ULI Advisory Services Program

ULI Los Angeles



Downtown Los Angeles

LOS ANGELES, CALIFORNIA

SEPTEMBER 13-18, 2026



Global nonprofit research and education institute focused on best practices and policy in land use and real estate

48,000+
Members Globally

40,000+
Americas Region

58
District Councils

2,000+
LA Members

THE MISSION OF THE URBAN LAND INSTITUTE

Shape the future of the built environment for transformative impact in communities worldwide

MISSION COMMITMENTS

CONNECT active, passionate, diverse members through the foremost global network of interdisciplinary professionals

INSPIRE best practices for equitable and sustainable land use through content, education, convening, mentoring, and knowledge sharing

LEAD in solving community and real estate challenges through applied collective global experience and philanthropic engagement






DTLA Advisory Services Panel



Councilmember
Ysabel Jurado



Nolan Marshall, III
Social District



Suzanne Holley
DTLA Alliance



Nick Griffin
DTLA Alliance



Blair Besten
Historic Core



Anthony Rodriguez
Fashion District



Estela Lopez
Industrial District



Miguel Vargas
Arts District



Ellen Endo
Little Tokyo

Sponsor	▪ Los Angeles City Council District 14 – Councilmember Ysabel Jurado ▪ 7 Downtown Business Improvement Districts
Model	▪ Hybrid ASP ▪ National & Local Panelists ▪ Local Advisors Group
Date	▪ Sep 13 to 18 ▪ Sunday to Friday

Why Downtown Los Angeles Matters

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Why DTLA Matters

1%

of the City of Los Angeles' 469 square miles

Every figure on this slide comes from inside it.

~33%	Parking and Hotel Tax Revenues *Central City Association, 2025*
~40%	Business and Sales Tax Revenues *IDA / DCBID, ~2019 data*
~20%	City Jobs *IDA / DCBID*
~50%	City's Office Space *IDA / DCBID*
17M	Annual Visitors *CCA / DTLA Alliance, 2025*

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Sources: International Downtown Association / Downtown Center BID, Value of U.S. Downtowns; CCA Revive DTLA (Sept 2025); LAist (July 2025). Share estimates are advocacy-sourced; cite with attribution.

Downtown's Assets

Beyond the tax base, no other LA submarket concentrates this many world-class assets



Civic Core



Housing Engine



Transportation Hub



Talent Pipeline



Creative Capital



Home Turf

The Games are Scattered. *The Living Room is Downtown.*

Only 3 of 38 LA-region venues sit inside the sponsors' seven BIDs — but the hotels, the Convention Center, and the transit spine all do

10,751

hotel rooms — whichever venue the world attends, it sleeps Downtown.

CoStar via DTLA Alliance

2M+

Games visitors expected, spending up to $4.3B — on top of Downtown's $17M a year.

LAEDC × LA28 economic study, Sept 2026



720→6,000

LA28's own staff — already headquartered in the BIDs, scaling to Games dates.

LA28 / The Sports Examiner, 2026

14,000

construction jobs building the Convention Center expansion by 2028.

City Council approval, Sept 2025

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Source: LA28 Olympic Games Map (la28.org, as of June 8, 2026 — venues subject to change); boundary classification ours (sponsor BIDs = ASP study area, I-10/110/101/LA River; Universal City counted as unincorporated county). Hotel rooms: CoStar via DTLA Alliance.

How We Got Here — and Who Did the Work

7 + 1 SPONSORS
Seven BIDs and
CM Jurado (CD-14)

→

75+ STAKEHOLDERS
Interviewed across
Downtown

→

~50 LOCAL ADVISORS
Eight topic teams of
LA civic and industry leaders

→

12 NATIONAL PANELISTS
Volunteer experts,
convened by ULI

1 **Homelessness**

2 **Public Safety**

3 **Public Realm**

4 **Mixed-Use**

5 **Implementation**

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DOWNTOWN LOS ANGELES • 2022 – 2026 • ALL HEADLINES VERBATIM, AS PUBLISHED

Five Years of Headlines Wrote the Narrative

2022

CNN BUSINESS

Thieves in LA are looting freight trains filled with packages from UPS, FedEx and Amazon

— JAN 2022

NYT OPINION

The Way Los Angeles Is Trying to Solve Homelessness Is ‘Absolutely Insane’

— OCT 2022

NBC LOS ANGELES

LA Mayor Karen Bass Declares State of Emergency on Homelessness on First Day

— DEC 2022

2023

BLOOMBERG

Brookfield Defaults on Two Los Angeles Office Towers

— FEB 2023

FOX NEWS

Los Angelenos are fleeing public transportation amid violence, open drug-use spike: ‘Horror’

— MAR 2023

BLOOMBERG

Downtown LA’s Office Distress Shows the Pain Coming for Cities

— MAY 2023

2024

NEW YORK TIMES

The Abandoned Luxury Towers That Graffiti Exposed

— MAR 2024

2025

BLOOMBERG

$52 Billion Cost Would Rank LA Fires Among Worst US Disasters

— JAN 2025

LAMAG

Downtown L.A.’s Last Department Store About to Close

— MAR 2025

BLOOMBERG

LA Faces Nearly $1 Billion Budget Deficit, Warns of Thousands of Layoffs

— MAR 2025

LAIST

Searing audit finds city of LA has failed to properly track billions in homelessness spending

— MAR 2025

REUTERS

Immigration raids in Los Angeles hit small business owners: ‘It’s worse than COVID’

— JUN 2025

2026

WSJ EDITORIAL BOARD

The Homeless Boom in Los Angeles

— JUL 2026

CAPITAL & MAIN

A year after ICE raids, LA’s Fashion District feels like a ghost town

— AUG 2026

A STRONGER LOS ANGELES
A BRIGHTER TOMORROW

Los Angeles

PEOPLE • IDEAS
OPPORTUNITY • ALWAYS

CALIFORNIA'S CITY OF POSSIBILITY

FRIDAY, JULY 14, 2028 — OPENING DAY OF THE GAMES

downtown edition

LA is Back!

A BOLDER, BRIGHTER LOS ANGELES

Public–Private Partnership Fuels a New Era of Growth, Opportunity and Pride

THRIVING RESIDENTIAL COMMUNITIES

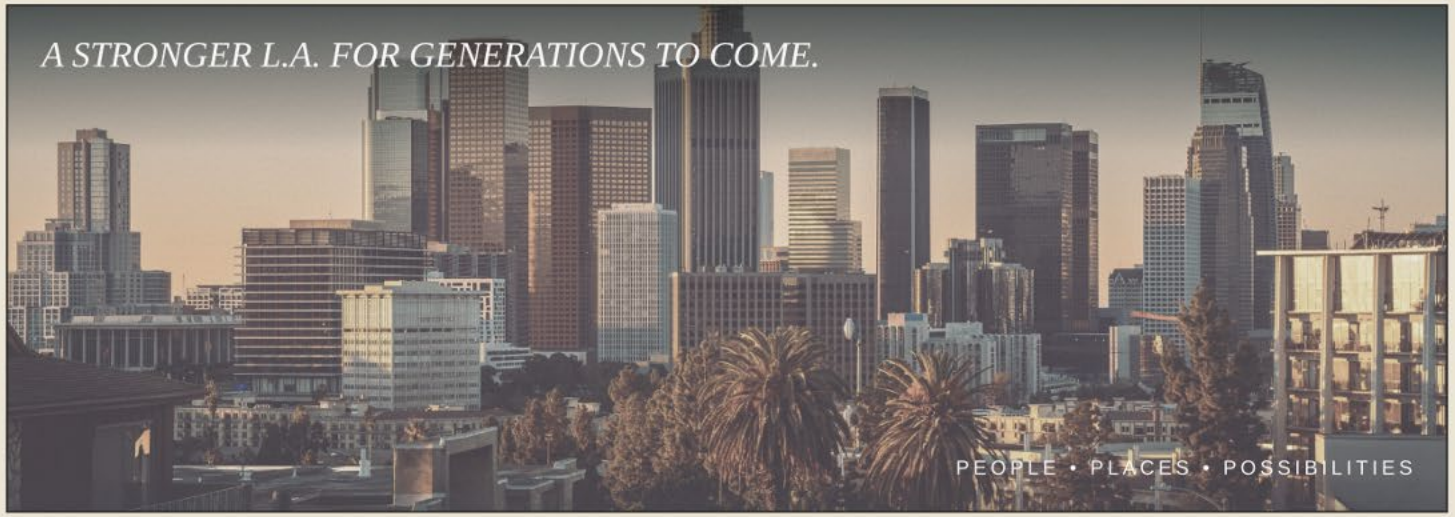
New housing, revitalized neighborhoods and a higher quality of life for Angelenos.

MORE JOBS, STRONGER WORKFORCE

Expanding industries, innovative businesses and opportunities for all Angelenos.

RENEWED INVESTMENT IN L.A.'S FUTURE

Billions in private and public investment are transforming the region and driving long-term prosperity.



A RENEWED LOS ANGELES New housing, a growing economy and fresh investment are writing the next chapter for the city. PHOTO ILLUSTRATION

See L.A. BACK, A6

Opportunity Looks Good on L.A.

"This is what's possible when we build together — for today and the next generation."

— MAYOR'S OFFICE STATEMENT



A City Reimagined

Collaboration Turns Vision Into Reality

By Emily Zhao

Just a few years ago, the city faced daunting challenges — a housing crisis, economic uncertainty and deeply impacted neighborhoods. Today, a bold

Continued on A6

A Brighter Tomorrow

L.A. Shows the Nation What's Possible

By Carlos De Leon

A comprehensive plan, driven by both public and private investment, is transforming Los Angeles into a more vibrant, inclusive and resilient city.

