Flammang Architects*



**Lori Tierney**  
*Tierney Management*



**Melani Smith**  
*Metro LA*

The ULI-LA Building Healthy Places Initiative is developing a multifaceted program—including research and publications, convenings, and advisory activities. This committee strives to leverage the power of the Institute's global networks to shape projects and places in ways that improve the health of people and communities.

- Identify barriers and solutions to creating healthier environments with a focus on land use, circulation, design and construction solutions.
- Implement urban policy land use/built environment agenda.
- Provide technical assistance to cities that are responsive to the needs of individual communities, especially those otherwise lacking the resources to undertake such efforts themselves.
- Build multi-disciplinary partnerships.
- Test a potential national model for ULI involvement on health and built environment; create a replicable process with measurable results.
- Integrate ULI's expertise in building places and real estate with the public health realm as this is how appropriate change can happen in communities.
- Have ULI serve as a trusted convener of cross-disciplinary teams/expertise.
- Create a program that provides guidance and technical assistance to many jurisdictions, rather than working in-depth in just a few jurisdictions.
- Take the next step on implementing health-focused planning in LA County; move beyond policy to focus on implementation.





# Diversity Initiative

The ULI-LA Diversity Initiative Mission is to “Increase People of Color and LGBTQ involvement in ULI-LA as active participants, content providers and leaders.”

The goal during the initial year of the Diversity Initiative was to bring together a group of people that care deeply about the future of ULI-LA and share a desire to see the District Council strengthened by attracting more people of color and LGBTQ. By starting the internal discussion and outlining a path forward we have been able to evaluate the existing resources, evaluate the challenges and define an explicit vision.

As we define the value proposition of increasing diversity, then we can promote these efforts internally and externally. With the support of the Advisory Board, we look to include all of the other ULI-LA committees in this effort and work to develop partnerships outside of ULI to assist with cross promotion and shared marketing of events



**Seth Merewitz**  
*Best Best & Krieger LLP*



**David Abasta**  
*GAW Capital (USA)*



# Women's Leadership Initiative (WLI)



**Allison Lynch**  
*Watt Companies*



**Elizabeth Wendell**  
*Rios Clementi Hale Studios*



The GROW mentorship program pairs mid-level career participants with industry leaders. Mentees explore issues that their peers may be facing in their careers, such as: career enrichment, guidance on next steps, career advice, balancing professional and private life, engagement, exposure to various professionals in the real estate community, and networking.

The mission of the ULI Women's Leadership Initiative (WLI) is to raise the visibility and number of women leaders in ULI and the real estate industry. The efforts of the Women's Leadership Initiative are expressed in promoting the advancement of women throughout their careers as leaders in the real estate industry.

WLI works to increase the visibility of women in ULI Los Angeles, assist with career path advancement, and provide networking opportunities in the Los Angeles and Southern California region. In addition to Council wide meetings, the WLI has various subcommittees that meet on a regular basis.

GROW (Grow Relationships and Opportunities at Work) is a small group of ULI members consisting of ten to fifteen ULI members who are mid-level in their careers and one Industry Leader. These small groups meet every other month to discuss topics related to the many facets of real estate, development, land use and career and professional development.



# Young Leaders Group (YLG)

The Young Leaders Group (YLG) provides an opportunity for young professionals to connect to and participate in the ULI mission through active involvement and leadership development opportunities that produce future leaders. The Los Angeles District Council has nearly 1,900 members, over 500 of which are under the age of thirty-five and fall into the category of Young Leaders.

The Young Leader Group (YLG) produced over 18 educational and social programs, they strategically matched over 250 Young Leaders with Industry Leaders through their signature Partnership Forum Mentor Program, and successfully executed on their YLG Fall Meeting- Social & Tour Program.



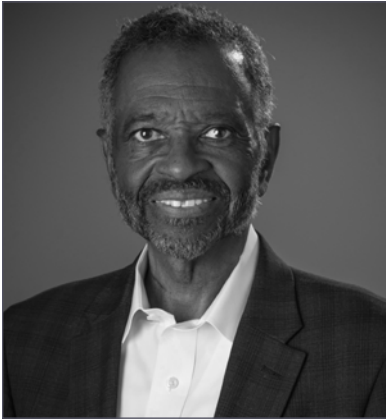
**Marc Navarro**  
*DPI*



**Andrew Persons**  
*Cobalt Construction*



# Urban Plan



**Michael Banner**  
*Los Angeles LDC, Inc*



**Richard Green**  
*USC*

The Urban Land Institute's UrbanPlan for High Schools is traditionally a classroom-based learning curriculum developed for high school juniors and seniors. UrbanPlan is an academically challenging, thought-provoking project-based learning curriculum. Experiential learning providing insight into the financial, social, political, aesthetic, and environmental issues that public and private sector real estate and land use professionals contend with every day. Students discover the fundamental challenges of development -- how market forces such as supply and demand clash and collaborate with non-market forces like politics and regulation to create the built environment. ULI's network of District Councils, the program reaches almost 4,000 students in 52 high schools in 39 cities.

After a multi-year absence from the ULI Los Angeles District Council programs roster, UrbanPlan has relaunched in Los Angeles as a 2-week urban planning Summer Camp.

ULI Trustees and ULI-LA UrbanPlan Committee Chairs Michael Banner and Richard Green led ULI-LA in successfully bringing UrbanPlan back to Los Angeles. ULI-LA is also the first to augment the traditional curriculum

with a ULI TAP; by aligning the UrbanPlan program with a school in a ULI-LA TAP Report neighborhood. This approach allowed students to envision a site in their community. The ULI-LA UrbanPlan Committee leveraged the Fall 2018 ULI-LA North Broadway Corridor TAP Report (page 30-31 of this Annual Report). Students from Alliance Smidt Technical High School, located near the North Broadway Corridor, were our partners in bringing UrbanPlan back to Los Angeles.

For UrbanPlan, students form development teams and respond to an RFP. In Camp Week1, students are introduced to real estate concepts and challenges by responding to an RFP for the redevelopment of a 5-block site in the fictional city of Elmwood. Students form development teams and develop a financial proforma and physical model -- with LEGOs -- to represent their development plan. Each group then presents their proposal to a mock City Council who then awards the 'development contract' to the winning team. In Camp Week 2, students in Los Angeles were the first to tackle the unique opportunity to reinforce their foundational learning from Week1 by applying their new knowledge to a real redevelopment site in their community.





# Land Use Leadership Council

The Land Use Leadership Council is made up of key senior leaders in ULI Los Angeles. They help set our strategic direction and priorities. Land Use Leadership is taking the lead on the District Council's program focused on Homelessness.

