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A ULI ADVISORY SERVICES TECHNICAL ASSISTANCE PANEL REPORT

CAL POLY POMONA SPADRA FARM SITE

NOVEMBER 2016



ULI MISSION STATEMENT

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

ABOUT ULI TECHNICAL ASSISTANCE PANELS

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

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

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EXECUTIVE SUMMARY



Cal Poly Pomona's Spadra Farm site has served as a farm for student cultivation, research, and education since the 1950s.

THE CLIENT & PLACE—CAL POLY POMONA

California State Polytechnic University, Pomona (CPP) is a public polytechnic university located in Pomona, California, in eastern Los Angeles County, and established in 1938. It offers more than 60 majors and degree programs in eight academic colleges, with a total student body of 23,717 as of Fall 2015. CPP's main campus totals 1,438 acres. It is part of the California State University system, the largest four-year public university system in the United States. CPP takes pride in its polytechnic "learn by doing" identity, with an emphasis on technology, innovation, and cross-disciplinary studies.

University President Soraya M. Coley, Ph.D. has led the institution since January 2015. CPP launched a University Strategic Planning Process in January 2016 to address its mission, vision, and goals. As part of that endeavor, the university is now beginning to create an Academic Master Plan, to be followed by a Campus Master Plan that will outline the physical facilities needed to support the academic goals.

CPP's Spadra Farm site has served as a farm for student cultivation, research, and education since the 1950s. The property, located to the southeast of CPP's main campus, sits adjacent to the Lanterman Developmental Center, newly acquired from the State of California by CPP. With Lanterman's transfer to the university in 2015, CPP has considered development ideas for both pieces of land.

ASSIGNMENT & PROCESS

CPP has asked the Urban Land Institute's Los Angeles District Council and Orange County / Inland Empire District Council to make a preliminary study of findings and recommendations for the Spadra Farm site. ULI has used a modified Technical Assistance Panel (TAP) model for this report, meeting over a two-day period instead of the customary one-day format, with a focus on innovative land-uses, financial viability, connectivity, and emerging trends in urban agriculture. More information on the Urban Land Institute and the TAP process and participants for this project is included at the end of this report.

KEY QUESTIONS

The panel was asked to consider the following questions during its study:

- What are the constraints and opportunities associated with the redevelopment of the 150-acre Spadra Farm site?
- What connective mobility “linkages,” such as ingress/egress, walkways and bicycle lanes, should be considered, given the site’s proximity to CPP, Lanterman, and other adjacent private uses?
- What public/land use policies are currently in place encouraging or obstructing the reuse of the agricultural site? What regulations, infrastructure, etc. requires changes and/or modification allowing the reuse potential? Which uses evolve from this assessment? What uses would be consistent with CPP’s Mission Statement?
- From an urban planning perspective, what might conceptual development “look and feel like” making full use of the findings and strategies developed in 1–3 above?
- Market analysis/potential – what is the economic development potential for the 150 acres? What uses make sense at this location given local and regional market considerations?
- What are the public/private strategies that will facilitate the redevelopment of the agricultural site, including strategic financing options? How can the site support the University’s academic goals?
- For its internal strategic planning, provide a rough estimate of the ground lease potential to CPP, assuming implementation of the above conceptual development directions.

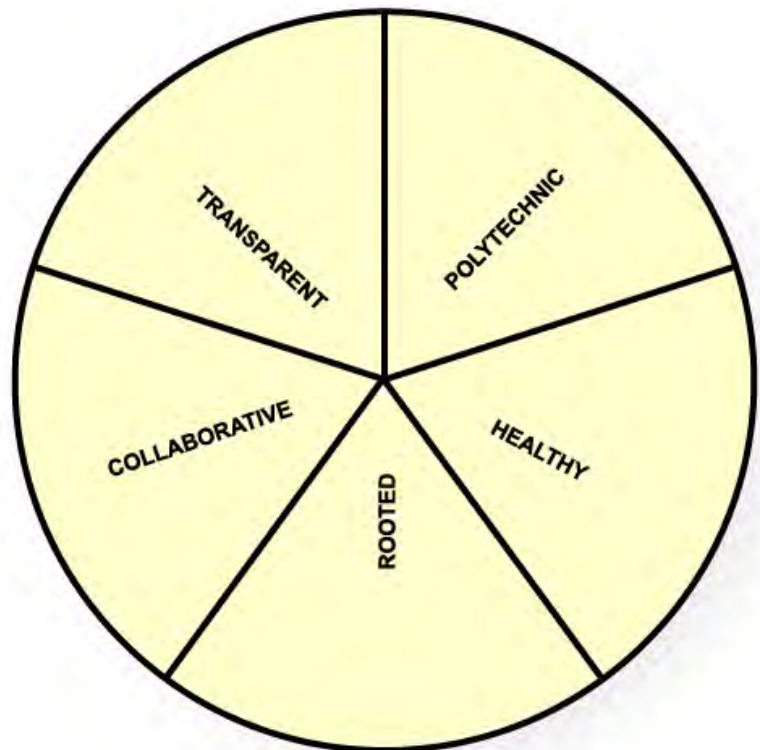
MAJOR CONCLUSIONS

Facilitate Winning Team Play: To achieve success on a number of levels at Spadra Farm and during broader university initiatives, CPP can benchmark its decisions by utilizing the following toolkit, which identifies value ingredients for winning “team play” or collaboration among the many entities with a stake in the success of the Farm going forward:

- **Polytechnic:** Learn by doing.
- **Transparent:** Everybody gets heard.
- **Collaborative:** Bust the silos.
- **Rooted:** Showcase your legacy.
- **Healthy:** Physical, environmental and economic health for the campus and the greater community.

These central ideas inform the conclusions that follow. In fact, the TAP’s recommendations serve to translate these value ingredients into tangible actions that CPP can pursue.

The Values Compass identifies elements for winning “team play” or collaboration among the many entities with a stake in the success of the Farm going forward:





The panel recommends expanded collaborations across the University and partnerships with organizations and industry.

Collaborate On Campus: The TAP recommends approaching the Spadra Farm site patiently, carefully, and deliberately, engaging stakeholders and developing a university mission-driven plan for the property. Building a collaborative vision through common storytelling can strengthen stakeholder relationships and ensure smooth implementation later on. Prematurely pursuing a development plan would be inadvisable at this time because it precludes future options—for instance, if the university later wishes to create new facilities or monetize the land at an optimal moment.

Collaborate Beyond Campus: University and urban farms across the country are playing a key role as agricultural methods change due to greater demand for healthy, local, and sustainably grown produce, particularly where rich agricultural property has been greatly diminished. While initiatives at Spadra Farm—and collaborations between the Agriculture College and other disciplines on campus, as well as industry partners beyond campus—have already been successful, those success stories must be told more effectively. Through ever-expanding collaboration across the university and partnerships with organizations and industry, Spadra Farm can host cutting-edge urban farming techniques and garner funding to support these endeavors. Spadra Farm can work within all stages of the Full Food Cycle, finding synergies that decrease environmental impact.