Continued on A8







For over 75 years, ULI's Advisory Services Program (ASP) has matched the brightest minds in real estate with the toughest problems facing our cities.

ASP panels bring together the best and brightest from ULI's diverse membership – developers, planners, financiers, market analysts, economists, architects, designers and public officials – to provide practical solutions and objective, unbiased advice not available from any other source.

They partner with public leaders and are not afraid to ask the tough questions that illuminate unique pathways forward.

ULI Panelists and Staff

Selected for their subject matter expertise to provide **objective, volunteer** recommendations

Lauren McKim Callaghan
Vice President
ULI Advisory Services

Matt Privratsky
Vice President
ULI Impact Lab

Kellie Kao Miles
Executive Director
ULI Los Angeles

Molly Honnef
Senior Associate
ULI Los Angeles



Lew Horne
President
CBRE
Los Angeles, CA



Marilee Utter
President
Citiventure Associates
Denver, CO



Jennifer Ball
COO
Downtown Atlanta, Inc.
Atlanta, GA



Jane Carlson
Principal
HR&A Advisors
Los Angeles, CA



Nate Hommel
Director of Planning & Design
University City District
Philadelphia, PA



Lily Langlois
Principal Planner
City of San Francisco
San Francisco, CA



Dr. Linda Nubani
Associate Professor
Michigan State University
Lansing, MI



Jan Perry
Advocacy Director
Chicanos Por La Causa - California
Los Angeles, CA



Peter Quintanilla
Vice President
Michael Baker International
Pittsburgh, PA



Lauren Smith
Director of Research
Center City District
Philadelphia, PA



Carl Weisbrod
Senior Advisor
HR&A Advisors
New York, NY



Bill Witte
Chairman Emeritus
Related
Los Angeles, CA





LISTENING AND LEARNING

Sponsor briefing
Site tour
Meet and Greet
Stakeholder interviews

DEVELOPING RECOMMENDATIONS

Guided panelist deliberation
Deliverable production

OFFERING EXPERT SOLUTIONS

Presentation of recommendations
Final report and work product

THANK YOU, STAKEHOLDERS

Councilmember Ysabel Jurado • Adam Daneshgar • Adam Sapin • Adam Turner • Anthony Rodriguez • Areen Ibranossian • Blair Besten • Brian Smolskis • Bruno Cergeynst • Carmen Rad • Carol Pfannkuche • Cassy Horton • Cedd Moses • Chris Demoulin • Daisy Gonzalez • Daniel Taban • Danielle Rubio • Darcy L. Coleman • Daryl Holter • Dave Gordon • Debra Geord • Debra Shrout • Dilip Bhavnani • Dino Buiatti • Dmitri Shimolin • Doane Liu • Don Spivack • Edgar Khalatian • Elyse Mallouk • Emma Kaplan • Fernando Villa • Gian Frabotti • Glenn A. Sonnenberg • Heera Kapoor • Hilary Norton • Howard Kozloff • James Malone • Jan Perry • Jens Midthun • Jim Sarratori • John Metcalf • John Zanetos • Josh Gray Emmer • Katie Pandolfo • Kevin Keller • Kristin Fukushima • Leslie Ridings • Marcus Brown • Mark Chatoff • Marty Borko • Matt Klein • Matt Murphree • Michael Backlinder • Michael Saltzman • Neal Fraser • Nejdeh Avedian • Nella McOsker • Nick Griffin • Nolan Marshall, III • Prince Riley • Rachel Moore • Reeyan Raynes • Richard Zaldivar • Rita George • Robb MacMillan • Robert Cushman • Ryan Altoon • Seleta Reynolds • Steve Choe • Susan Shum • Suzanne Holley • Vickie Kropenske • Vince Bertoni

Scope Questions

1. What are the essential best-practice interventions that have been effective from law enforcement, public health and housing, and environmental design perspectives that must be agreed upon and invested in as our first priority? What other investments can be made to improve the Downtown experience for residents, workers, and visitors? What communications strategies and investments are most effective to begin to change the perception of downtown as tangible progress is being made?
2. What must change as Downtown land use and daily population shifts away from predominately office use and a 10-hour/day servicing demand to a 24/7 district? How can we support this evolution as Downtown's greatest opportunity for growth and improvement?
3. What policies or infrastructure investments/transformations are needed to prioritize people and the public realm, street activity, and non-auto modes of mobility within Downtown, as public transit becomes more connected into downtown and expansive across the region?
4. As retail demand continues to evolve, how do we systematically utilize ground floor space both to activate public realm, promote commercial activity, and project vibrancy?
5. What policies and infrastructure will complement and leverage the city's major investments – such as the convention center modernization and expansion and Metro system expansion?

Homelessness



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Public Space and Housing

Pair enforceable standards with credible places to go and services that support recovery

1 What is needed to attract and keep people Downtown?

- Restore order under LAMC §§ 41.18 and 56.11 while expanding shelter, tiny-home and modular capacity
- Grants Pass v. Johnson (2024) confirms that generally applicable camping laws do not inherently violate the Eighth Amendment

2 Rapidly Established Housing Opportunity

- Use suitable government-owned properties for emergency, modular and tiny-home communities with sanitation, security, case management and direct pathways to permanent housing

Design for Recovery

- Pair housing with healthcare, mental-health and substance-use treatment. Add shared gardens, dining, recreation and gathering spaces that support stability and belonging
- BID carries the weight of unhoused people on the street 20% to 25% of the region's population
- Measure A provides the greatest opportunity for bids to align themselves with their council office to submit a proposal for additional funding for resources targeting high risk individuals we need to be housed and provide provided with mental health services

Protect High-Risk Areas

- Create a managed Skid Row recovery zone with clear boundaries, outreach, and public-safety coordination. Separate transitional communities from open-air drug markets without disconnecting residents from services

Transparency and Accountable Outreach

Track money, responsibility, and each person's pathway from first contact to stabilization

1 Transparency, Coordination, and Accountability

- Trace allocations and expenditures on a public dashboard. The Controller identified about $405 million across Homeless Housing Assistance and Prevention (HHAP), Measure ULA, Inside Safe and sanitation
- Create a DTLA response system and a cross-agency "Silo Buster" modeled on San Francisco's Drug Market Agency Coordination Center (DMACC)

2 From Outreach Contacts to Accountable Outcomes

- Deploy licensed clinical field teams and assign each high-acuity case to one lead professional
- Track first contact, assessment, case management, treatment, housing and stabilization
- Use the CARE Act for eligible people with qualifying psychotic disorders

Coordinated Public-Realm Response

- Use LAMC § 41.18 within a coordinated response that includes outreach, shelter, or treatment capacity and continuing case management. Enforcement should not operate as an isolated action

Shared Performance Measures

- Publish responsible agencies, geographic distribution, spending, placements, treatment connections, housing outcomes and recurrence. Use common definitions across BIDs and jurisdictions

Differentiated Services and Pathways off the Street

Match the intervention to the need and build managed destinations that support recovery

1 A Differentiated Response to Homelessness

- Mental illness requires behavioral healthcare and CARE Court
- Addiction requires treatment and recovery
- Drug markets require focused enforcement
- Families need rapid rehousing
- Displaced workers need housing and employment assistance

2 Build Effective Pathways off the Street

- Create a Gateway and Triage Campus modeled on San Antonio. Co-locate interim housing, healthcare, treatment, sanitation, case management, benefits and housing navigation
- Expand managed tiny-home communities with controlled access and Crime Prevention Through Environmental Design (CPTED)

Fire and Life Safety

- LAFD recorded more than 75,000 homeless or encampment-related fires from 2020–2025
- In 2025, 16,982 occurred through mid-December, approximately 46 per day
- Pair enforcement with credible shelter, treatment and housing alternatives

Children, Families, and Safe Passage

- Move families from high-risk environments and create safe routes to schools, transit and services through lighting, sanitation, CPTED, outreach, and focused public-safety measures



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Source: ABC7

Rapidly Established Housing Opportunity

Utilize existing government properties using Safety Design Standards



Author-directed conceptual visualization generated using ChatGPT (OpenAI).



Source: CBRE



Public Safety

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Public Safety

Two complementary proposals



1. **Technology**

2. **Safety Design Standards**

1. Technology: Integrated Safety Platform

One shared system connects community intelligence, camera visibility and coordinated response



Community reporting app and existing departmental systems

Concerns are geocoded and mapped, with photos and a tracking number for follow-up

Connected camera network

Businesses and property owners could voluntarily connect eligible private cameras to the broader network through a secure platform

Smart deployment platform

Route the issue, assign the right team and track it through resolution

Shared Operating Picture | **Faster routing** | **Accountable follow-through** | **Privacy safeguards**

Authorized access, retention standards, cybersecurity

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Leverage existing technology in Los Angeles and connect it into a more coordinated system

2. Safety Design Standards

Crime Prevention through Environmental Design (CPTED)

A safety framework for the design, operation and stewardship of places

It is a crime prevention philosophy that focuses on the proper design and effective use of the built environment leading to a reduction in the incidence and fear of crime, while enhancing overall quality of life.