	Homelessness	Affordable Housing	Density
<b>VISION</b>	<ul style="list-style-type: none"> <li>• How do we influence the City/County to adopt the ULI Advisory Board recommendations?</li> <li>• Who are the people/companies who are doing it right and how do we get them on our team?</li> <li>• How do we sell the vision/recommendations to the rest of the City/County?</li> <li>• How we identify properties to build temporary and permanent supportive housing?</li> <li>• How is the burden of building shelters and supportive housing shared equally throughout the City? Should it be?</li> <li>• How do we minimize community opposition to building permanent supportive housing?</li> <li>• How do we link housing and supportive services at the same location?</li> <li>• Beyond Measure HHH and Prop H dollars?</li> <li>• Should existing regulations be relaxed/removed to make it easier to build emergency shelters?</li> <li>• How can government incentivize owners of vacant/underutilized properties to use towards shelters and housing?</li> <li>• What about the linkage between affordable housing and homelessness?</li> <li>• Will an economic downturn result in homelessness?</li> <li>• How can an environment be created where existing laws are enforced?</li> <li>• How does public spending shift (/what savings are realized) in a world where homelessness is eliminated?</li> <li>• Will that ever happen with a permanent transient population? I'd instead pose, how can we make sure that a steady budget is set</li> </ul>	<ul style="list-style-type: none"> <li>• How do we identify those Permanent Supportive Housing/Low Income/Affordable/Work -Force Housing Developers who are doing it RIGHT?</li> <li>• How do we get their best practices out to the architectural/planning and development communities?</li> <li>• How do we share those possibilities to the NIMBY's?</li> <li>• Are there analogs in other parts of the county/globe that work and can be replicated?</li> <li>• What are the anticipate benefits and impacts of LA's TOC Housing Incentives Program?</li> <li>• What are the anticipated benefits and impacts of SB35 and other 2017 affordable housing legislative enactments?</li> <li>• How will proceeds of LA's new linkage fees be leveraged to provide affordable housing?</li> <li>• How can we get more for-profit developers to help build affordable housing?</li> <li>• How do we expand conversations around affordable housing to include workforce or missing middle housing?</li> <li>• What are more cost-effective ways that we can be providing affordable housing?</li> </ul>	<ul style="list-style-type: none"> <li>• Where should it go and why should density be focused?</li> <li>• How do we share those reasons with the rest of the City/County?</li> <li>• How do we win over the NIMBY's?</li> <li>• How do we foster a YIMBY constituency/movement?</li> <li>• What role does design play in mitigating density concerns?</li> <li>• How do we preserve neighborhoods and promote density on transit corridors and boulevards?</li> <li>• What are the best practices for buffering and transitioning density in existing neighborhoods?</li> <li>• What is appropriate density for LA? 35 du/acre? 65 du/acre? 100 du/acre? More?</li> <li>• How much density do we need to plan for in our community plans and how is it distributed throughout the city?</li> <li>• How do we get more Angelenos to embrace a vertical LA?</li> <li>• What does the region look like in 20 years if density is not embraced?</li> <li>• Urbanize school code to successfully integrate schools and daycare for all income levels in dense areas</li> </ul>



**David Waite**  
*Cox, Castle & Nicholson LLP*



**Paul Keller**  
*Mack Real Estate Group*



**Kelli Bernard**  
*AECOM*

# 2017 ULI Fall Meeting

On October 23-26, 2017, ULI Los Angeles hosted the annual ULI Fall Meeting. Members of our District Council were appointed to the Host Committee to help develop the wide array of programming offered during the conference.

## Host Committee

### CoChairs

- Bob Lowe
- Wayne Ratkovich

### Marketing Messaging

- Ron Silverman
- Jack Skelley

### Membership

- Rebecca Martinez
- Alex Rose

### Program

- Ron Altoon
- David Waite

### Sponsorship

- Andrew McDonald
- Michael Von Konyenburg

### Venues

- Ada Chan
- Clare DeBriere
- Sandra Kulli
- Chris Rising

### Young Leaders Group

- Erin Anderson
- Emma Loos
- Charles Pearson Smith



# 6,000+ Attendees









# Housing Council



**Allan Abshez**  
*Loeb & Loeb*

Under the leadership of council chair, Allan Abshez, the Housing Council was re-formed to more closely align with the national ULI product council model. The limited-membership Council is focused on

(1) identifying best practices and policies that can be employed to remove barriers to the provision of greater, higher quality and more affordable housing opportunities to households of every income category, and

(2) addressing new issues that arise at the earliest point before they become barriers to the provision and affordability of housing. The Housing Council is comprised of leaders from a variety of perspectives, including lenders, academics, attorneys, policy-makers, public officials and market-rate, affordable and supportive housing developers.

As our regional housing crisis continues to deepen, the Housing Council is facilitating communication and open dialogue between public and private industry leaders and policy makers with the aim of demonstrating thought leadership via independent research and advisory services.



# Capital Markets Council

The Capital Markets Council serves as a platform for dialog around real estate capital and serves to provide creative solutions for sourcing development financing in the Los Angeles Region. In addition to meeting quarterly, the Capital Markets Council hosts a Capital Markets Breakfast program. This program brings together providers and consumers of debt and equity capital.

In the tradition of bringing together timely and relevant information to our membership, the Capital Markets Council helped organize the ULI-LA's annual Emerging Trends event on December 12, 2017 and December 12, 2018 at Gensler in downtown Los

Angeles. These events highlighted trends in real estate, both locally and nationally, with a presentation by Andy Warren of PwC. Both events also highlighted panels of real estate investment leaders discussing international capital flows. The panels were moderated by Rob Hielscher of JLL.

The group also organized an additional breakfast, entitled Building the Capital Stack, on June 20, 2019. Panelists gave an overview on how to finance your next big investment or development.



**Kev Zoryan**  
*Morgan Stanley*



**David Sonnenblick**  
*Sonnenblick-Eichner Company*



**Ryan Smith**  
*George Urban Properties*

# Leadership Council



**John Menne**

*Tri-M Development Company*



**Gina Anastasi**

*Gina Anastasi Inc.*

ULI Los Angeles launched a new Leadership Council based on the national Product Council model. The goal of the Leadership Council is to create an environment for engaged sharing and learning to elevate each member's leadership effectiveness in his or her business, community, and personal life. This increased awareness and insight into each member's leadership capabilities will also affect how he or she performs on or in any team, project, endeavor or relationship.

One of ULI's top priorities, based on member feedback, is to provide its membership with leadership opportunities. Leadership in any endeavor is critical to success and results, and our Leadership Council is in its second year of exploring and deepening our understanding of this important factor. To accomplish this priority at the local level, ULI-LA has formed a Leadership Council based on the national Product Council model. If you are interested in the power of effective leadership, we invite you to join us as a member of this local council.