Recognize the Special Site Characteristics: New housing would likely find a market if built on the Spadra Farm site, although rail tracks and drainage channels impede access to it. However, the TAP recommends preserving most of Spadra Farm for active agricultural production and research due to a confluence of key factors:

- The exceptional soil on the site and unique local growing conditions
- The disappearance of farmland in the area
- CPP's mission as a polytechnic, "learn by doing" university with an agricultural legacy
- Trends toward sustainable urban farming

Create Connections with the former Lanterman Site, to Campus, and Beyond: Spadra Farm should not be viewed in isolation, but instead in conjunction with plans for the former Lanterman Developmental Center. If the university revitalizes existing structures at Lanterman and pursues new development to create a residential community with a strong historic character, then Spadra Farm can serve complimentary physical and functional roles—while also serving as a university facility and an amenity for the broader Pomona community. Tying together adjacent housing with active farming on Spadra Farm would create an "agrihood," an emerging type of planned community with financial viability and health benefits.

Development on the Spadra Farm site should focus to the north, creating a space for innovation, education, and experimentation open to the broader university and surrounding communities. The site could provide nutrition education to benefit lower-income Pomona residents, a population with poor health outcomes. CPP can invite visitors in by creating a strong, destination-marking “front door” for both the Spadra Farm and Lanterman sites, including a welcome center. By strengthening multi-modal connections between this entrance and the main campus, CPP can improve the site’s accessibility on foot and by bike, and clarify automobile routes. Finally, the TAP recommends completing Innovation Village I to complement activities at Spadra Farm and Lanterman.

Be Sustainable: The university can strive to create as many interlocking sustainable initiatives as possible toward a Net Zero Resource Campus, with Spadra Farm as its central element—and can be a model for the future of sustainable farming in California. In this vein, the TAP presented the Ecological Regenerative City as inspiration for CPP.

Because of Spadra Farm’s unique natural conditions and proximity to such relevant academic resources at CPP, the farm is poised for success. If CPP forges deeper collaborations and practices inclusive planning, the TAP believes Spadra Farm can grow into a celebrated leader in university agriculture.

The panel’s vision for the site retains much of its field-based agriculture, with the northern portion developed to support urban and controlled-environment agriculture while enhancing educational and community-serving activities.



THE SITE: SPADRA FARM

SPADRA FARM OVERVIEW

Spadra Farm, owned by CPP, is a north-south oriented property that totals approximately 150 acres to the south and west of both the main CPP campus and, more immediately, the former site of the Lanterman Developmental Center, now known as Campus South. While Spadra Farm fronts Pomona Blvd. to the west for a short distance, the majority of the site is bordered by rail tracks and drainage channels on both the east and west. Toward the south of the site, rail crosses Spadra Farm, creating a “severed parcel” accessible only via an underpass from within the Spadra Farm site.

Industrial uses abut Spadra Farm to the south and southwest; suburban development to the southeast; the former Lanterman Developmental Center to the east and north; the Pomona Islander Mobile Home Park to the west; and a triangular-shaped commercial area between Pomona Blvd. and East Valley Blvd. to the northwest. Farther out, suburban housing surrounds much of the farm, with a landfill beyond the Pomona Islander site to the west.

Spadra Farm is unique simply as a parcel of land—it would be difficult to find 150 contiguous acres within an urban setting anywhere else in Southern California today. From an agricultural perspective, Spadra Farm’s valley location also has unique characteristics that make it excellent for growing, including its soil, water access, and climate.

A comparison of agricultural land in the area from 1956 to 2016 mirrors the decline in land dedicated to such uses throughout Southern California.



SPADRA FARM TODAY

The current mission of Spadra Farm is to advance understanding of environmentally sustainable farming in an urban/peri-urban landscape through education, demonstration, research, and outreach. At this time, CPP’s College of Agriculture uses the Spadra Farm site to produce annual crops and animal feed.

Spadra Farm is an important piece of CPP’s agricultural program and legacy that enables the university to drive its mission of hands-on, polytechnic learning. It has been preserved as the last large tract of prime agriculture land in the region with excellent soil, climate conditions, water, infrastructure, and proximity to the campus core. Spadra Farm is a unique resource that, once gone, cannot be replaced.

CPP is already demonstrating leadership in agriculture, although it has not yet told these stories broadly.

Achievements include:

- Selection by Cal Citrus Mutual to host and conduct innovative research to reduce the Asian Citrus Psyllid populations through biological control
- Collaboration with UC Davis to develop salt tolerant lettuce varieties
- Partnership with Montana State to develop potatoes that will reduce diabetes
- Research with Aquatrol to reduce landscape water use
- Innovation with A.G. Kawamura growing specialty crops at the Chino Prison site
- Introduction of the first minor in Urban Agriculture in the United States

CONTEXT & BACKGROUND

LAND USE HISTORY

Spadra Farm has been used for crop-growing and student research since 1953. Beginning in 2013, the California Air Resources Board (CARB) considered Spadra Farm as a possible relocation site for its facility housed in El Monte. CARB would have utilized 17 acres of the site for offices and labs. CPP received the Lanterman Developmental Center in 2015, and as a condition of the transfer, agreed to accommodate CARB on its campus if selected. While Spadra Farm was under consideration by CARB, CPP College of Agriculture students staged a peaceful protest to express resistance to plans that allocated Spadra Farm land for uses other than farming. CARB chose UC Riverside for its relocation in March 2016.

Because the Spadra Farm site borders the former Lanterman Developmental Center, now under the university's jurisdiction, CPP has considered whether to develop both sites in conjunction or treat them as separate entities. In 2013, RBB Architects Inc. conducted a study and provided a development plan for each. This TAP panel concluded that the two sites must be considered together, but this does not necessarily mean that they should both redevelop similarly. While continuing and evolving the use of the Spadra Farm site to incorporate more cutting-edge urban agricultural concepts, it can also be positioned as an amenity next door to a redeveloped Lanterman site.

AMERICAN AGRICULTURE ISSUES AND TRENDS

In order to understand the possibilities at Spadra Farm, the TAP first considered food production and distribution challenges facing the agricultural industry as a whole, and then the trends that are arising in response to the issues:

Environmental Issues: Looking at distribution, food is shipped 1,500 miles from farm to plate on average. This requires a significant amount of fuel and time, as well as causing wear and tear on trucks. Beyond that, the agriculture industry is inefficient at bringing its produce to dinner tables, with 40 percent of the food in the US lost in each step of the production and supply chain. Food waste is the second-largest source of municipal solid waste in US landfills.

Environmental Trends: With the link clear between local, sustainable food production and environmental benefits, innovators are mining agriculture's heritage to bring older, "greener" practices to the fore once again, along with investigating cutting-edge, hyper-efficient methods. New practices and crops are being explored to reduce water and chemical use. Water reuse is gaining traction for irrigation particularly in places where cyclical drought has caused water scarcity.

New practices and crops are being explored to reduce water and chemical use.





There is a need for a new generation to take on the challenge of growing our food. While the number of young farmers entering agriculture has grown by 13 percent since 2007, there is still unmet demand for new talent.