Surveillance

Maintenance



Territoriality

Access Control

Activity Support



Social Cohesion

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CPTED Works at Every Scale

01

Site Element

Bus shelters, transit stops, entrances, and call boxes

Visibility, lighting, and wayfinding

02

Facility and Campus

Schools, stadiums, parking, parks, and gas stations

Access, activity, and management

03

Street Corridor

Street lighting and upgrades, facades, storefronts, sidewalks, and alleys

Activation, identity, and stewardship

CPTED Evidence and Practice Across Cities

SEATTLE, WA

CLEVELAND, OH

NEW YORK , NY

SAN ANTONIO, TX

FLINT, MI

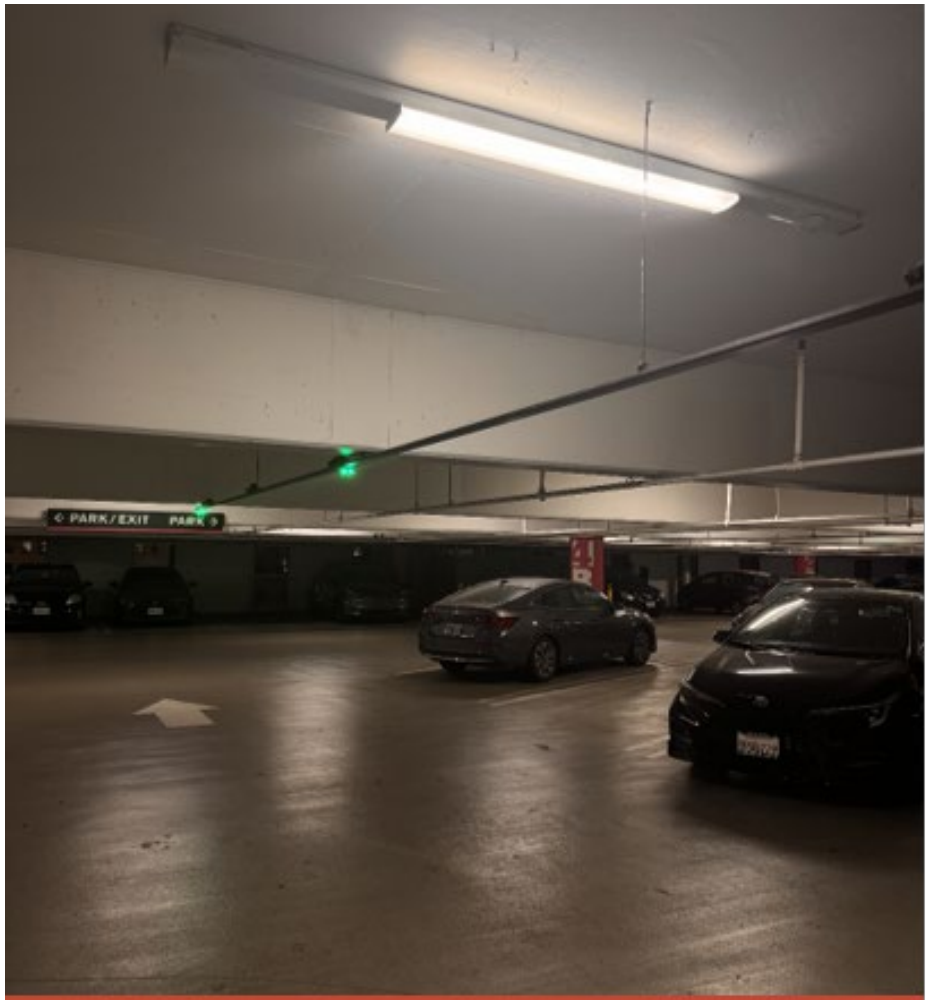
SANTA MONICA, CA

AUSTIN, TX

DETROIT, MI

GREENVILLE, SC

Before and After



PARKING: BEFORE



PARKING: AFTER

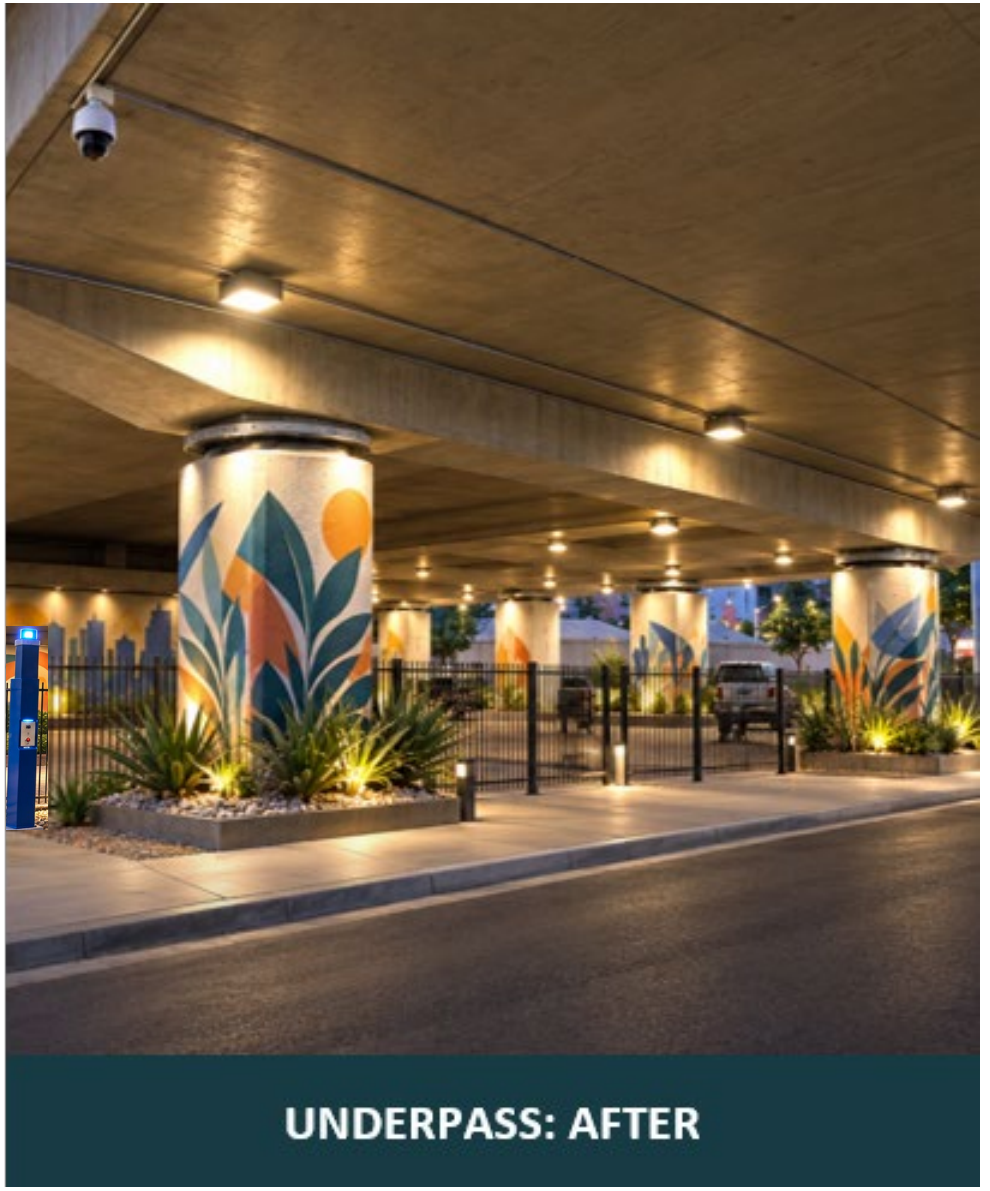
Author-directed conceptual visualization generated using ChatGPT (OpenAI).

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Before and After



UNDERPASS: BEFORE



UNDERPASS: AFTER

Author-directed conceptual visualization generated using ChatGPT (OpenAI).

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Sample Benefits of CPTED Implementation

1

Threat and Crowd Protection

Integrated barriers, controlled access, clear sightlines, protective spaces, and safe egress can reduce vulnerability to vehicle-ramming and active-assailant threats while supporting rapid emergency response

2

Blight Remediation

Maintenance, activation and clear ownership can restore neglected properties and public spaces

3

Fire and Arson Risk

Remove concealment and combustible accumulation. Improve lighting, access and visibility for responders

4

Retail Vitality

Longer visits, more customers and stronger sales

5

Perceived Safety and Overall Crime

Lighting, open sightlines, legitimate activity and visible care can help people feel safer

6

Quality Of Life

Safer, active and well-maintained streets can support foot traffic, longer visits, more customers and stronger sales

7

Graffiti Management

Durable surfaces, public art, ownership and rapid removal can discourage recurrence

8

Lighting and Infrastructure Protection

Improved lighting supports visibility and perceived safety; tamper-resistant infrastructure can reduce copper theft and outages. San Antonio: Energy savings helped offset the cost of upgrading 25,000 streetlights to LED

Los Angeles Can Do This

1
Train and Adopt

- Train Planning, LAPD, nonprofits, and neighborhood associations
- Adopt CPTED through an ordinance, zoning, design guidelines, or the master plan
- Give businesses checklists, a recorded training, and a live webinar toolkit

2
Identify Hot Spots

- Combine crime and calls-for-service data with community perceptions, lighting conditions, and vacancy

3
Implement

- Deliver targeted lighting, visibility, activation, access, and maintenance improvements
- Assign responsibility and fund ongoing care

4
Audit and Adjust

- Measure crime, calls for service, and perceived safety
- Review results, correct problems, and expand what works

The evidence exists. The tools exist. The next step is to begin.

West Hollywood, Los Alamitos, Merced, Glendora, and Huntington Park have incorporated CPTED into zoning codes.

Quick Wins: Activate the Street

Turn inactive edges into active places with temporary, locally-focused pop-ups that generate foot traffic, natural surveillance, and everyday street activity while permanent solutions take shape





Author-directed conceptual visualization generated using ChatGPT (OpenAI).



Public Realm

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DTLA Public Realm Recommendations

Public Realm Parks, Open Space, and Amenities

Implementation path:
non-permanent to permanent

Perfect is the enemy of done!



Implementation Strategy

Start

Put a fully reversible idea on the street quickly and inexpensively.

Learn / Measure

Watch how people use it. Adjust what is not working.

Build

Make successful paint, planters, bollards, or programming permanent.