The goal of the Leadership Council is to create an environment for engaged sharing and learning to elevate each member's leadership effectiveness in his or her business, community, and personal life. This increased awareness and insight into each member's leadership capabilities will also affect how he or she performs on or in any team, project, endeavor or relationship.

The Leadership Council format will include both small and large group discussions, as well as guest speakers. The Council's goal will be exploring what makes a great leader and enhancing each member's own leadership capabilities. We expect these discussions to be very interactive and thought-provoking, as we work through specific leadership issues, challenges, and best practices. All Council members should plan to participate actively to make this experience as rich as possible for all involved.

Over the course of the last 2 fiscal years, the 45+ members of the Leadership Council representing a diversity of professional backgrounds and career stages engaged in small group discussions and interacted with panels of members exploring what makes an effective leader, and how to deepen each member's own leadership capabilities. The Leadership Insight Speakers Series, a three-part series exploring personal leadership and growth, was developed by the council to provide additional leadership development opportunities for our local members.



# Signature Events

During FY 2018 and FY 2019 we hosted 3 Signature Events, celebrating our annual tradition of highlighting innovative policies and best practices that are helping shape the built environment in our region.

- **Transit Oriented Los Angeles (ToLA)** is a summit where attendees learn the latest on how innovative transportation planning can enhance the health and wellness of both people and

neighborhoods.

- **FutureBuild** is a dynamic forum exploring the impacts of Sustainability, Resiliency, and Creative Disruption on the built environment.
- **Urban Marketplace** is a conference and expo designed to promote real estate investment opportunities and development strategies for LA's lower income and higher poverty neighborhoods.



**Transit Oriented LA**  
November 8, 2018



**FutureBuild**  
January 30, 2018  
January 29, 2019



**Urban Marketplace**  
March 28, 2018  
June 6, 2019

# Transit Oriented LA (ToLA)



**Nick Saponara**  
*Metro LA*



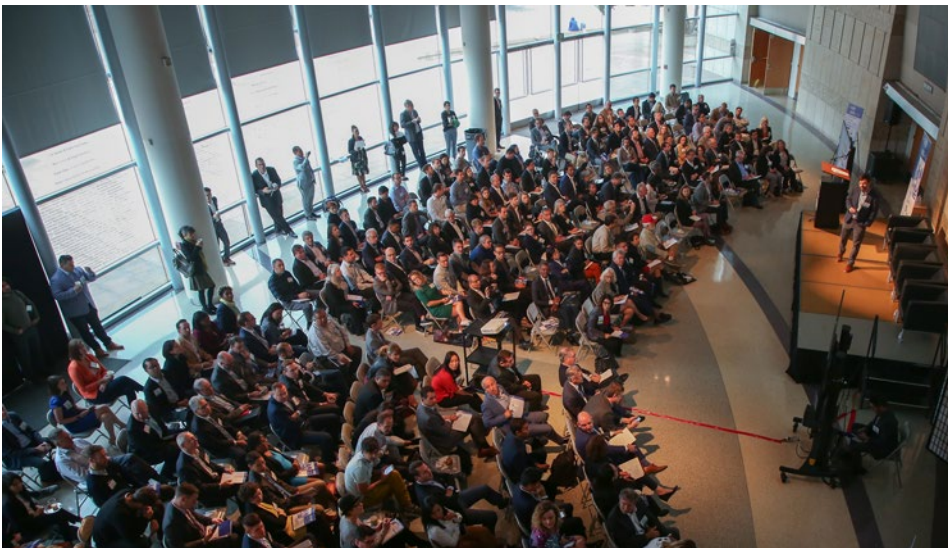
**Leslie Young**  
*Stir Architecture*

Los Angeles is in the midst of a mobility revolution that is determining the evolution of city transportation in the new millennium. The LA vision of transit-oriented development is of an integrated system that is equitable for all residents of Greater Los Angeles. Hence the timely theme “Upward Mobility – Pathways to Inclusive Transit Neighborhoods” of the annual, interactive conference Transit Oriented Los Angeles 2018, organized by the Los Angeles Urban Land Institute (ULI Los Angeles), the District Council of the Urban Land Institute (ULI). Held in November at the Japanese American National Museum in Los Angeles. ToLA focused on the potential for more Angelenos to live, work, and play in diverse Los Angeles county neighborhoods where they have mobility choices and a better quality of life.

“With more than half a million visitors expected for the 2028 Olympics and a projected Los Angeles population growth ... of one million additional residents by 2035, the improvements to the city’s transportation infrastructure could not come at a better time,” commented the Los Angeles Business Journal.

Sheila Kuehl, Chair of the Los Angeles County Board of Supervisors and Chair of LA Metro Board of Directors, delivered the keynote at ToLA. Associate Professor Paavo Monkkonen of the UCLA Luskin School of Public Affairs unveiled new, exclusive research by the UCLA Lewis Center for Regional Policy Studies on the impact of transit-oriented development on housing and neighborhoods. “Investing in transit-oriented communities can be a powerful force for good,” said ULI Los Angeles ToLA Chair and LA Metro Deputy Executive Officer Nick Saponara.

A panel on “Leading Voices: Balancing the Impacts of Transit Investments” convened local experts in planning and development. City of Los Angeles Planning Director Vince Bertoni, City of Compton Director of Community Development Richard Rojas, Culver City Mayor Thomas Small, and Pasadena Mayor Terry Tornek joined Moderator Cecilia Estolano of Estolano LeSar Advisors to discuss reshaping their communities and maximizing equitable outcomes. A second panel of public, private and non-profit leaders, national experts and advocates, “The Power of Positive Development,” broadened the theme. Participating were Trammell Crow Company Senior Managing Director Brad Cox, Smart Growth America President and CEO Calvin Gladney, BRIDGE Housing Executive VP Kim McCay, Strategic Actions for a Just Economy (SAJE) Executive Director Cynthia Strathmann, and Moderator Jenna Hornstock, Executive Officer, LA Metro. Becky Margiotta of The Billions Institute presented the closing keynote, “Reframing the Conversation about Community Change.”





# FutureBuild

Optimism was in the air at the FutureBuild 2018 conference, hosted by the Urban Land Institute's Los Angeles chapter (ULI-LA) in partnership with VerdeXchange. Held on January 30 at the L.A. Downtown Hotel, the conference featured leading local and international thinkers and innovators in business, government, and the built environment, whose sessions focused on the theme "Resilient, Livable and Sustainable Urban Solutions for the 21st Century." In the words of FutureBuild Co-Chair Sara Neff, senior VP of sustainability for Kilroy Realty Corp., "Despite the rolling back of America's climate change commitments on the federal level, California's thought leaders are taking control of our own destiny." FutureBuild 2018 made it clear that California's leadership on sustainability is a positive force for California and the world.