Urban agriculture is bringing crop production closer to consumers who live in metropolitan areas of all sizes. This decreases the transportation fuel, time, and wear-and-tear inherent to produce distribution. This type of farming ranges from rooftop and balcony cultivation, to community vegetable patches in vacant lots, to larger-scale agriculture on available tracts of urban land where zoning can accommodate it.

Health Issues: Nutritious food fails to reach much of the American population, with 14 percent of households and 21 percent of children “food insecure.” (Among Cal Poly Pomona students, that figure jumps to 46 percent.) Healthy food is not available to 16 percent of the US, and 1 out of 3 children and adolescents in the US are overweight or obese. Given these issues, it is no surprise that access to fresh, healthy food is a top or high priority for 73 percent of the US.

Health Trends: With the demand for healthy food high, innovative means of distributing fresh fruits and vegetables to the broader population are growing. Local food hubs increased by 288 percent from 2007 to 2012. Farmers Markets grew in number by 180 percent from 2006 to 2014. Young adults, particularly millennials, are an important and growing driver of the shift to fresh foods.

Employment Issues: A USDA study showed that there are currently more agriculture jobs than there are graduates in the space. An average of 35,400 new US graduates with expertise in food, agriculture, renewable natural resources, or the environment are expected to fill 61 percent of the expected 57,900 average annual openings.

Additionally, farmers are on average 58 years old, indicating a deep need for a new generation to take on the challenge of growing our food. While the number of young farmers entering agriculture has grown by 13 percent since 2007, there is still unmet demand for new talent.

Employment Trends: Fast Company Magazine lists urban farming as one of the Top 10 jobs of the future. Importantly, students are coming into agriculture without farm backgrounds, but with much passion for growing food and taking care of the land. Agriculture universities, like CPP, are at the forefront of advancement. Many family farmers could not survive without the research conducted by these institutions. College farms, including Spadra Farm, are well positioned to meet the educational and innovation needs of many stakeholders in this new wave of agriculture.

Real Estate Development Trends: Agrihoods are residential developments that include a farming component, and are helping to meet demand for healthy food by orienting communities around its production. These neighborhoods resemble more traditionally planned ones, but bring residents together around agriculture rather than a shared golf course or aquatics center. Those seeking community-creating amenities with attention to sustainability and healthy living are increasingly attracted to agrihoods.

Similarly, urban farming can ease “food deserts,” often found in low-income areas where grocery stores choose not to open shop. Local cultivation can yield healthy options for surrounding residents who otherwise must drive miles to find fresh produce. Urban farmers have established both for-profit private companies and non-profit organizations to meet this need.

Agri-Tourism Trends: Farm based experiences for visitors are increasingly providing education to people of all ages. “Tourists” can learn valuable lessons about nutrition and health while spending time outdoors among growing crops and flourishing animals.

COMMUNITY HEALTH IN THE CITY OF POMONA

Looking beyond the borders of CPP to its surrounding neighborhood brings to light challenges faced by residents just blocks away from the university, in addition to the food insecurity issues already raised in connection with Cal Poly students. For instance, the City of Pomona experiences significantly worse health outcomes than the Los Angeles County average:

Life Expectancy:

78.5 years vs. County average: 80.3 years

Adult Obesity:

27.3% vs. County average: 23.9%

Child Obesity:

28.6% vs. County average: 23%

Diabetes Death rate per 100,000 pop:

42 vs. County average: 25

Years of Potential Life Lost from Premature Mortality related to Heart Disease and Stroke:

1,362 per 100,000 vs. County average: 1,183

The development of Willowsford in Loudoun County, Virginia epitomizes the “agrihood” trend. A farm stand and pick-your-own garden are among the amenities that promote healthy eating and a back-to-nature experience for residents. Credit: Willowsford



LOCAL DEMOGRAPHICS AND MARKET DRIVERS

Before providing CPP with an analysis of market opportunities at Spadra Farm, the TAP began by considering high-level demographics to offer context:

The 1-mile area surrounding CPP is dominated by large households, made up in 2016 of families with 3.65 members on average. Many of these families contain multiple earners—which is necessary in order to afford the area's relatively expensive housing. Renter households comprise 18 percent of that same area. Median household income is \$46,823, and average household income is \$54,648. While household incomes reach county averages, this is true only because multiple earners strive to do so.

AREA DEMOGRAPHICS

	1-MILE RADIUS	5-MILE RADIUS	10-MILE RADIUS
2016 Population	6,118	334,314	1,271,353
Pop. Growth Rate, 2010 - 2016	1.2%	0.5%	0.6%
Pop. Growth Rate, 2016 - 2021	0.7%	0.6%	0.7%
2016 Households	717	98,590	363,849
HH Growth Rate, 2010 - 2016	1.9%	0.3%	0.5%
HH Growth Rate, 2016 - 2021	1.5%	0.5%	0.6%
2016 Renter Households	18%	33%	35%
2016 Household Size	3.65	3.31	3.43
2016 Per Capita Household Income	\$13,979	\$27,736	\$25,581
2016 Median Household Income	\$46,823	\$69,160	\$66,454
2016 Average Household Income	\$54,648	\$91,770	\$87,737

EVALUATION OF REAL ESTATE PRODUCTS

	For-Sale Residential	Rental Multifamily	Office	Industrial	Retail
Market Factors, 3-Mile Radius:					
Units/SF	N/A	3,011	1.7 million	17.6 million	2.4 million
Occupancy Rate	N/A	97%	88%	98%	90%
Proposed/UC	N/A	94 units	570,000 SF	470,000 SF	213,000 SF
Rental Rate/SF	N/A	\$1.70	\$21.00	\$4.90	\$17.90
Sales Price	\$350,000	N/A	N/A	N/A	N/A
Spadra Feasibility:					
Pros	Flat land, proximity to freeways, jobs; limited supply	Flat land, proximity to freeways, jobs; limited supply	Synergy with campus; good access to region	Flat land; very active market; potential for rail access	Limited (until jobs or rooftops are present)
Cons	Proximity to train tracks	Proximity to train tracks	Limited office demand; not a	Truck traffic; limited	Lack of accessibility and

However, regional trends are the true drivers of feasibility on or around campus. Because of a severe housing shortage in Southern California, residential development is always in demand. CPP could provide options that are affordable to its faculty, staff, and students—but could also viably build rental or for-sale housing for the public at market rates. In the 3-mile radius surrounding CPP, for-sale residential property is priced at \$350,000 on average, while multi-family rental units come in at \$1.70 per square foot. The 3,011 multifamily rental units in the area sit at a 97 percent occupancy rate. 94 additional rental units are proposed or under construction.

In Southern California, industrial and logistics development also benefits from nearly bottomless demand for well-located sites, due in part to the importance of the nearby San Pedro Bay Ports. The remarkably large regional population also drives demand for these facilities, due to upward trends in e-commerce that require distribution of goods to fulfill households' orders. The 17.6 million square feet of industrial development within 3 miles of CPP is 98 percent occupied, with a rental rate of \$4.90 per square foot. 470,000 additional square feet of industrial development is proposed or under construction near CPP.