NON-PERMANENT TO PERMANENT

Prove the idea before you pour concrete.

Monumental Scale and The Human Scale

DTLA does not need to lose its monumental character



Monumental DTLA



Human scale / local example

Layer human scale onto the monumental scale of Los Angeles

Pershing Square / Biddy Mason Park: Do It Before LA28

Make arrival part of the park experience



Pershing Square renovation



Calm the corners around the park

Formalize a third party as official site steward with Recreation and Parks

LA28 Olympics: A Deadline to Start

Visible progress before the Games



Non-permanent success in Philadelphia

Quick-build toolkit

- Paint
- Planters
- Shade
- Seating
- Lighting
- Kiosks
- Art and Gathering Spaces

REVERSIBLE FIRST
→ PERMANENT NEXT

Treat Downtown as One Connected Place

Not as separate islands



Connect the system:

- Metro stations
- Parks and civic spaces
- Cultural destinations
- Residential neighborhoods
- Major venues
- Commercial streets

Test lane changes, two-way conversions, safer crossings, and bicycle connections with reversible materials

7th and Hope: One Corner at a Time

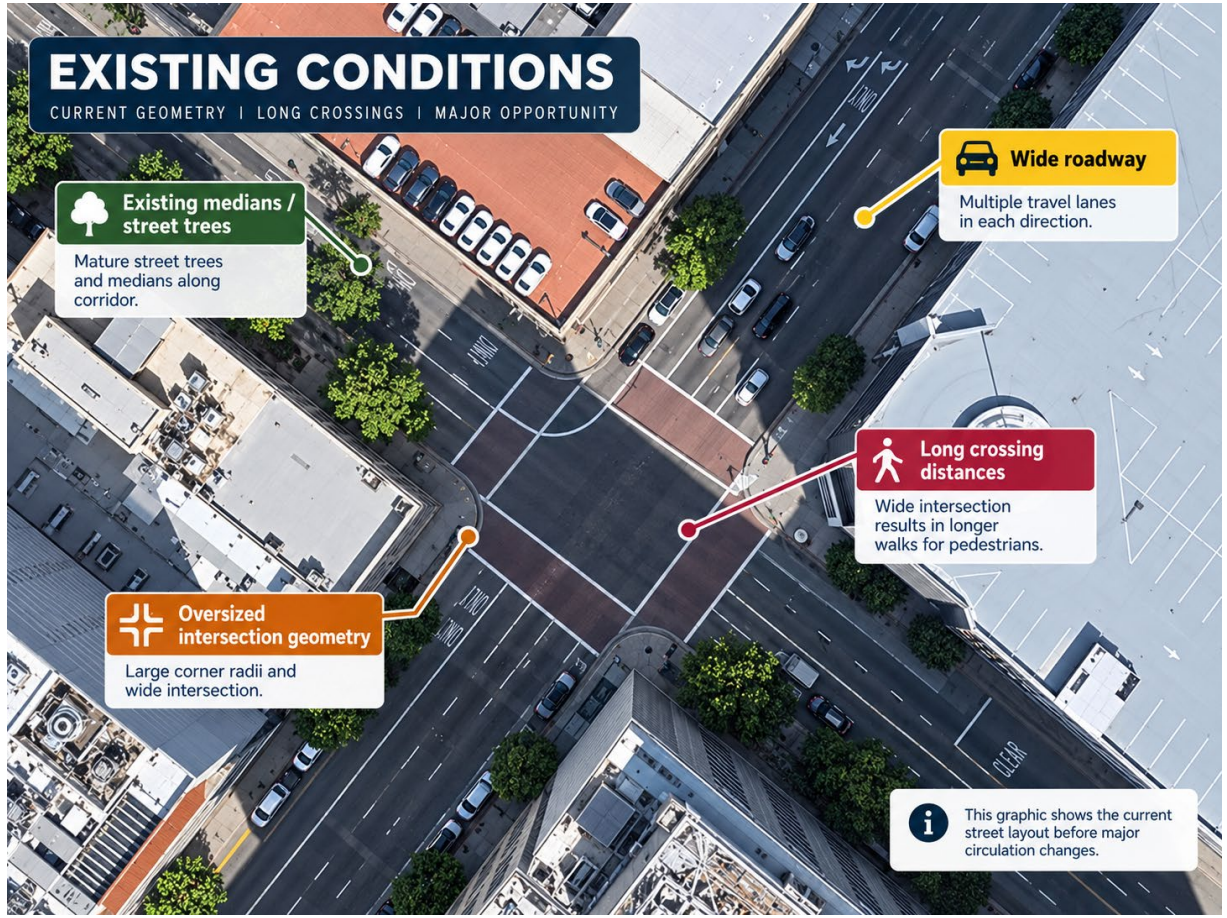
Paint / Planters / Bollards / Shade



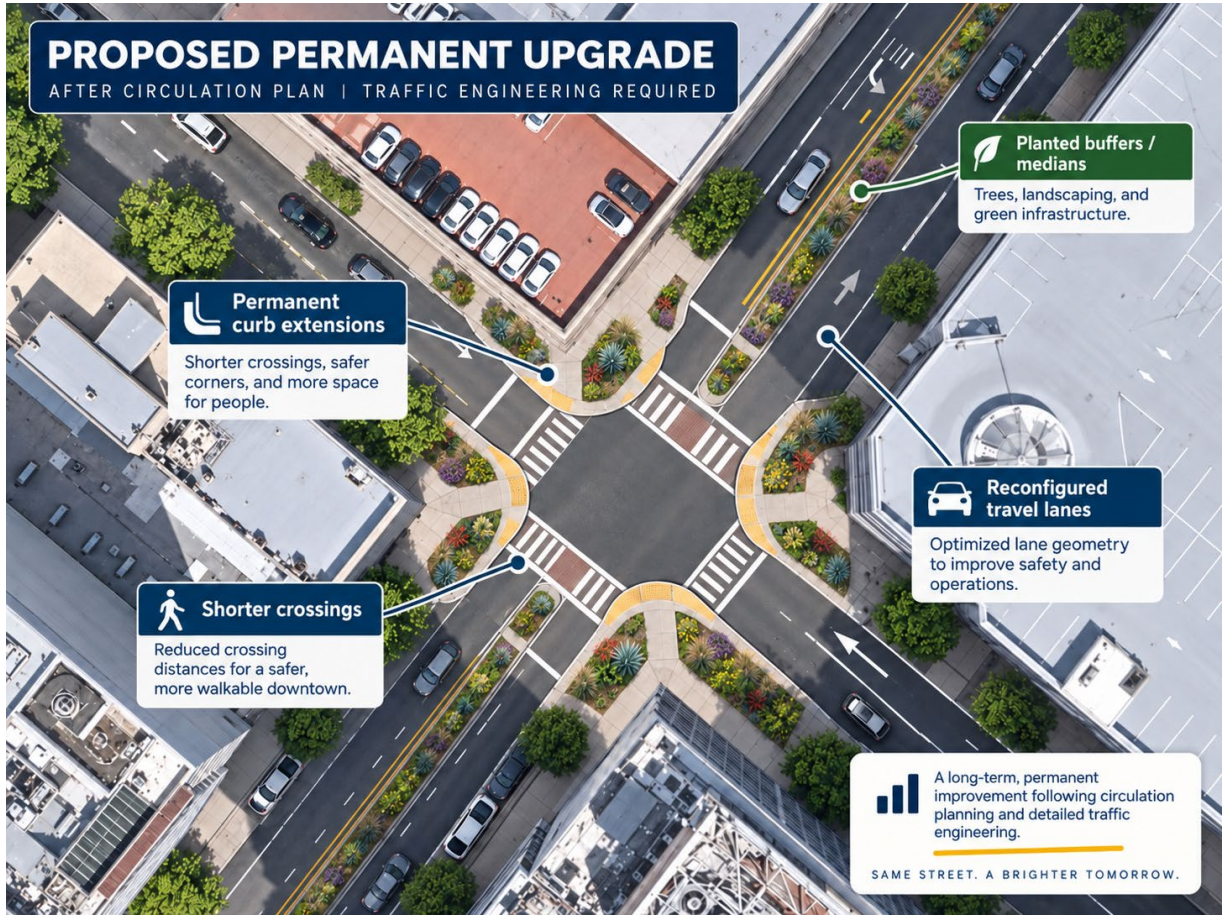
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From Existing to Permanent (Post Olympics) – on 8th and Flower

After a downtown circulation plan



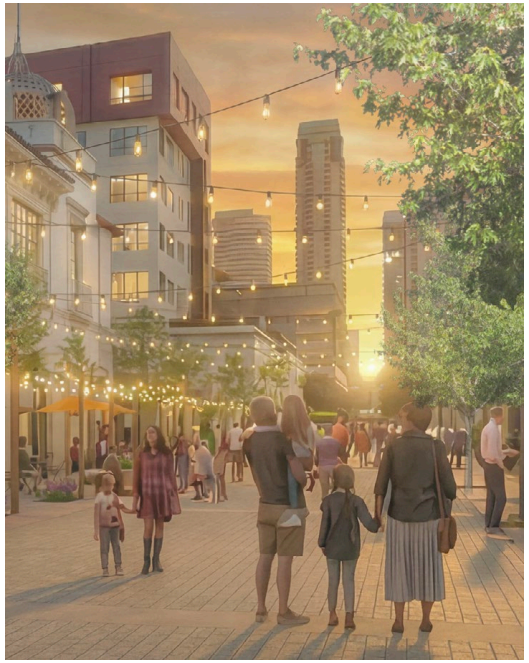
Existing conditions



Proposed permanent upgrade

The Ambitious 11th Street Pedestrian Priority Plan

Seven blocks / Social District / a pedestrian-first civic spine







A seven-block corridor from South Figueroa Street to Main Street

It links LA Live, Downtown center, the Historic Core, and the Fashion District

Its promise: a pedestrian-first promenade that supports daily life, major events, and economic vitality

There is already a tactical implementation strategy, but even then — how do you start?