The conference opened with a warm welcome by Los Angeles City Council President Herb Wesson, who spoke of his pride in the diversity at LA's core. The discussion then addressed LA's preparations and infrastructure investment for welcoming the world to the 2028 Olympics. LA first hosted the Games in 1932—sustainably planting 40,000 palm trees for the event—and achieved its goal of putting the city "on the world map," noted Moderator Renata Simril, CEO of the LA 84 Foundation. LA's successful hosting of the privately financed Olympics in 1984, which involved building only three new venues to minimize environmental impact, gave a tremendous boost to the city, yielding the largest surplus of any Games in history.

ULI's 2019 FutureBuild conference, a collaboration of ULI Los Angeles and VerdeXchange (produced by

Co-Chairs Sara Neff and David Abel), attracted hundreds on January 29, 2019 in downtown Los Angeles. This productive partnership creates one of the most influential events in Los Angeles. This year international leaders in sustainability representing a broad range of stakeholders offered an inspiring and multifaceted vision of "resilient, livable and sustainable solutions for the 21st century." A dominant theme was a focus on ways to achieve carbon neutrality.

Incoming Chair Kevork Zoryan of Morgan Stanley, Merchant Banking opened FutureBuild on Tuesday and FutureBuild Co-Chair Sara Neff introduced LA City Councilmember Marqueece Harris-Dawson, who launched the conference by welcoming attendees alongside Bill Allen, CEO of the Los Angeles Economic Development Corporation (LAEDC) and Abel. In a keynote address, LA Mayor Eric Garcetti spoke eloquently of the importance of today's emerging, imaginative solutions, such as those proposed by FutureBuild/VerdeXchange's distinguished speakers, to achieve the imperative of a carbon-neutral future for the City. "L.A. is stepping up to address climate change and lead the way into the future. We're the number-one solar city, have thousands of new green jobs, and are making progress on our goal to make our city carbon neutral by 2050," said Garcetti.

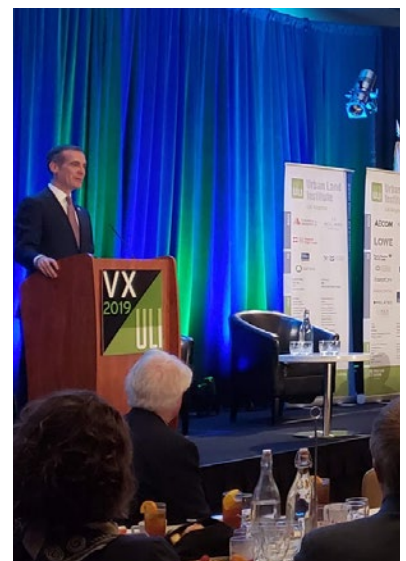
Detailed sessions with thought leaders in urban transformation – including City of Los Angeles officials—addressed the latest ideas and game-changing practices in energy, sustainability, technology and more. The conference also featured hosted tours of the newest sustainable developments in Downtown Los Angeles, including the under-construction Lucas Museum, and a Green Roof Tour of DTLA buildings.



**David Abel**  
*ABL Reports 1 ABL, Inc.*

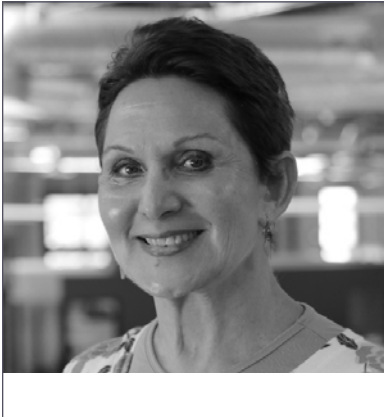


**Sara Neff**  
*Kilroy Realty Corporation*





# Urban Marketplace



**Renee Barot**  
*Studi One Eleven*



**Shmel Graham**  
*Shepherd Mullin*



“Make a Deal, Make a Difference” The apt theme of the Urban Land Institute (ULI) Los Angeles’ 18th annual Urban Marketplace conference and expo which in FY2018 featured a broad range of topics having to do with the convergence of policy, partnerships and equity. The conference, held on March 28th, 2018 at The MacArthur in Los Angeles, attracted a large crowd of city officials, architects, developers, and dealmakers to network and discuss real estate investment opportunities and development strategies for LA’s future.

Urban Marketplace 2018 opened with a plenary session devoted to questions of how city planners and economic developers can achieve equity in real estate development in Los Angeles to reduce disparities and ensure residents of all incomes, races, and ethnicities participate in and benefit from decisions that shape the places where they live. Moderator Robin Hughes, president & CEO of Abode Communities, declared that “equity is the new buzzword for 2018.” In agreement, Los Angeles City Councilmember Marqueece Harris-Dawson told attendees, “our society is struggling to achieve equity in public investment...in private investment the problem is even more challenging. We must be creative in our approaches. Equity has to be a regional question, not just addressed neighborhood by neighborhood.”

“Planting Seeds for Successful Growth: Developing Opportunities Through Community,” was the theme of the Urban Land Institute (ULI) Los Angeles’ 17th annual Urban Marketplace conference and expo. The event took place in downtown Los Angeles on June 6th, 2019 at the Los Angeles Football Club Banc of California Stadium. The focus at

Urban Marketplace was on emerging communities that are shaping Los Angeles-area development and the city’s future. The conference participants represented a cross-section of Los Angeles’ real estate movers and shakers, including developers, dealmakers, architects, leaders of nonprofit housing organizations, and LA city officials.

Urban Marketplace 2019 opened with two expert panels. The first, “Planting Seeds,” addressed ways of building community, and featured Claire Fox, Executive Director, Los Angeles Food Policy Council; Kelly Boyer, President, Rose Community Capital; Shoneji Robison, Managing Partner/Co-Owner, Southern Girl Desserts; and Rudy Espinoza, Executive Director, LURN.

The second panel, “Developing Opportunity,” brought together investment and development advisor Larry Kosmont, Chairman and CEO of Kosmont Companies; Sondra Wegner, Managing Director, CIM Group; and Daryl Carter, Chairman and CEO, Avanath Capital Management.

Urban Marketplace roundtables highlighted new development hot spots, such as “Ivy Station – Culver City’s Newest Destination,” a development by Lowe, AECOM-Canyon Partners, and Rockwood Capital, with LA architecture firm KFA as executive architect. Currently under construction, the \$350 million landmark, mixed-use, multi-mobile transit hub adjacent to LA Metro Expo light rail station will offer a plaza for community gatherings and events, office space, residential units, a boutique hotel, and retail and restaurant amenities.