Finding a market for office or retail development is more challenging. Because of changing practices in how companies and workers utilize office space, such development is advisable only if a tenant has already committed. Retail development has become difficult due to the e-commerce trends mentioned above. Within 3 miles of CPP, the 1.7 million square feet of office is only 88 percent occupied at a rental rate of \$21 per square foot. The 2.4 million square feet of retail is 90 percent occupied, at \$17.90 per square foot. Currently there are 570,000 square feet of office and 213,000 square feet of retail proposed or under construction surrounding CPP.

KEY TAKE-AWAYS

Taking into account stakeholder interviews, the TAP's guided tour of the Spadra Farm site, the briefing booklet provided by CPP, recommendations of the Lanterman TAP, and this TAP's own expertise, the panel identified the following points relevant to Spadra Farm:

- CPP wishes to contribute to the surrounding community.
- CPP faces fiscal pressures and seeks ways to grow revenue.
- Spadra Farm is a unique piece of property, with high agricultural value.
- Because Spadra Farm is nearly bound by rail tracks, connectivity and access to the site could prove difficult if it were developed.
- Upgrades are needed at Spadra Farm and across campus, including equipment improvements and deferred maintenance.
- Spadra Farm offers opportunity for collaboration within CPP and with the private sector.
- Taking time to arrive at a consensus plan for Spadra Farm in the context of the larger CPP vision is wise.
- CPP could benefit from greater internal communication among disciplines.

These take-aways informed the TAP findings and recommendations to follow.



The panel's stakeholder interviews helped to inform their key take-aways for the Spadra Farm site.

FINDINGS & RECOMMENDATIONS

The TAP panelists see Spadra Farm as large enough to accommodate a range of initiatives—from emerging agricultural practices, to traditional farming, to cutting-edge multidisciplinary and incubator undertakings. Rather than viewing Spadra Farm as a limited resource that different colleges might occupy alone, the TAP recommends incorporating many interested parties into the plans for Spadra Farm's future. If CPP starts by articulating a set of values for the site by listening to stakeholders, those values can infuse the many layers of planning that the university is currently undertaking.

Train tracks impede access to much of the site.



SPADRA FARM DEVELOPMENT FEASIBILITY

Spadra Farm's flat land, its location at the confluence of important freeways, and its proximity to jobs make it suitable for both for-sale and multi-family rental housing. The presence of train tracks, however, impedes access to much of the site and could present an issue. The flat land, the active market, and the potential for rail access also suits industrial development, although access for truck traffic is not ideal. Both retail and office are less suited to the site—due to the limited demand described above, and the lack of accessibility and rooftops in the area.

The TAP is aware that CPP is experiencing both capital and operating budget challenges due to structural changes in university funding—like most other state universities in California. State funding is decreasing in an era of increased cost to subsidize student fees, faculty expansion/retention, and physical plant operations.

Land is one of the resources a university can utilize to bridge potential shortfalls in funding. The university can increase its endowment by selling its land assets. CPP could also dedicate a land lease cash flow to an academic program or other needs. Monetizing land can maximize potential against an operating shortfall, including funding deferred maintenance.

The TAP provided a “back of envelope” analysis of CPP's land value. These figures apply to properties across the campus or that the university controls and deems monetizable—not just to Spadra Farm. For residential use, whether rental or for sale, the land value totals \$1.1-1.3 million per acre. Entering into a residential land lease at 8 percent would yield \$90,000-110,000 per year per acre in revenue. Alternatively, for commercial use, whether industrial or office, the land value totals \$450,000-500,000 per acre. Lease revenue, assuming an 8 percent payment, would result in \$35,000-40,000 per year per acre.

A NOTE ABOUT LAND VALUATION FOR MISSION-DRIVEN ENTITIES

The TAP emphasizes that the above figures do not tell the complete story, because mission-driven entities like CPP must evaluate land value in a broader manner than simply determining what that land is worth to other users in the market. The university's mission must take precedent before budgetary calculations, particularly since CPP's land was bequeathed to it long ago.

Given the additional complexity, one useful tool is to look at land valuation based on future optionality. If CPP develops its land, it is likely precluding other uses from occurring there for decades. Development is a one-time opportunity. There will not be a second chance to develop in order to fulfill CPP's academic mission, grow programs, enter into a public-private or enterprise partnership, address future needs that have yet to be identified, or monetize the land years from now.

The land disposition process is complex for mission-driven institutions—requiring CPP to evaluate which land is serving its mission, which land is for safe keeping, and which is truly surplus and can serve as an endowment for the future. The current planning documents guiding university development do not articulate values in a manner that allowed the TAP to make that evaluation.

The TAP strongly recommends taking the time to come to a mission-driven decision for land-use allocation of Spadra Farm. Rather than acting immediately, the TAP suggests maintaining optionality so that Spadra Farm could serve in the future as educational and research space; as a place for CPP to expand; as housing; or as the site of development to address future needs, whether those needs are revenue or academic-based.

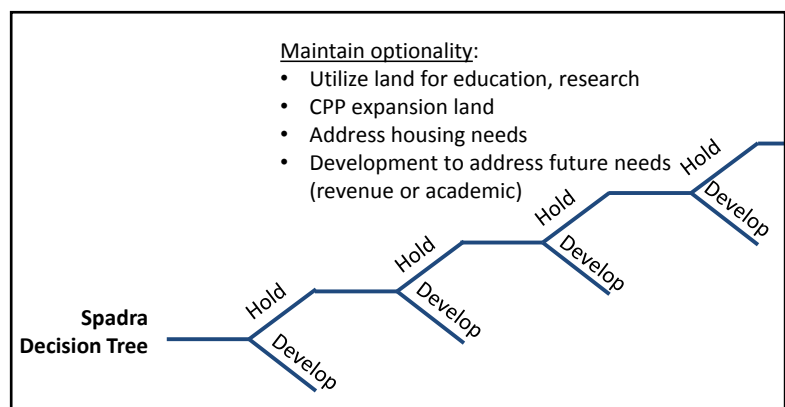
SITE DESIGN PRINCIPLES

Spadra Farm inherently possesses unique qualities of place that most new developments aspire to create. Significant swaths of agricultural land within urban and peri-urban areas have all but disappeared in Southern California, despite it being a critical component in the region's history. Therefore, the design principles stated below all revolve around enhancing and celebrating these unique qualities in order to energize the site and offer more people the benefit of experiencing it.

The TAP offers four design principles to guide changes at Spadra Farm, which are then explained and expanded upon:

1. Improve connectivity
2. Leverage existing infrastructure
3. Create multidisciplinary spaces to make and learn
4. Treat every opportunity as a “grow” opportunity

Spadra decision tree: If CPP develops its land, it is likely precluding other uses from occurring there for decades. Development is a one-time opportunity.



Creating multi-modal connections between the campus and farm would allow Spadra Farm to welcome a broader cross-section of students, faculty and staff, as well as the surrounding community.