11th Street: How to Start: Evolve CicLAvia and Make It Recurring

Strategies to completion





Strategies to completion

We love the idea of a pedestrian priority street and are offering suggestions on how to start shifting the narrative before you make the big investment

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Entertainment Zones – Extend the Stay

Another reason to stay Downtown



Explore locations:

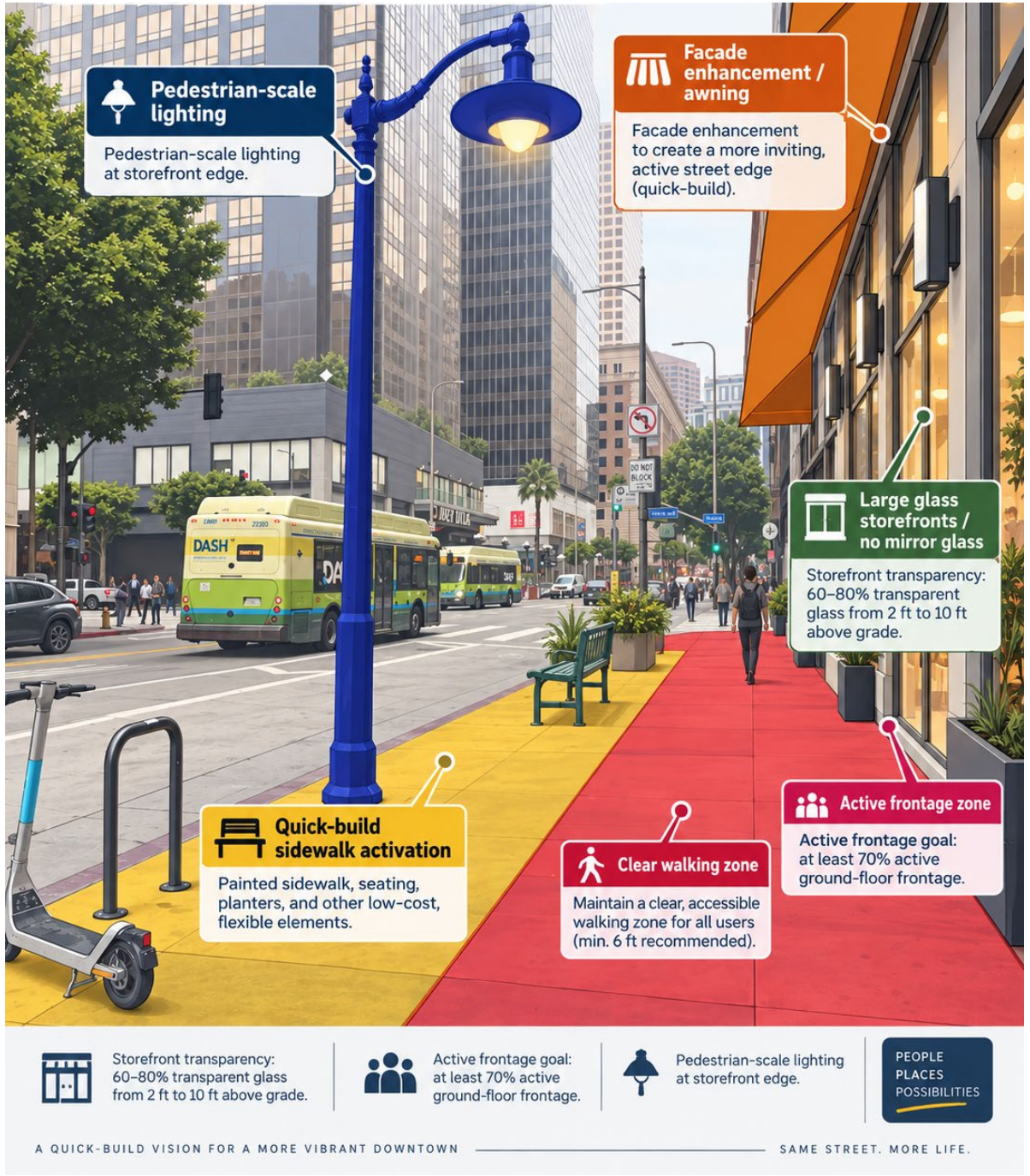
- Crypto.com Arena district
- 11th Street
- Broadway and Art Walk

Pair with programming: live music, sports viewing, outdoor dining, shade, seating, and street activity

Local Ordinance Required

Streetscape Elements

The other half of human scale



Focus corridors

- Broadway
- Spring
- Main
- 7th

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Public Art as Identity and Wayfinding

Bring more culture out into the street



Philadelphia Mural Arts



Chicago cultural murals



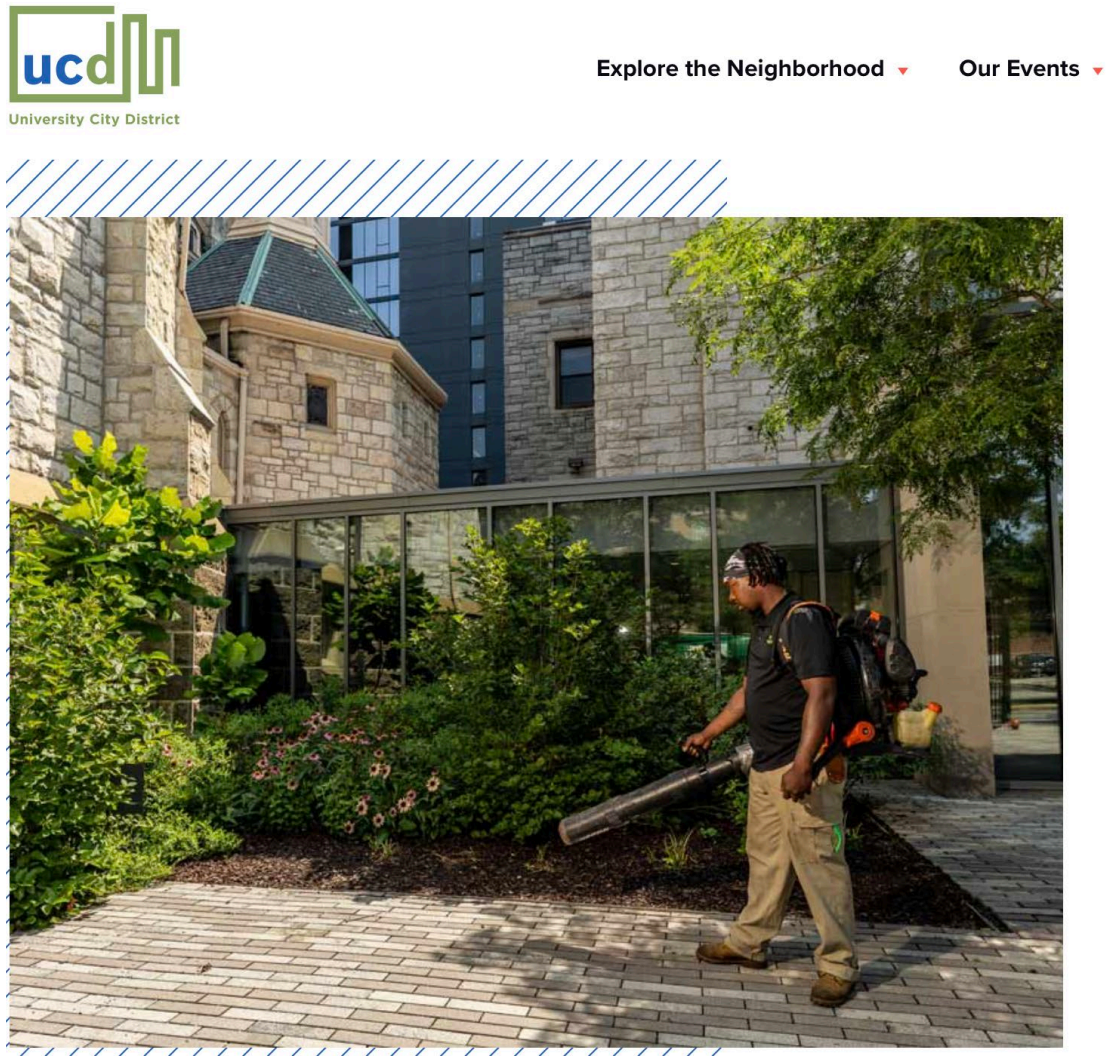
Downtown LA culture

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Art should become part of neighborhood identity, not just an object placed in it

Stewardship Is Infrastructure

Flip the script on maintenance



Creating Jobs and Giving Back

Philadelphia's Green City Works supports University City District's mission by providing job opportunities for those facing barriers, with fair wages, benefits, full-time positions, skill building, and advancement opportunities

Gardeners, cleaners, horticultural crews, stewards, and safety ambassadors are part of the public experience

People respond to the level of dignity a place gives them

Treat Downtown as One

Implementation priorities before LA28

- Get Pershing Square / Biddy Mason built first
- Complete the DTLA circulation plan for pre-Olympic quick-build projects
- Test 11th Street as a recurring shopping street / open streets/ CicLAvia evolved pilot
- Establish Entertainment Zones
- Use reversible tools: paint, planters, bollards, shade, seating, kiosks, and ambassadors
- Keep what works – Remove what does not





Test it. Prove it. Build it to last.