# Technical Assistance Panels

In keeping with the Urban Land Institute mission, Technical Assistance Panels (TAPs) are convened to provide planning and development assistance to public officials and local stakeholders of communities and nonprofit organizations who have requested aid in addressing their land use challenges. Technical Assistance Panels — offered by the ULI Los Angeles District Council — provide expert and objective advice which can save immeasurable research, time and costs.

A group of diverse professionals representing the full spectrum of land use and real estate disciplines typically spend a day and a half 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. IN FY 2018 & FY2019 ULI-LA successfully completed Technical Assistance Panels on the Goodyear Tract, on behalf of the City of Los Angeles, 9th Councilmember Curren D. Price Jr., the LAX Century Boulevard Corridor on behalf of the Gateway Los Angeles Business Improvement District, the North Broadway Corridor on behalf of Los Angeles LDC, inc. and Reimagine Fox Hills on behalf of the City of Culver City.



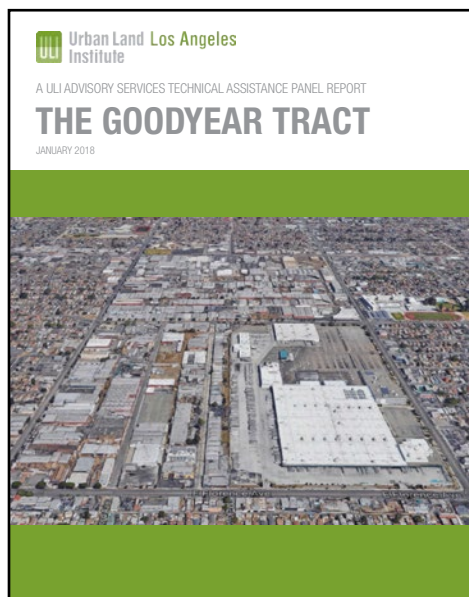
**Ryan Altoon**  
*Anderson Pacific, LLC*



**Andrew Fogg**  
*Cox, Castle & Nicholson LLP*



# Good Year Tract TAP



## PANEL ASSIGNMENT

The Goodyear Tract industrial complex is one of the best-kept secrets in the Los Angeles region. This large industrial district is a uniquely historic and active industrial area and an underappreciated economic engine for the City of Los Angeles and the neighborhoods of South Los Angeles. The Goodyear Tract is one of the oldest and largest tracts of industrial lands in Los Angeles. From the street level or viewed on a map, the Goodyear Tract is striking for its historic character and its diverse collection of industrial businesses.

The Goodyear Tract comprises 281 parcels over 205 acres, home to over 200 companies and a total of approximately 4,000 employees. Many of the industrial and commercial properties located in the Goodyear Tract are available at prices lower than other manufacturing areas in the Los Angeles region. This positions the Goodyear Tract as a key entry point for small businesses, manufacturers, and other industries and provides a critical job base for residents of Los Angeles and the nearby neighborhoods of South Los Angeles.

The Goodyear Tract is located in Council District 9, also known as the “New Ninth,” of the city of Los Angeles, and a large number of city departments, planning documents, and other layers of bureaucratic interests influence the operation and investment in the Goodyear Tract. Council District 9 of the City of Los Angeles sponsored this Technical Assistance Panel (TAP) by the Urban Land Institute’s Los Angeles Chapter (ULI-LA), and in so doing continues a legacy of planning and visioning efforts focused on the Goodyear Tract.

The task placed before the TAP is to create a set of recommendations for the retention, recruitment, and expansion of key industrial businesses, while improving the quality of life for those who live and work in and around the Goodyear Tract. The vision for the Goodyear Tract should integrate into the current vision for the future of the City of Los Angeles and for Council District 9, or the “New Ninth”—a place for transformation, revitalization, and change, with a strong focus on economic development.

The Goodyear Tract is already a vibrant and singular part of the Los Angeles urban fabric. The Goodyear Tract has the potential to increase the quality and quantity of employment, raise quality of life for those who live and work in and around the site, and mitigate many local and regional environmental impacts.

## PANEL RECOMMENDATIONS

The TAP organized its recommendations into three “sub-areas” of geographic concentration in and around the Goodyear Tract. First, there is the “Core Industrial” area on the interior of the Goodyear Tract. Here, the TAP recommends preserving the existing industrial





uses while increasing usable space for new and existing businesses. There are plenty of opportunities for investment, including improving pedestrian thoroughfares, seeking grant funding and tax revenues for infrastructure improvements, preserving buildings and existing industrial uses, and undertaking a parking study. All of these goals could be financed through grant funding and potential capture of tax revenue for infrastructure improvements. First and foremost, however, the TAP believes the City should expand on the existing economic and industrial clusters in the core of the Goodyear Tract, not to displace existing businesses.

Along the “Edge Corridors” on Avalon Boulevard, Slauson Avenue, Central Avenue, and Florence Avenue, the TAP recommends exploring zoning changes that could attract new retail uses, especially focusing on retail categories that are in short supply in the neighborhoods surrounding the Goodyear Tract. Avalon Boulevard and Slauson Avenue, with expected infrastructure and mobility improvements in the planning pipeline, are ideal corridors to provide zoning and other incentives to attract new commercial and retail businesses that benefit the working population in the Goodyear Tract and the residential population in adjacent neighborhoods.

Finally, along Gage Avenue, the TAP recommends a program of branding, landscaping, and other public improvements that would recreate this wide thoroughfare as the “Gage Gateway.” The Gage Gateway would serve as a recognizable access point to the Goodyear Tract and into the surrounding neighborhoods to the east and west.



Putting together the many elements of a comprehensive and ambitious vision for the Goodyear Tract will require strong leadership from an empowered and capable entity. The TAP strongly recommends that Council District 9 (CD 9) takes this leadership role, with a point person in the Council District leading a task force represented by all of the city departments that have a role to play in future investments and improvements in the Goodyear Tract.

The TAP acknowledges that securing participation and investment from tenants and owners in the Goodyear Tract may be challenging. An important consideration for CD 9 and its partners at the City is its community engagement approach, i.e., how to convince the stakeholders in the Goodyear Tract area to participate in new investments and improvements. On one hand, increased enforcement and environmental regulations will be necessary to ensure improved environmental outcomes within and around the Goodyear Tract. On the other hand, the Goodyear Tract is an attractive candidate for numerous financing and grant

funding opportunities, so these public investments should provide ample incentives for local stakeholders to participate in the improvement of the Tract as a whole.