1. Improve Connectivity: In order for Spadra Farm to welcome a broader cross-section of students, faculty and staff, as well as the surrounding community, CPP would do well to create multi-modal connections between the campus and farm, along with ensuring a vibrant destination on arrival that emphasizes the site's identity as part of the broader campus. It should focus on enhancing the public pedestrian realm as well as clarifying the route of car traffic.



Close Street and
create a Cul-de-Sac

Acquire Site

First, the TAP evaluated the current pedestrian and vehicular system connecting CPP internally and externally. CPP's two main access points to highways—and therefore the broader region—are located to the north, where Interstate 10 and California State Route 57 intersect, and to the southeast, where W. Temple Ave. crosses over California State Route 57. The campus itself has two "front doors" where visitors can enter: to the north via Kellogg Drive, and to the south at the intersection of S. Campus Dr. and W. Temple Ave.

CPP's campus provides a visual reminder of its agricultural heritage by showcasing cultivated land and animals at each of its existing "front doors." The TAP recommends expanding this same design feature to the Spadra Farm and former Lanterman sites: creating a new "front door" inside Spadra Farm that offers this same visual impression of agricultural land. While the commercial areas between the main campus and Spadra Farm do interrupt the flow between them, establishing a steady character through these front doors will unite the sites, helping visitors to make the mental connection. Creating a compelling "front door" at Spadra Farm is critical because users will only take advantage of improved connectivity if the location they arrive at feels like a curated destination and part of the broader CPP world.

The transition between the main campus and Spadra Farm entails crossing four different intersections that each requires users to make a choice. It would be beneficial to simplify this so that movement between the two areas follows a clearer path. To do so in the short term, CPP should look at strategic physical and way-finding improvements that encourage pedestrians moving between the two areas to take a more direct path, crossing the shortest distance possible. For example, from the S. Campus Dr. entrance to the main campus, they can cut across the housing village just south of W. Temple Ave. and west of E. Valley Blvd. to reach the State St. entrance to Lanterman and Spadra Farm.

A more effective but more intensive strategy, CPP could purchase the triangular piece of land at W. Temple Ave. and E. Valley Blvd., decommissioning the portion of Pomona

Either way, these connections are not only necessary for Spadra Farm to succeed—they also will be necessary if the former Lanterman site is redeveloped and restored. Improving multi-modal routes in the area provide additional benefits to the broader university and surrounding community, making it safer and easier to move around without an automobile.

Rather than starting from scratch at Spadra Farm, CPP can benefit from previous infrastructural investment and build off of the land's inherent characteristics. This allows CPP to embrace its history and heritage without being beholden to it.

Leveraging existing infrastructure will allow CPP to maximize investment so that improvements made upfront continue to offer needed benefits in the future. It will also support CPP's goal of being a leader in environmental stewardship.



The Ecological Regenerative City generally applies to municipalities, where implementation is often slow due to arduous bureaucratic processes. A campus can move more nimbly. CPP also already possesses the expertise in many of the necessary component parts, due to its educational programs in these same areas. It is large enough to benefit from synergies and economies of scale.

CPP can keep these same principles in mind when it designs new buildings for the Spadra Farm site. Features of net-water buildings, for instance, include roof gardens with water collection, biofiltration within the structure, on-site aquifers under parking lots or streets, and others working together in synergy.

While following the principles of a regenerative city would certainly require overcoming challenges, CPP is well-positioned to succeed because its faculty and students are already engaged in resolving these same types of issues in the classroom.

3. Create Multidisciplinary Spaces to Learn and Make:

CPP should craft a rich mix of uses at the Spadra Farm site to infuse the area with the energy and creativity of many undertakings. In this same vein, the university would do well to generate development strategies that build partnerships—both physical and programmatic or relational. The site should provide space to experiment and to grow, with the flexibility to accommodate new ideas. Uses may change over time, responding to new opportunities.

The TAP recommends that CPP take into account the “Full Food Cycle” at Spadra Farm, which incorporates aspects of all steps in food creation to create synergy and efficiency:

Cultivation

- Demonstration Project
- Private Garden
- Market Garden
- Hydroponics / Aquaponics

Processing

- Light Industrial
- Kitchen for Rent
- Restaurant
- Food Truck

Distribution

- Food Hub
- Grocery + Corner Stores
- Farmers Market
- Mobile + Sidewalk Vending

Consumption

- Eating
- Waste
- Compost/ Fertilize

CPP’s ability to integrate these steps and adopt practices that consider stages in the Full Food Cycle beyond cultivation will lower environmental impact. But of equal importance, this approach makes room for numerous entities to participate at Spadra Farm, contributing their own expertise to the different stages of the Cycle, and forms the basis for attracting private research, funding, and outreach partnerships. Reaching across colleges and disciplines, CPP may find that the site can accommodate many more endeavors than it currently houses.

4. Every Opportunity is a “Grow” Opportunity: This principle applies beyond food to the academic planning and campus master planning processes. Approaching these efforts as opportunities to help the university “grow” into its full potential will help the conversation remain productive and not become sidetracked by disagreement. It also reaches to individual capital improvement projects, encouraging even a storm drain replacement project to be done with the larger campus-wide goals in mind—most critically important for the Spadra Farm property, which does not yet benefit from a direct physical connection to the main campus.

LAND USE OPPORTUNITIES

The TAP provides its strategic suggestions for Innovation Village I and its design vision for Spadra Farm:

1. Finish Innovation I: Innovation Village I contains certain buildings that have achieved the foundation's goals, but it remains unfinished. The TAP recommends learning from the design and construction already completed there in order to build out the remainder of the site in a manner that maximizes its potential in an updated context. The TAP encourages CPP to treat the development currently at Innovation I as a beta test, which may lead the university to alter its original plans for future stages. During this process, CPP can create greater connectivity between Innovation I and the Lanterman / Spadra Farm properties, which can be the first step into forging a common identity between the disparate parties. The university should also include Innovation Village I in its asset management going forward.

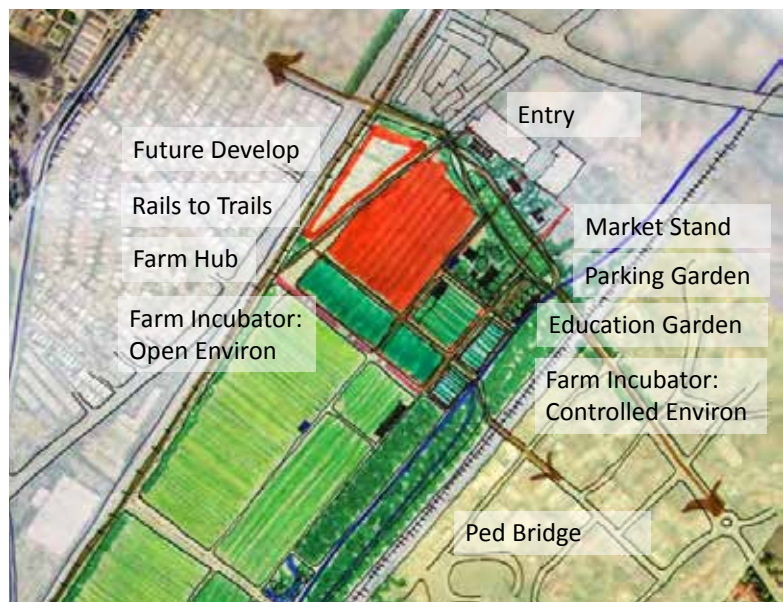
2. Create Public Resource and Intentional Farm at Spadra Farm: As neither CPP's academic master plan nor facilities master plan has been completed yet, the TAP proposes a number of open-ended suggestions as inspiration to start discussion of interdisciplinary and innovative possibilities for Spadra Farm. In this vision, the majority of current fields remain reserved for field-based agriculture, with a portion of the site to the north developed to support urban and controlled-environment agriculture while enhancing educational and community-serving activities at Spadra Farm. The TAP approached this design exercise with the intention of providing potential solutions without any "make or break" planning.