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Mixed Use

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Vision

Downtown must continue to evolve into a best-in-class dense, urban, walkable, **LIVABLE** mixed-use community

Los Angeles must invest in this value proposition

RESIDENTS

A growing residential population

Liveliness. A proximate talent pool. A magnet for new companies

RETAIL

A market for ground floor uses

Both a necessity and an amenity

VISITORS

Cultural institutions and a growing convention center

Visitors from the city, the region, the country and the world

Guiding Principle

Activate Downtown

Make Downtown LA more attractive for residents, businesses, workers, and visitors



IMMEDIATE

- Bring workers back to the office
- Host events and programming



NEAR TERM / YEAR ONE

- Use incentives to encourage housing
- Focus on ground floors
- Attract new office users



MEDIUM TERM / THREE YEARS

- Build and fund residential amenities
- Grow the infrastructure to support tourism

Back to Office

Flat

workers on a payroll basis, versus pre-pandemic

+31%

Downtown aggregate wages, versus pre-pandemic

100,000

fewer workers in Downtown offices on a typical day

Government policy accounts for the vast majority of this loss

IMMEDIATE ACTIONS

Require the work force to return to the office

City and County, as the federal government has already required a return to the office

Examine the LA Municipal Law

It apparently gives a marginal tax incentive for remote work outside the city. San Francisco's Proposition M eliminated it in 2024. LA can fix this by ordinance or rulemaking

Attract New Office Users

> **This is not a return to what Downtown LA was, but a transformation into what it can be**

The draw: **lower rents**, **access to transportation**, a **residential talent base**

Downtown must be “Open for Business”

POTENTAIL USE OFFICE USES

EDUCATION

USC, UCLA, ASU, Michigan, potential for more educational uses

INSTITUTIONS

Health, utilities, insurance, and other institutional uses

BACK OFFICE

Finance, compliance, and human resources

NOT FOR PROFITS

Lower rents are particularly attractive

INCUBATORS

For emerging entrepreneurs

ACCESS

People that live nearby or can access transit to get to work

Events and Programming Downtown

Lean into Fun!

People are Downtown. They need a reason to stay.

IMMEDIATE ACTIONS

Leverage cultural institutions

- Expand museum hours
- Free admission for residents and workers

Organize for success

- Build on the existing DTLA ArtNight and Downtown LA Art Walk
- Coordinate and fund more events

Activate Pershing Square

- Establish a program to bring 100 days of programming

Establish Entertainment Zones

- Allows people to enjoy their drinks outdoors, on plazas, sidewalks, or streets while experiencing creative programming like live music









WHAT OTHER CITIES ARE DOING

Let's Glow

Downtown San Francisco

Bhangra and Beats Night Market

Downtown San Francisco

River to River Festival

Lower Manhattan

Expand Housing Downtown

CAPACITY

Downtown can build more housing

COMMUNITY SUPPORT

Residents and businesses generally welcome new housing
This is a unique advantage

30,234

units proposed, not yet started*

112

projects*

Demand is not the constraint
Feasibility is

The city should provide economic incentives to jump start new housing and residential conversions

*DTLA Alliance Q1 2026 Market Report, data as of 3/31/26

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Housing Incentives for New Construction

Immediate key actions

01

Remove Constraints

- No new regulatory or financial requirements
- Expand expedited permitting for housing projects Downtown

02

Create Financial Incentives

- Waive impact fees and affordable housing requirements Downtown to lower development costs
- Amend ULA: remove multifamily and conversions
- Adjust labor requirements for smaller projects
- Create incentives for workforce housing (80 to 120% AMI) and apply EIFD revenue to support feasibility

03

Invest in City Land

- Create an inventory of publicly owned land and identify sites for housing
- Build affordable and workforce housing on City-owned land

Housing Incentives for Adaptive Reuse

Immediate key actions

01

Revisit the Program

- As projects come forward to ensure the program is flexible and provides the regulatory incentives the projects need

02

Create Financial Incentives

- Waive existing fees – inclusionary housing, impact fees and transfer tax
- Waiver could be time-limited, or capped at the first square feet converted
- Explore C-PACE financing

03

Expand Awareness

- Invest in promotion and marketing to help property owners, architects, and developers understand the program

Residential growth must be matched by investment in infrastructure and amenities

Parks	Recreation	Childcare	Schools

Services that have historically been limited Downtown

Essential to support long-term Downtown living for families and seniors

MEDIUM TERM / 3 YEARS

Use EIFD or other revenue to fund parks, recreation centers, childcare, and schools

LA Developer Case Study Perspective

- Hikari
- Sakura Crossing
- The Grand
- The Emerson
- Pueblo Del Sol, ULI Global Award for Excellence





Activate Ground Floors

Retail is the economic glue of a Downtown

It drives foot traffic, creates jobs, and generates the tax revenue that supports public services

KEY ACTIONS

Leverage existing tools

Programs that help small businesses occupy ground-floor vacancies

EXAMPLE

LA Business Navigator and Concierge Service

Address known barriers

Streamline permits, eliminate redundant requirements

SPECIFIC KNOWN FOCUS

LA Al Fresco curbside dining – make is easier for a restaurant to have outdoor dining

Fill ground-floor spaces

Allow and encourage temporary occupancy permits and pop-up users

EXAMPLE

San Francisco's Vacant to Vibrant program matches owners with businesses for six months

Activate Ground Floors: Pop-Ups and Temporary Uses

Deliverable by the Downtown BIDs individually or together and with existing and new community partners



ATLANTA, GA

Downtown Pop-Up Opportunity Fund

Grants for physical improvements

Support with permits and licenses

$50,000
per grant

10
retail locations



PHILADELPHIA, PA

Meantime on Market

Deeply discounted leases through a business incubator

10
small businesses

3 months
then extended

Activate Ground Floors: Art and Creative Activation

Deliverable by the Downtown BIDs, individually or collectively with existing and new partners… also supports and is aligned with public realm strategies



ATLANTA, GA

Downtown Windows

Local artists commissioned for well-lit installations in empty storefronts



SANTA BARBARA, CA and SAN RAFAEL, CA

Window Beautification Programs

Vacant storefront windows become works of art
Four locations, more coming

Align Industrial Land and Buildings to Support the Vision

Industrial jobs are critically important to the City's, and Downtown's, economy

Vacant buildings no longer suited for manufacturing could serve other manufacturing uses

KEY ACTIONS

Explore zoning changes for more flexible manufacturing uses across the district

Actively investigate the current conundrum…

"Los Angeles' Fashion District has been the city's vibrant hub for fashion, textiles, and apparel manufacturing for over a century. Spanning a hundred historic blocks of Downtown LA, the district is where creativity and commerce meet, with showrooms, warehouses, design studios, and retail shops offering all things fashion and flowers. The area's longstanding role in garment production and design has shaped its unique character, but its legacy also presents a unique set of challenges.

As the economic landscape shifts, industry trends continue to evolve. Changes in employment, commercial real estate, demographics, and consumer behavior are reshaping the Fashion District's outlook."

LA Fashion District BID, Regional Intelligence and Policy Analysis Report (2024)

Support and Grow Hotel Room Inventory

Don't sleep on Downtown's hospitality and cultural tourism industries

THE OPPORTUNITY TO LEVERAGE

Crypto.com and Convention Center Expansion

Grand Avenue Cultural District

6,000

“walkable” rooms today, with room to grow to

12,000

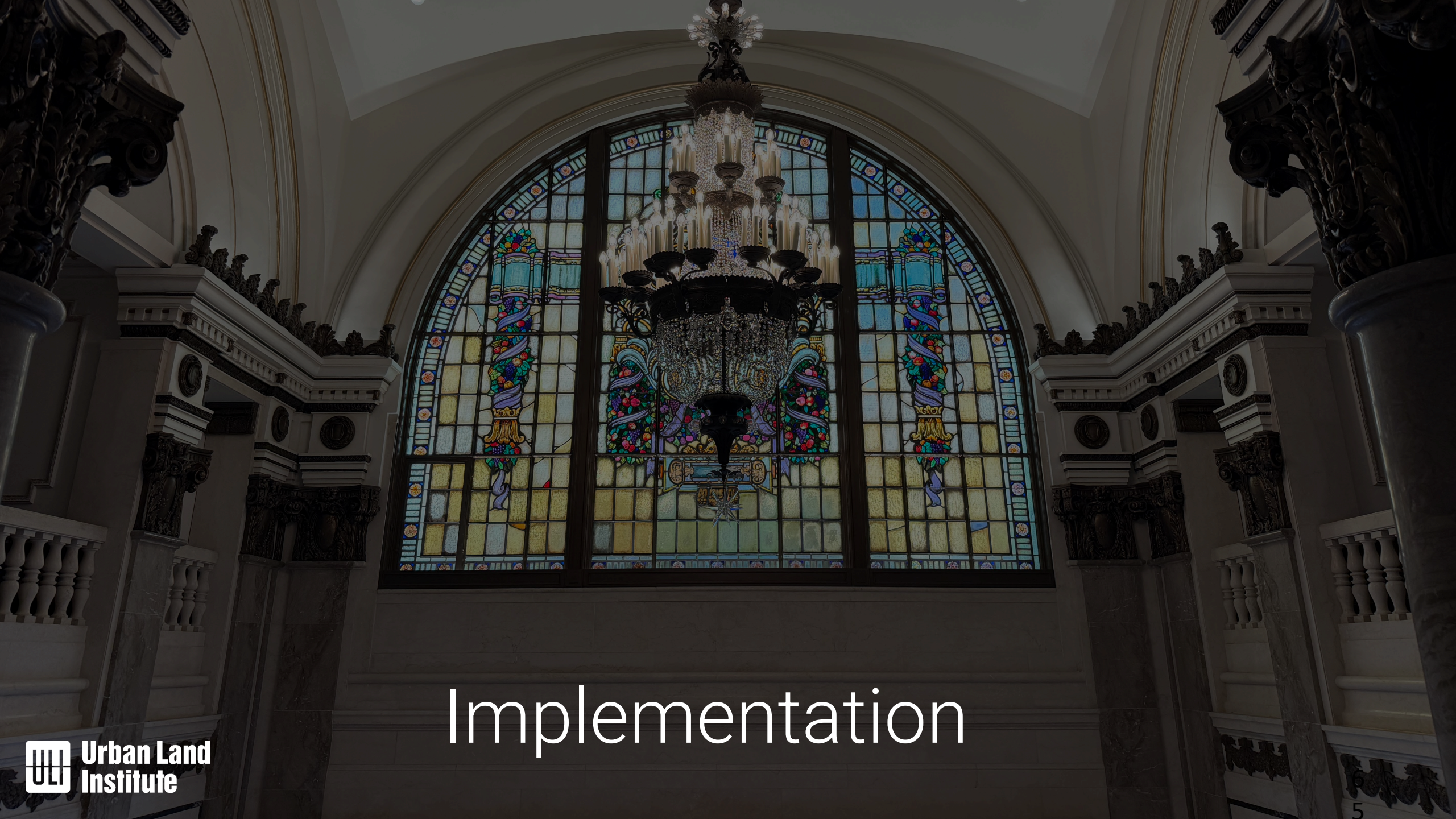
near and connected to the venues

New convention space will spur demand for additional hotel rooms, and rooms are needed for better ‘balance’ with the space