# Gateway LA TAP



## PANEL ASSIGNMENT

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 to 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.

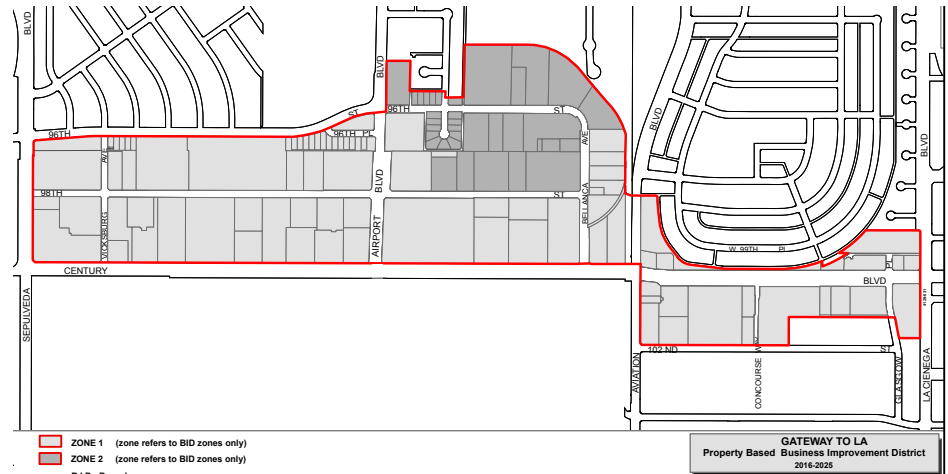
The GatewayLA TAP updates a previous TAP report, completed in 2011. The previous TAP report provided a catalyst for a new vision of the GatewayLA area—described in the report as the “Century Boulevard District.” With the help of the previous TAP, the stakeholders and political leaders active in the GatewayLA 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.



## PANEL RECOMMENDATIONS

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.

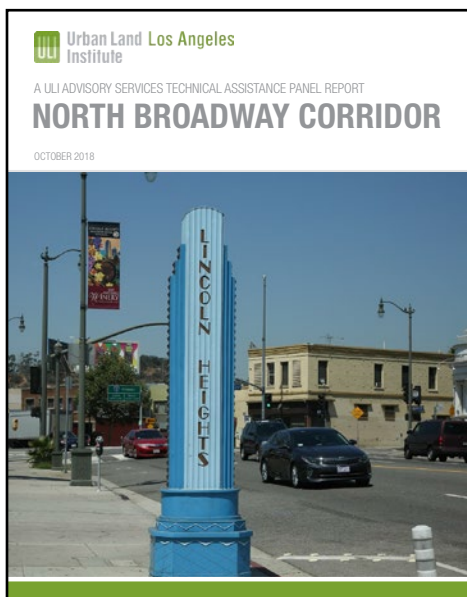
GatewayLA is faced with the challenge of undertaking the thorough and detailed planning process that realizes the placemaking potential. The GatewayLA that becomes a place and a destination will extend farther east to the San Diego Freeway, I-405, and well north of Century Boulevard to include parcels 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. 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.



# North Broadway TAP



## PANEL ASSIGNMENT

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.

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 ULI-LA 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.

## PANEL 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.

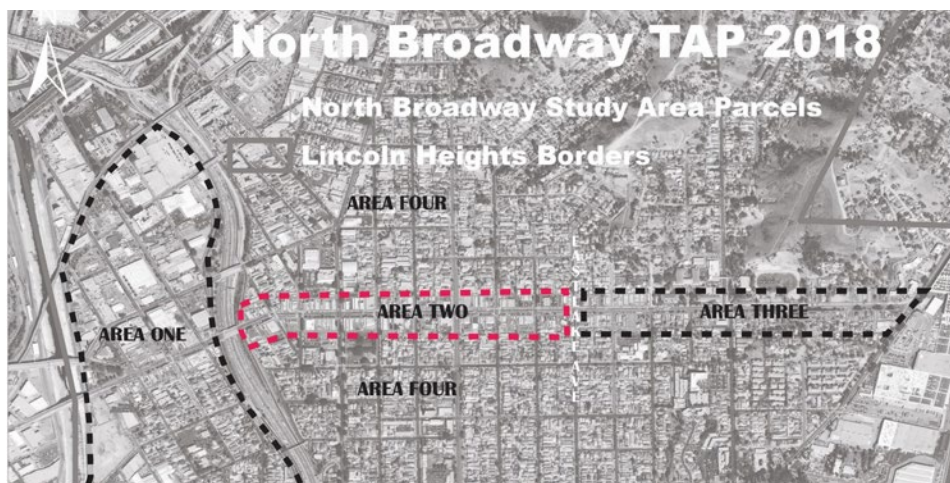


The TAP believes that investments can be made while preserving the best qualities of the community, providing opportunities for retail that might still be needed in this area and adding the housing necessary to continue the neighborhood's tradition as a multi-generation community.

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.



# Culver City TAP



## PANEL ASSIGNMENT

To further the “Reimagine Fox Hills” initiative, and prepare for a next phase of policy, planning, and development work, Culver City engaged with the ULI Los Angeles to undertake a Technical Assistance Panel (TAP). The goals of the TAP include providing a new development framework that suits the needs of Culver City’s emerging economy, identifying market feasibility for redevelopment potential, responding to stakeholder input, and beginning to sketch out a vision of the future for the Fox Hills area.

The TAP’s study area focused on the commercial office district in Fox Hills, generally located in the southeast corner of Culver City, bounded by Slauson Boulevard to the north, Interstate 405 to the west, Centinela Boulevard to the south, and the city of Los Angeles to the east. The Fox Hills study area is comprised of small-to medium-scale office buildings, situated in a suburban office park environment that abuts high-density residential neighborhoods. Most of the commercial properties are surrounded by surface parking lots that create separation between the building edge and the street. There are currently very few retail and pedestrian amenities for employees during the week, and the commercial area is mostly vacant on the weekends.



Bristol Parkway provides the primary thoroughfare through the commercial area, but the corridor lacks street-facing businesses or an active public realm. The parkway’s wide right of way, lack of pedestrian crossings, and absence of on-street parking encourages drivers to speed through the neighborhood and discourages pedestrians from traveling on foot. The Westfield Culver City mall and Fox Hills Park are positioned like bookends on either side of the commercial area, but large surface parking lots, a lack of pedestrian connections, and fenced off property lines make it difficult to move freely through the area and connect to the neighborhood’s varied assets.

The result of all these attributes creates an isolated, suburban feel in the area. Businesses and residents agree that Fox Hills is quiet and serene compared to most neighborhoods on the Westside of Los Angeles, but complain about a lack of amenities and an identifying character. A common critique: there is no “there” there.