As discussed above, the TAP sees the need for a public-facing front door for the Spadra Farm property—a physical change that will also mirror the site's programmatic opening-up to the surrounding community through new amenities and educational programming. The TAP recommends focusing the entrance to both Lanterman and Spadra Farm at State Street, where the road creates a small loop just east of Pomona Blvd. This would serve as the public gateway to the

properties, perhaps utilizing an existing well-placed, formerly residential building in the area as a welcome center. The "front door" will greet CPP affiliates, visitors, and neighboring residents. A community education garden would sit near the welcome center, so that visitors would be immersed immediately in the "growing" occurring at Spadra Farm when they leave their vehicles and enter the site. The traditional parking lot would be reconceived as a "parking garden" that could double as an event space and contribute to stormwater management.

The Spadra Farm site's development opportunity, as envisioned by the TAP, centers on the area south of the public-facing entry (in orange on the diagram below). There are a number of possible uses for a building there—including a food hub, incubation space, multi-purpose academic area, or even all of the above. Ideally, a number of these activities could come together in the space. This site should therefore be approached as a more mission-oriented, novel development opportunity, rather than a traditional residential or commercial one. The exterior shell of the building has been left undefined because it should be designed to best serve the uses CPP chooses to house there, and relate to the completion of Innovation I as well as the other redefined campus entries.

The panel's vision for the northern portion of the site.



The adjacent triangle (outlined in orange in diagram previous page) could be part of this same facility, if purchased in the future as recommended above. It provides a natural extension to the site, given its location and direct connection to Spadra Farm and is yet another opportunity to define CPP and Spadra Farm's identity.

Farm incubators—a proven business model—would surround the developed portion of Spadra Farm. These could include a combination of open grow and closed controlled environment grow, varied in size to allow movement within the same site for a lease with a growing business.

The TAP has purposefully maintained a division between Spadra Farm's outward-facing, community-oriented portion and its traditional growing fields. The back-of-house agriculture must remain largely private in order to meet USDA / Health regulations, with functionality and efficiency as critical goals. However, the TAP does recommend incorporating a walking path so that visitors can tour the working farm with a guide as part of a community education program. Workshop space remains in a similar location to where it sits now, with facilities upgraded and expanded as necessary to run the reorganized farm.

The panel's vision for the southern portion of the site.



To add walking amenities, the TAP suggests removing the concrete from at least one water channel, the recommendation being the lowest lying one running along the eastern edge of the site. In order to remove the concrete yet maintain adequate water speed and volume, the surface area of the water way will need to increase. This widened flow area, bordering rail, could incorporate an orchard, edible food trail, rain garden, and expanded educational bioswale. Accessible from the parking garden, the trail could also connect to the farm tour path, as well as be the more intimate gateway from the adjacent Lanterman property.

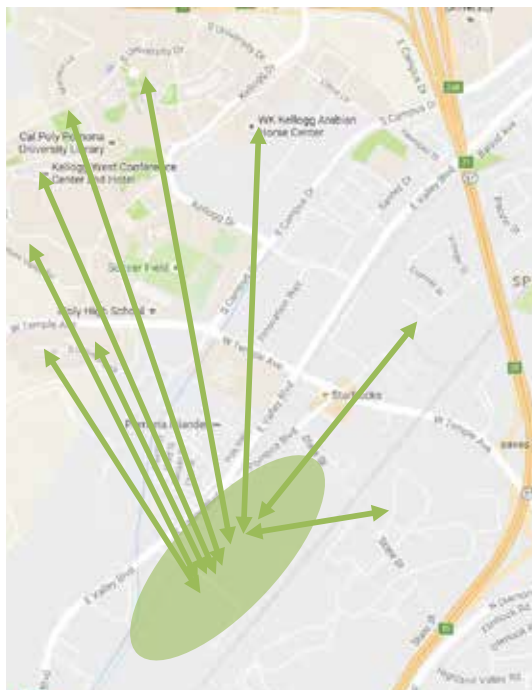
While Lanterman and Spadra Farm could be treated as two independent projects, the TAP strongly believes that they will work best in tandem, supporting each other's activities and uses. To facilitate this connection, the TAP proposes a new pedestrian bridge connecting the community-facing portion of Spadra Farm to the Lanterman street grid to its east, joining to the area that was once used for back-of-house activities on Lanterman (north of Crescent Dr.) This pedestrian access would allow Spadra Farm to serve as a "backyard garden" for development that might occur on the Lanterman property. Positioning Spadra Farm to embrace the Lanterman site will benefit both, the TAP believes.

The TAP received information from CPP that Union Pacific may decommission the portion of rail running to the west of the Spadra Farm site. Generally, tracks still remain in place even after decommissioning, but there is precedent for removing them or converting them into a pedestrian and bicycle pathway, a movement called "rails to trails." Doing so would strengthen Spadra Farm's connectivity and improve bicycle infrastructure in the area.

While successful examples exist of each of the ideas offered here, rarely have so many innovative agricultural projects been collected in a single place, with research, academia, and university resources so easily accessible. This design promises to set Spadra Farm apart.

SUMMARY POTENTIAL AT SPADRA FARM

- Spadra Farm is inherently a multidisciplinary classroom that can also serve as a hands-on research and learning laboratory benefiting multiple departments and disciplines. The site can act as a bridge and common ground for busting silos across departments within the university.
- Spadra Farm has the potential to be a national leader in the growing movement of college-based farm programs, urban farming, and climate-smart agriculture. The TAP was surprised not to find Spadra Farm on Top 40 lists of college farms. With its large size, remarkable soil conditions, and relationship to CPP, Spadra Farm should be near the top.
- Spadra Farm could house a food hub and incubator farming program.
- Spadra Farm can become a strong brand for the University that demonstrates its leadership around innovation in agriculture, local food and sustainable development. Younger generations of students often resonate with universities that showcase local farm programs, whether or not those students plan to study agriculture. A farm on or adjacent to campus allows even non-experts to get their hands dirty and enjoy local food at meals.
- Spadra Farm can serve as a research platform for revenue generation and innovation.
- Spadra Farm can become a resource for providing access and education to vulnerable, food insecure surrounding community members. CPP can establish educational programs to teach the benefits of fresh produce in addressing health issues like obesity and diabetes.
- Spadra Farm can attract funding for health-based education and food access as it takes on the role of a nutrition-education platform.