Connectivity and walkability bring rooms farther afield into play

Key streets adjacent to and leading to the venues need commensurate investment

A range of price points, from independent boutique to full-service



Implementation

Urban Land Institute

Downtown Development Corporation

A proposed vehicle for private investment in Downtown

Private-sector coordination	Coordinate private-sector leadership around Downtown priorities, complementing the work of the City, the Mayor, BIDs, Central City Association of Los Angeles (CCA), and the DTLA Chamber
Private investment	Attract and align private capital with Downtown's long-term vision, helping priority projects move forward potential public funding tools generate meaningful revenue
Project implementation	Turn shared priorities into funded projects and programs, including support for economic development, business support and retention, and BID programs, while complementing the role of CCA

Examples of Downtown Leadership and Investment

Different approaches to organizing private leadership and funding



Central Philadelphia Development Corporation

Philadelphia, PA

ROLE

Private-sector leadership through research, planning, and advocacy

STRUCTURE

Member nonprofit affiliated with and staffed by the Center City District

FUNDING

Dues from business, civic, and cultural institutions



Chicago Loop Alliance

Chicago, IL

ROLE

Promotes Loop businesses and delivers district programs

STRUCTURE

Member-based business organization representing the Loop

FUNDING

Dues, sponsorships, events, and a City service contract



Oakland Downtown Development Corporation

Oakland, CA

ROLE

Coordinates partners for Downtown revitalization

STRUCTURE

Nonprofit bringing together private investment and civic partners

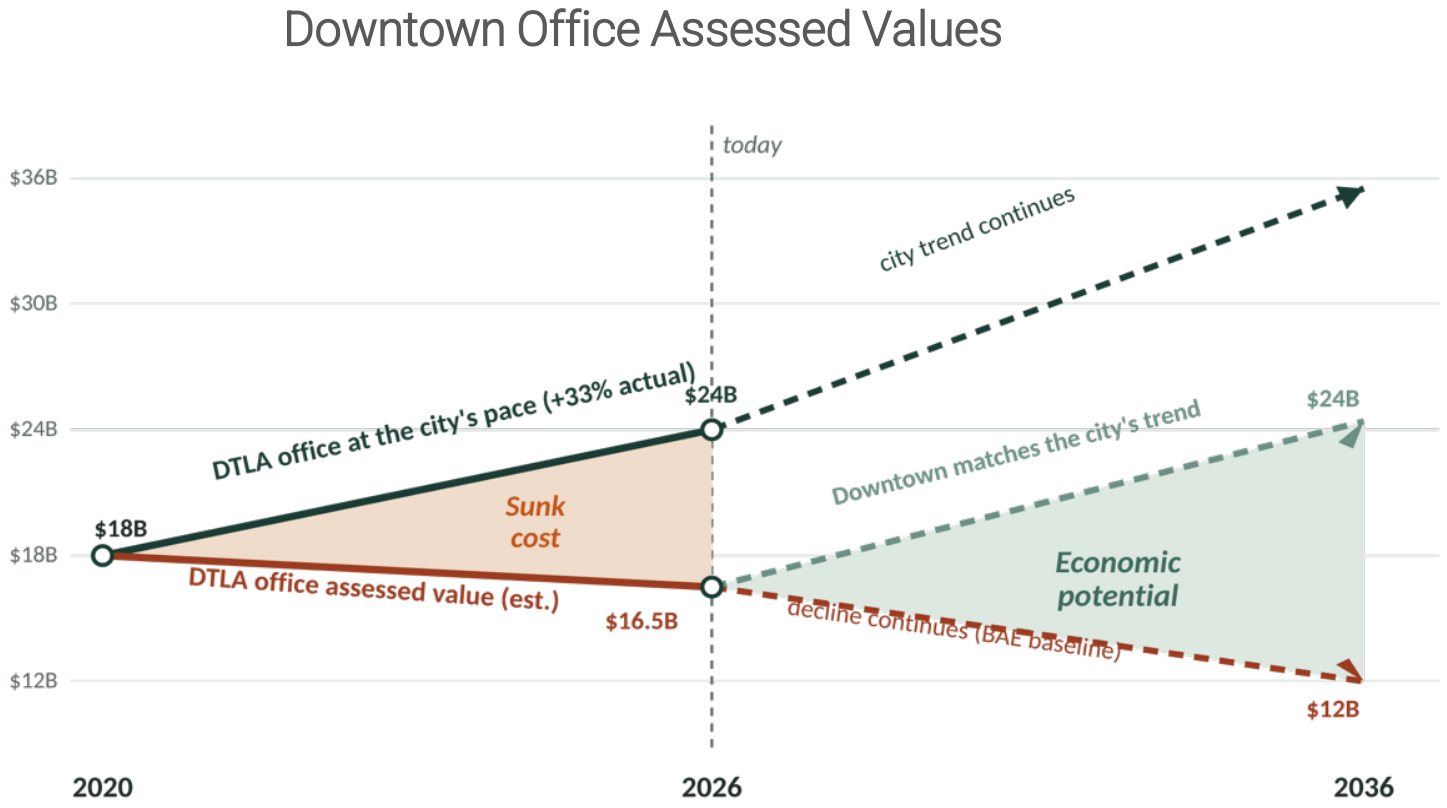
FUNDING

Private contributions, with $2 million raised at launch

Enhanced Infrastructure Financing District (EIFD)

A City-led EIFD can support financing and coordinated investment

- Establish the district without County participation to accelerate formation, lock in today's lower assessed values, and capture future tax increment growth
- A City-only EIFD ensures a share of future tax growth remains dedicated to Downtown, rather than competing annually with citywide needs and other district priorities
- The Public Financing Authority provides a dedicated forum to guide those investments and align public and private stakeholders around long-term priorities



EIFD Revenue and Assessment Districts

Near-term support and long-term infrastructure investment

Long term: EIFD tax increment

Larger infrastructure and affordable and workforce housing investments as revenue builds and bonds can be issued

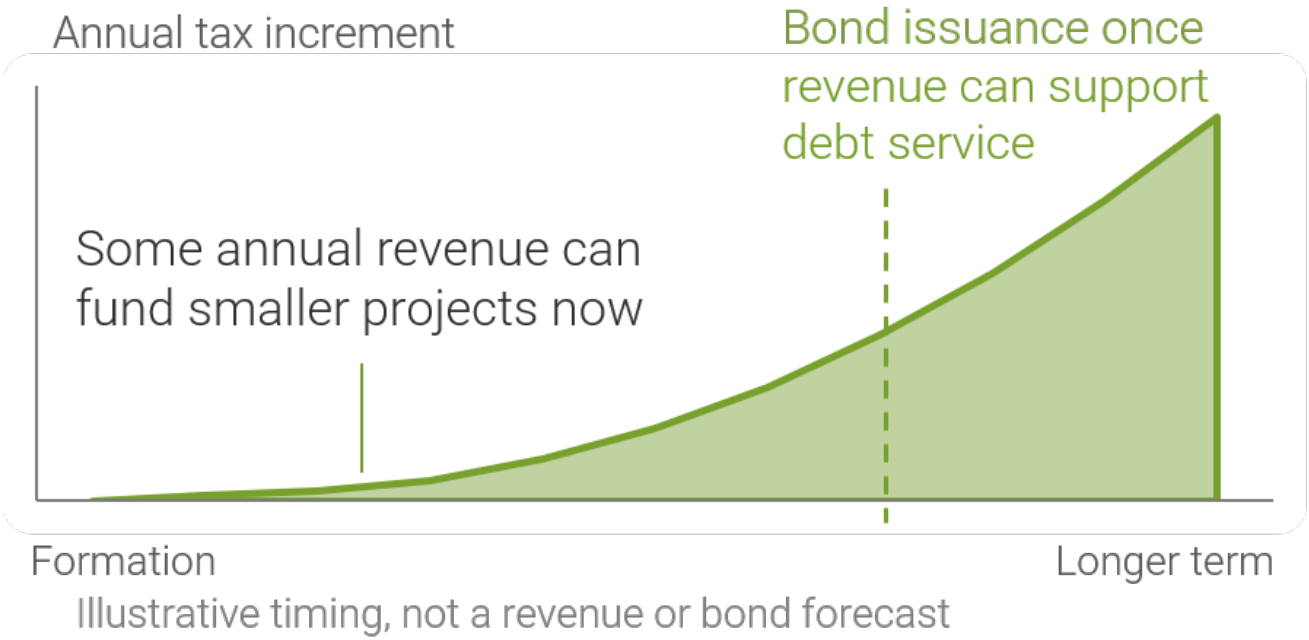
Short term: EIFD interim funds

Smaller infrastructure projects like non-permanent installations or facade improvements