The TAP worked to determine the feasibility of future development and lay out planning and design principles that could take Fox Hills to a new level of prosperity and activity more in line with the emerging economy and tenant base. The TAP recommends these changes with the understanding that new development and infrastructure investments can improve the quality of life already enjoyed by the current residents and workers in the neighborhood and ensure that the characteristics of the area already valued by current residents and office workers thrive in the future.



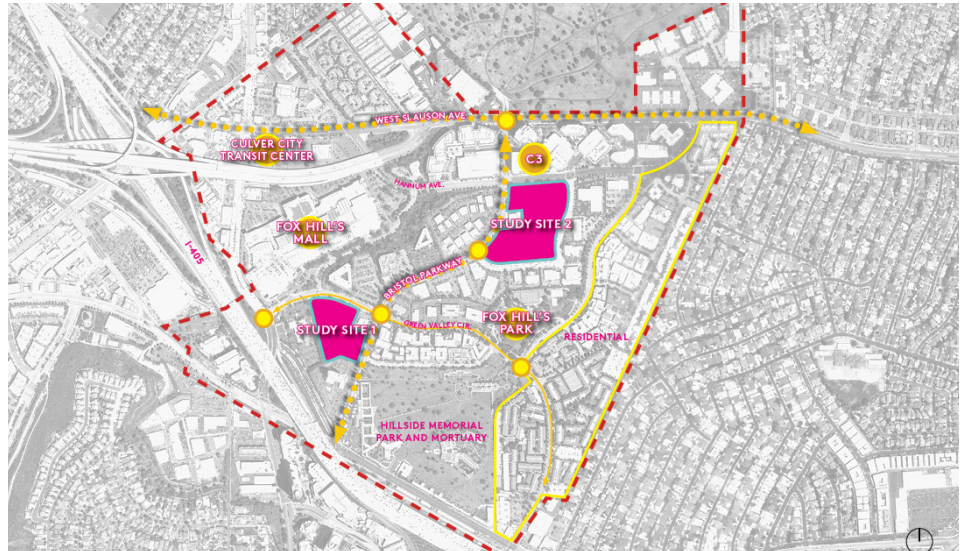
## PANEL RECOMMENDATIONS

The regional economy is evolving quickly as technology and digital media companies locate in key neighborhoods over the Westside of the Los Angeles metropolitan area, transforming the real estate market in the process. The question is how Fox Hills should evolve with these changing market forces

Fox Hills faces a range of choices for how to respond to the changing market. The City could decide to maintain the status quo—just leave Fox Hills as it is without making any substantive changes to the built environment or create a development plan for the entire area leading to major new development. Both of those options are unlikely, and mostly undesirable.

The TAP recommends a path in the middle of those two extreme options, which the panel describes as an “enhanced status quo.” Enhancing the status quo will involve maintaining the existing community, while polishing and improving the area by taking advantage of feasible improvements and leveraging change into a higher quality of development.. The other concept the TAP uses to describe these recommendations is a “guided evolution”: laying policy groundwork to ensure that the City takes advantage of the growing market opportunities while updating the general character and quality of Fox Hills.

Both an enhanced status quo and a guided evolution will require a combination of policy and investment approaches, so the TAP tested various urban design and development concepts on two potential development test sites in the area. The design strategies highlighted by these tests aren’t meant to be



prescriptive: in applying various urban design concepts and redevelopment approaches, however, each test illustrates potential outcomes that might be expected to result.

There are a set of overall area recommendations that are more urged, regardless of individual site development outcomes.. In the future, the Fox Hills must be better connected to the multi-modal transportation options that connect to the larger region—the existing Expo Line and future rail transit expansions of the Crenshaw Line and the Purple Line Subway, as well as the expanding system of bike infrastructure in Culver City and Los Angeles.

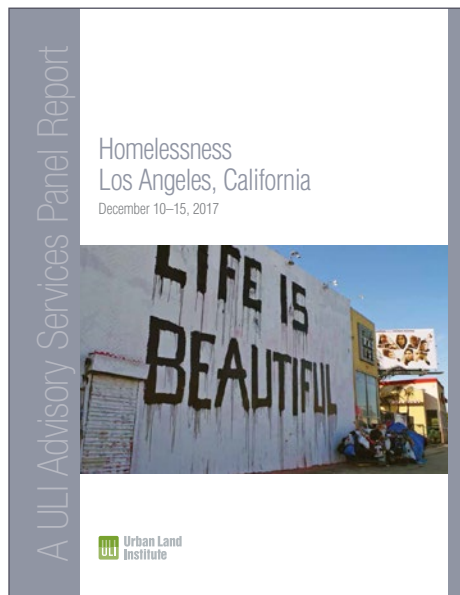
Better mobility options within the Fox Hills area—between the office properties, the residential neighborhood, the regional retail at the Westfield Mall, and the local retail at the Fox Hills Plaza—will create a more cohesive and connected Fox Hills. To achieve these goals, the TAP recommends a series of connectivity improvements, from adding a mobility hub that provides access to a full suite of innovative mobility options (e.g.,

car share, ride-hailing pick-up and drop-off, bike share, and on-demand shuttles, among others) to creating improved pedestrian pathways and connections throughout the area.

The TAP also recommends changes to the street configuration of Bristol Parkway to reduce the width of street, improve walkability and pedestrian safety, and begin to engender a sense of place in the public realm. Pedestrian improvements, like mid-block crossings and bulb-outs (i.e., extended sidewalks at intersections to reduce pedestrian crossing times and slow traffic) are also recommended for Green Valley Circle.

Necessary to any change in the future will be an inclusive engagement and planning process. Every resident, worker, property owner, and local official should have the opportunity to participate in the process of anticipating the coming changes and create policies to effectively implement the future desired by the entire Fox Hills community.

# Homeless Advisory Services Panel & Charrette



One of every ten homeless individuals in the United States lives in Los Angeles County, and about 60 percent of those individuals are residents of the city of Los Angeles. Homelessness has surged almost everywhere in the region over the past several years. Today, roughly three in four of the nearly 58,000 homeless people in the Los Angeles region are unsheltered—living on the streets, in cars, in tents, and in other makeshift structures, often in clustered encampments.