STRATEGIC OBJECTIVES

Given the opportunities and recommendations identified above, the TAP offers the following suggestions to guide any actions at Spadra Farm:

1. Take advantage of opportunities for “win-win” outcomes
2. Break down institutional silos through cross-college collaboration and master planning
3. Cultivate CPP’s polytechnic mission as a “Grow Tank”
4. Showcase CPP’s heritage and lead agricultural innovation
5. Improve area’s public health, environmental health, and economic health by sharing the Spadra Farm site’s harvest as well as through educational efforts
6. Develop metrics to measure success, then maximize value of the site to fulfill those objectives
7. Model sustainability and even regeneration
8. Improve physical connectivity and linkages—not only in and adjacent to the site, but also as it integrates with the core campus



A farm adjacent to campus allows non-experts to engage with agriculture.

CPP & SPADRA FARM RELATIONSHIPS & PARTNERSHIPS

As CPP seeks to maximize the enormous potential at Spadra Farm, it can begin by taking stock of existing partnerships and potential collaborations that could bring benefits to multiple parties. Natural opportunities—some already underway—include:

- **AGRIscapes:** Supplying produce to CPP's farm store
- **Collins College and University Dining:** Providing fruit and vegetables to farm-to-table programs on campus
- **Business School:** Developing joint programs focused on business and marketing plans / agribusiness
- **Engineering School:** Pursuing collaborative research projects
- **Animal Units:** Grazing/clearing fields
- **Regenerative Studies:** Enhancing lifecycle food-system studies with hands-on learning
- **Plant Sciences:** Exploring new hybrids and crop research
- **Polytechnic High School:** Offering agriculture education in grades 9-12
- **Lanterman:** Creating an agrihood in conjunction with a neighboring revitalized historic district
- **Pomona Community:** Participating in local farmers markets and CSAs

As Spadra Farm becomes a communal space for CPP and for adjacent campuses and communities, the university can leverage this powerful resource to teach across its colleges, explore multi-disciplinary research, pursue grants, reach out to the broader local community, foster incubation, and encourage entrepreneurship.

TOOLKIT FOR MOVING FORWARD

The TAP recommends that CPP continue with these next steps:

1. Taskforce: Gather Spadra Farm stakeholders to collect their preferences and ideas for future land-uses on the site. Be expansive in the definition of stakeholder to include, for example, potential academic and community partners. Prioritize transparency, allowing everybody to be heard and taking all perspectives into account.

2. Case Studies: Explore innovative projects completed at other university farms in recent years to find precedents that could be adapted for Spadra Farm. (See Appendix: College Farm Case Studies.)

3. Farming Technology: Assess the state of Spadra Farm's equipment and irrigation infrastructure, then upgrade both to an appropriate level—possibly with the support of an industry partner—in order to optimize efficiencies, productivity, and learning.

4. Storytelling Charrette: Collect the CPP community to tell its stories about the Spadra Farm site, in order to forge deeper understanding between stakeholders, and also bring to light useful branding opportunities. Recommit to the common values that emerge from these sessions, building from the institution's legacy. Eventually, operationalize these values by selecting metrics of success that reflect them, so that any proposed plans can be measured against an already agreed-upon set of shared criteria.

5. Innovation 1: Complete the Innovation I campus with development that complements possible changes coming to Spadra Farm and Lanterman.

Overall, the TAP strongly encourages CPP not to make decisions about Spadra Farm land-use before going through a thorough and inclusive planning process for the site that identifies opportunities to “bust” silos—particularly since there is no deadline for a Spadra Farm decision. Choosing a direction prematurely could lead stakeholders to feel disenfranchised and even oppose the university's plans.

As a next step, the panel recommends assessing the state of Spadra Farm's equipment.



CONCLUSION

The TAP commends CPP for undergoing careful consideration of how best to utilize the Spadra Farm site. The university's "learn by doing" mentality and polytechnic identity inspired the TAP to find solutions that support this unique philosophy. Participants felt privileged to offer consultation to an entity with such a strong track-record of academic excellence.

CPP is prudent to think through its options at the Spadra Farm site and consider whether development is appropriate. However, the Spadra Farm property is the final piece of significant, contiguous farmland remaining in the valley. Urban agricultural land is one of the most valuable land resources because it is quickly disappearing. The TAP emphasized that if existing pockets of agriculture are not preserved now, and leveraged for education and food literacy, the opportunity may soon be gone.

The TAP believes that with an inclusive stakeholder planning process Spadra Farm can accommodate a number of multidisciplinary, innovation-oriented agricultural uses while still reserving most of its space for growing crops. Increasing connectivity to the university and opening the site to the broader Pomona community will be essential. Plans should weave together the Spadra Farm and Lanterman, creating an "agrihood" that adds value to both properties.

The TAP is enthusiastic to witness CPP's ongoing work at Spadra Farm, as well as its overarching efforts to define its goals and create a compelling vision for the university's future.



ULI'S TECHNICAL ASSISTANCE PANELS

TAP PROCESS

Prior to the Technical Assistance Panel, ULI staff consulted with CPP to determine the scope of the panel assignment. ULI selected panel members with practiced and professional skills that address the stated objectives, as provided by CPP. Panel members reviewed background materials prepared by CPP prior to the TAP.

The TAP process is usually a day-long event, but given CPP's desire for a thorough study of the opportunities and challenges of the Spadra Farm site, this TAP lasted for a day and a half. On the first day, panel members toured the site and later broke into pairs to interview key stakeholders individually. On the second day, panelists worked through an intensive analysis in a range of disciplines on the specified issues before presenting their findings to select stakeholders and program sponsors.

This is the second of two TAPs for CPP, focusing on adjacent sites. While each of the TAPs are distinct and have culminated in separate reports, three of the panelists from this TAP also participated on the Lanterman TAP in order to ensure continuity. In addition, a co-chair for this TAP attended the final presentation of the Lanterman TAP and communicated those findings to fellow panelists during the Spadra Farm process.

TAP PANEL OF EXPERTS

ULI convened a panel of professionals representing a variety of relevant disciplines connected to land use and agriculture, such as: architecture and design, real estate development, city planning, economic analysis, urban farming, and financing. ULI selected panel members with the intent to collect a robust array of professional expertise relevant to CPP's objectives for the study. ULI also selected panel members with a working knowledge in the sectors of the real estate market and the design typologies that might suit the site. All panel members volunteered to participate in the panel process and did not receive compensation for their work.

Members of this TAP have participated in ULI's Building Healthy Places Initiative and bring that expertise to bear at CPP. The initiative—spanning research and publications, convenings, and advisory activities—leverages the power of the Institute's global networks to shape projects and places in ways that improve the health of people and communities. ULI recognizes that, around the world, communities face pressing health challenges related to the built environment, and that health is a core component of thriving communities. The Initiative launched in July 2013.

As a part of the TAP process panel members toured the Spadra Farm site.



ACKNOWLEDGEMENTS

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

Sylvia A. Alva, Ph.D.

Gary Hamilton, J.D.

AG Kawamura

Julie Lappin

Danielle Manning

Walter M. Marquez, Ed.D.