Assessment districts (CFDs)

Fund local improvements that directly benefit nearby properties, such as parks, lighting, or safety
example: Streetcar Community Facilities District (CFD)

Annual revenue first, bonds later



Funding for BID Programs and Downtown Investment

Existing Near-Term Sources

BID assessments

Support core BID activities: clean and safe, streetscape

Philanthropy, grants, corporate funding

Potential support for expanded economic development, data collection and sharing, and communications

Potential Near-Term Sources

Proposed DDC

Mobilize private capital for priority projects, including funding for BID programs

Future Funding Opportunities

Annual EIFD Revenue

Fund smaller eligible projects during revenue ramp-up, before bond issuance

Future EIFD Bonds

Finance larger infrastructure and affordable and workforce housing once revenue supports debt service

Assessment districts (e.g., CFDs)

Parks, lighting, and safety upgrades where nearby properties see a direct benefit, e.g., Streetcar CFD

Different Roles and Funding Sources

All can work together over time

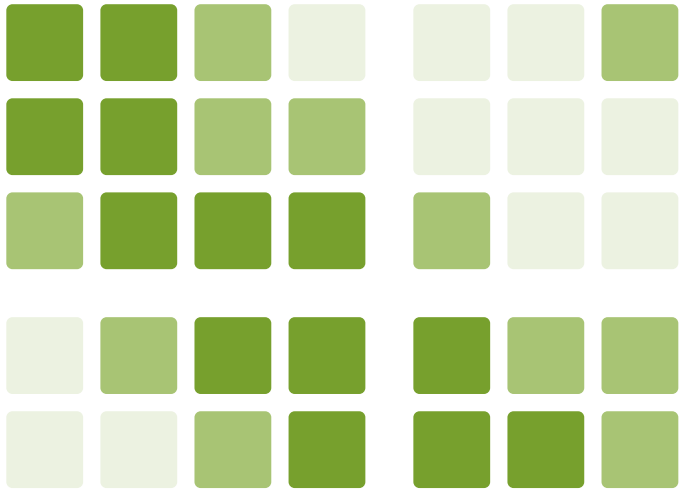


Each BID is providing vital operations for its blocks including trash removal and public safety efforts, funded by property assessments and facilitating greater collaboration

Public-private partnership to mobilize private funding around economic development, public realm improvement, and downtown promotions, like activating storefronts

A tool to leverage public funding to support infrastructure investments to support housing. The board will need to include members of City Council and private leaders

The BIDs work Downtown block-by-block and share powerful data



- One set of numbers gives reporters, investors, and officials a reliable place to go, and lets Downtown set its own narrative
- The shared record covers Why Downtown LA Matters by the numbers, foot traffic, real estate, and the economy and tourism, published on a regular schedule
- As conveners, the BIDs get that data to media, government, public safety officials, the brokerage community, and hospitality partners so everyone works from the same picture and the wins are shared

Communication for the Downtown Cheerleaders

Collective voices are better than one

Why Downtown Matters

1% of the city's land. Nearly a third of its business, parking, and hotel tax revenue, and almost 20% of City of LA jobs

Made in LA

Local businesses, cultural institutions, new openings, and signature events

Data and Research

Publications with accurate, informed data that speak to safety perceptions instead of raw crime numbers

TAILORED BY AUDIENCE

Investors & Corporate

Your investment matters

Public Officials

Downtown's performance is the city's performance

Residents

Downtown is a place for all of LA

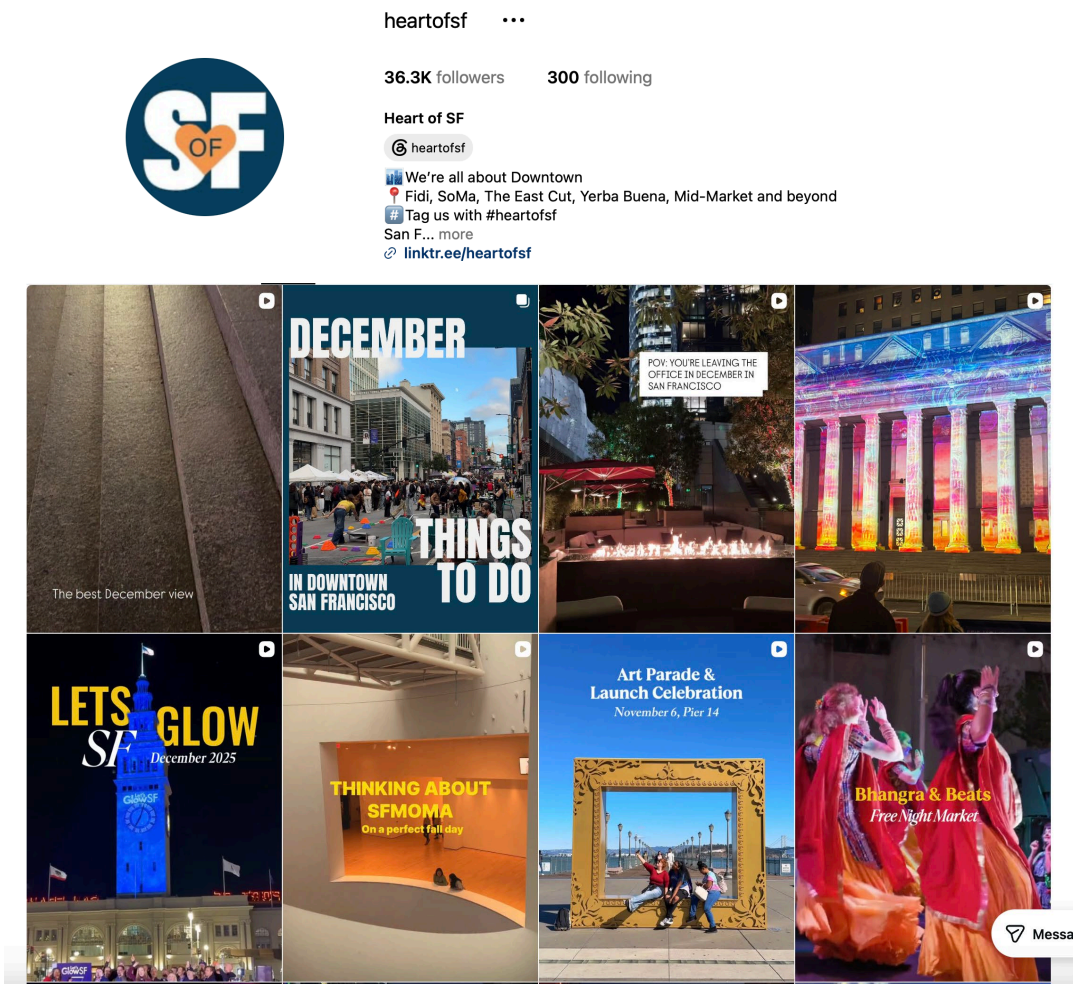
Visitors

Downtown is ready to welcome the world

HOW IT TRAVELS

- Earned media: articles, interviews, op-eds
- Low-lift social toolkit, plus LA influencers
- Paid placements, funded by partners
- Trusted messengers on existing platforms

Coordinated Media Efforts



San Francisco's "Tell our story" campaign



This is Portland

You've heard a lot *about* us lately.
It's been a while since you heard *from* us.

Some of what you've heard about Portland is true. Some is not.
What matters most is that we're true to ourselves.

There's a river that cuts through the middle of our town.
It divides the east and west. But it's bridged — over and over again.
Twelve times, to be specific. And that's kind of a great
metaphor for this city.

We're a place of dualities that are never polarities.
Two sides to the same coin that keeps landing right on its edge.
Anything can happen. We like it this way.

This is the kind of place where new ideas are welcome — whether
they're creative, cutting-edge or curious at first glance.
You can speak up here. You can be yourself here.

We have some of the loudest voices on the West Coast.
And yes, passion pushes the volume all the way up.
We've always been like this.
We wouldn't have it any other way.

We have faith in the future. We're building it every day
the only way we know how, by being Portland.

Come see for yourself.

Love,

PORTLAND

Portland's "This is Portland" full page ad in *New York Times*

Together, you are a part of the change

Next Steps



Urban Land Institute

LA28 – Here We Come!

“This time it’s different”

You are not unique

There are solutions, and they work

2028—a natural deadline and gift

”Never waste a good crisis”— be bold in your thinking

Don’t lose heart

Near-Term Builds to Long-Term

	NEAR-TERM	MEDIUM-TERM	LONG-TERM
Homelessness	▪ Establish transitional housing ▪ Use existing enforcement tools	▪ Shared performance measures ▪ Build effective pathways to housing	▪ Gateway and Triage Campus
Public Safety	▪ Design Standards training ▪ Activate the streets	▪ Community Reporting App ▪ Design Standards implementation	▪ Smart deployment platform
Public Realm	▪ Non-permanent improvements ▪ Circulation Plan	▪ Track impact and usage ▪ Entertainment Zones	▪ Build permanent improvements
Mixed Use	▪ Bring workers back to the office ▪ Leverage cultural institutions	▪ Create incentives, remove barriers ▪ Activate ground floors	▪ Use new financial tools to fund amenities
Implementation	▪ Downtown Development Corp ▪ Coordination, communications	▪ Pursue a City-led EIFD ▪ Expand and diversify DDC funding	▪ Bond based on EIFD funds ▪ Explore future CFDs



Q&A

Thank you!

Urban Land Institute