Homelessness has increased in all five county supervisorial districts and in 12 of 15 City Council districts over the past few years. The crisis affects every part of the region and all kinds of neighborhoods: the Skirball wildfire that burned nearly 400 acres in October 2017 started as a cooking fire in a homeless encampment in Bel Air, one of the most affluent neighborhoods in the country, while the severe hepatitis A outbreak declared by Los Angeles County in September 2017, following a similar one in San Diego County days before, worsened due to conditions among those living on the street in some of Los Angeles's roughest areas. At the suggestion of several ULI member leaders active in Los Angeles, and with the advice and guidance of the University of Southern California Lusk Center for Real Estate, the ULI Foundation sponsored a ULI Advisory Services panel to make recommendations for addressing the homelessness crisis in Los Angeles. ULI staff reached out to local officials

in both the city and county of Los Angeles and local nonprofit organizations working on the issue to ensure that the ULI panel would be seen as adding to the many efforts already underway. These include planning for the deployment of a total of \$5 billion of voter-approved bond resources, including bond proceeds and a quarter-cent sales tax increase, dedicated to addressing homelessness over the next several years.

## KEY RECOMMENDATIONS

The panel's key recommendations, organized into three broad categories, are as follows:

### Recommendation 1. House the Unhoused

- Use existing resources effectively.
- Establish 60 community housing solution centers—on a geographically balanced basis—within two years
- Reclaim public spaces.
- Invest in scattered-site transitional housing.

### Recommendation 2. Increase the Overall Housing Supply

- Streamline approvals and incentivize development.
- Encourage innovation in housing design and development.
- Build support for density.

### Recommendation 3. Reimagine Leadership and Accountability

- Build the political will.
- Strengthen administration and reporting.
- Embrace a collective community responsibility.

## Temporary Supportive Housing Site Planning Workshop May 2018

As a follow-up to the Advisory Services Report and conversations with the Mayor's office ULI-LA has offered to reach out to our ULI membership and professional community to assist the Mayor's office as they move forward in providing tools for the Council Offices and communities to better understand how tent/membrane structures can be used to create the best Temporary Supportive Housing opportunities.

### OBJECTIVE

The purpose of our workshop was to generate ideas and concepts that can help our City Leadership and decision makers begin to understand the programmatic and site ideas that will affect planning for creating Temporary Supportive Housing communities within our City. It is anticipated that these facilities be up and operational for up to 3 years.

Toward that end we are not trying to create final solutions but rather explore a range of ideas and provide conceptual visual tools that help illustrate what is possible.

We are hopeful that the outcome of our effort will yield direction to the following questions:

- What are programmatic elements that should be included in a Temporary Supportive Housing Community?
  - Tool kit of program elements
  - Create that program as you create the place
- How should we best size these elements?
- Since we are not trying to adapt a program to a specific site rather we are trying to determine what is an optimal site size the each of our program configuration (50 beds, 100 beds and 150 beds)? Flexibility is the key here as at some point we will want to adapt our ideas to real sites.
- How can we lay out the programmatic elements to best create a sense of community for the residents and operators?
  - Housing
  - Openspace
  - Amenities / Facilities/ Storage
  - Support Services
  - Parking
  - Other (edges)
- How can this be visualized?
- Participating ULI Member Firms
  - Architects
    - DLR Group
    - Studio One Eleven
    - JFAK Architects
  - Landscape Architects
    - RELM
    - SWA

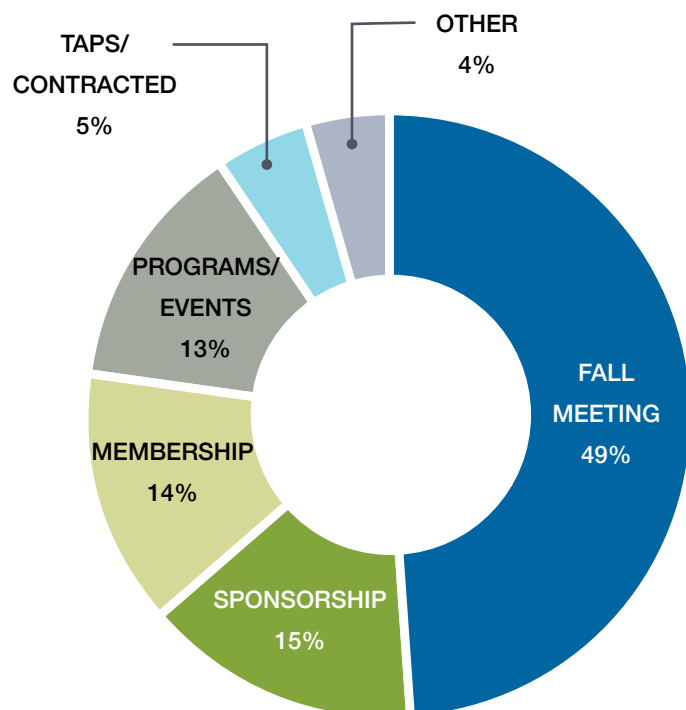




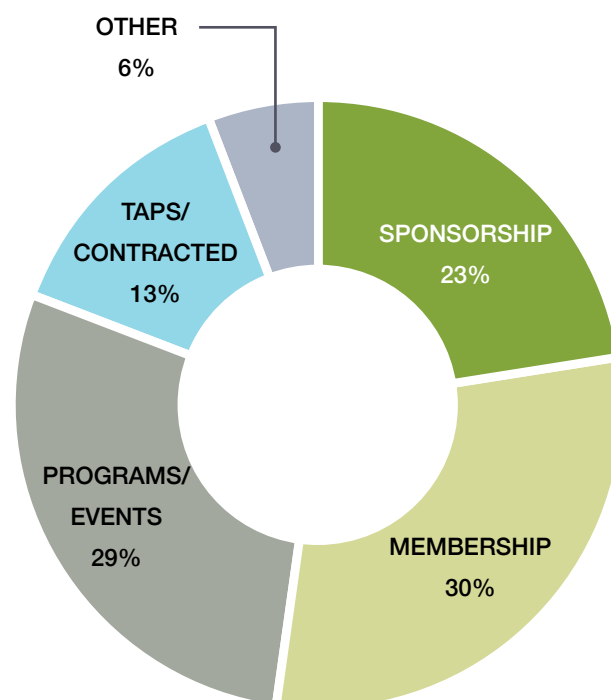
# Finances

OPERATING REVENUE	FY18		FY19	
*Fall Meeting	\$ 657,527	49%	-	-
Sponsorship	\$ 195,075	15%	\$ 150,850	23%
Membership	\$ 185,124	14%	\$ 199,590	30%
Programs/Events	\$ 177,345	13%	\$ 191,385	29%
TAPs/Contracted	\$ 65,000	5%	\$ 89,899	13%
Other	\$ 59,524	4%	\$ 37,310	6%
<i>(subtotal excluding fall meeting)</i>	\$ 682,068			
<b>TOTAL REVENUE</b>	<b>\$ 1,339,595</b>		<b>\$ 669,034</b>	

FY18 REVENUE



FY19 REVENUE



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