David Matias

Valerie Mellano, Ph.D.

G. Paul Storey

Sandra Vaughan-Acton

Panelists were briefed on the opportunities and challenges of the site by key stakeholders.



APPENDIX:

COLLEGE FARM CASE STUDIES

The college farm movement has seen steady growth in the last 10 years, buoyed by the farm-to-table phenomenon. College farms are no longer just research sites, but have also evolved to become centers of student solidarity and community nutrition.

In line with the trends in sustainability and farm-to-table eating, student-motivated college farms are on the rise. Hands-on learners are digging in, demonstrating leadership capacity, and gaining marketable skills. Entire campus communities then benefit from the nutrition of local food.

CPP has the ingredients to be among the top college farms in the country—of which there are well over 100—with Spadra as its centerpiece. The university can look to other college farms, particularly in California, to find actionable ideas, learn from unsuccessful endeavors, and build partnerships. California College Farm Programs that may prove relevant to CPP include:

- Cal State University, Chico, CA
- Cal Poly SLO
- UC Santa Cruz
- UC Davis
- Butte College in Oroville, CA
- Pomona College
- Santa Rosa Junior College—Shone Farm

The TAP recommends that CPP connect with Robert Segar, Assistant Vice Chancellor for Campus Planning at UC Davis. Given that university's exceptional program and CPP's own unique holdings at Spadra, the panel believes Segar could be a helpful resource and advisor. The TAP suggests investigating UC Davis' "GATEways Project," specifically.

Through GATEways (Gardens, Arts and The Environment) UC Davis is transforming the Arboretum, and other parts of campus, into a physical and programmatic gateway to the riches of the university for the public.
Image Credit:
Top- Katie Hetrick
Bottom- Jonathan Su



PANEL CHAIR BIOGRAPHIES

SANDRA KULLI

President, KULLI Marketing

Sandra Kulli consults with builders, MPCs, mixed-use developers, and cities on marketing strategy, working with over 100 companies on 183 communities with a sales volume exceeding \$5 billion throughout the US and in Japan, Dubai, New Zealand, Sweden, England, and Mexico. She's passionate about collaboration with great teams, loves her granddaughter Michelle, her husband Dan, and her all-electric Tesla and BMW.

Sandra has served on ULI national advisory panels including the Memphis Riverfront Development, Philadelphia Main Street in Ardmore, and Malden/Everett Revitalization in Boston. She chaired The Sears/Boyle Heights Technical Advisory Panel. She was on the ULI teams that wrote "Ten Principles for Successful Development Around Transit" and "Ten Principles for Rethinking the Mall" and "Ten Principles for Building Healthy Places."

With an office in the Arts District at the Los Angeles Cleantech Incubator (LACI), Sandra is surrounded by entrepreneurs, inventors, scientists and policymakers working on LA's green economy. And dozens of great places to eat, just a walk or a bike ride away!

Sandra's a graduate of Wellesley College and holds a Master's degree from Boston University. She has served on the boards of KCRW, The Vine, ULI Los Angeles, Abode Communities, and CicLAvia. She's an ardent city bike rider, traveler, and remains endlessly curious about how we can create ever-better new communities.

MELANI SMITH

NextPhase

Melani Smith has built and led vision-driven urban design and planning practices in Southern California, most recently in her over 11 years as Principal, President/CEO of Melendrez in downtown Los Angeles. She has successfully led teams of designers delivering cutting edge, accessible and engaging urban open space projects including infill open space, a freeway cap park and the first freeway closure/open space conversion feasibility study in southern California. She has also led many multimodal complete streets, transit facilities, transit oriented development and station area visions, First Mile/Last Mile access, and Pop Up urbanism projects.

Melani also engages in numerous civic and professional activities and has spoken at a wide range of professional conferences locally and nationally. She is an invited member of Mayor Garcetti's Great Streets Technical Advisory Committee and the Mayor's Design Advisory Panel. She was a Planning Commissioner in the City of Long Beach from 2007 to 2014. She has co-chaired the Central City Association's Downtown 2030 Committee in Los Angeles for the past three years. She is co-chairing the California State American Planning Association conference in Pasadena, CA in 2016.

Finally, she is an active ULI Member, having served as the chair of the Local Leadership group for the Van Nuys Blvd. Healthy Corridor project, co-chairing the District Council's Land Use Leadership Committee, serving on the program Committee for the Transit Oriented Los Angeles conference for the past several years, and serving on multiple local and national TAP panels.

She has a Bachelor of Arts in History from UCLA, and a Master's in Urban and Regional Planning from UC Irvine.

PANEL MEMBER BIOGRAPHIES

DAVE BARQUIST

Planning Practice Builder
Kimley-Horn and Associates, Inc.

Dave brings over 20 years of public and private sector planning experience, including Policy and Regulation plans, Comprehensive Planning, Land Use Entitlement Procedures, Urban Design, Active Transportation, Mobility, Housing Policy, Campus Master Planning, Downtown Revitalization, Economic Development and Sustainability. He brings to his clients a diverse range of skills, including policy analysis, policy development, and urban design. Dave is also accomplished in providing community engagement to guide in the development of public policy. Dave has been an instructor for California State Fullerton's Leadership Program for Public Agencies, teaching public agency staff on principals of communication and group facilitation over the last 10 years. He has led hundreds of public meetings and is well-versed in finding locally-specific techniques and tools to engage the community in the planning process.

Prior to joining Kimley-Horn, Dave was Vice President with RBF Consulting's Urban Design Studio. Dave is also a former facility planner at Cal Poly Pomona, having worked on the Campus Master, Plan, Agriscapes, Innovation Village, Center for Regenerative Studies and the Campus Major and Minor Capital Outlay Programs. He is also an Alumni of the College of Environmental Design.

RICHARD BRUCKNER

Director, Planning
Los Angeles County Department of Regional Planning

Richard J. Bruckner was appointed Director of the Regional Planning Department of Los Angeles County in 2010. The Department of Regional Planning is responsible for land use planning and the enforcement of local use regulations with the unincorporated areas of Los Angeles County. Prior to this appointment, Mr. Bruckner was the Director of Planning & Development Department for the City of Pasadena. He was responsible for citywide economic development, planning, building, code enforcement, cultural affairs, real estate, and the management of eight redevelopment projects areas. Before his appointment in Pasadena in 1999, he was the Deputy Executive Director of the Community Development Department for the City of Anaheim, California.

LEIGH CHRISTY, AIA, LEED AP

Associate Principal Perkins+Will

An Associate Principal and Senior Project Architect at Perkins+Will, Leigh works at the interface of urban design and architecture. She is the head of the firm's Innovation Incubator microgrant program, the leader of the Los Angeles Office Social Responsibility Committee, a member of the firm's Resiliency and Water Task Forces, and sits on the firmwide Executive Committee.

Her public and private sector experience encompasses design, technical and management realms at a variety of scales, offering her a perspective on projects that is both comprehensive and forward-looking. Leigh's project work has been honored with numerous design awards and has been featured in regional and international publications including *Architecture*, *Architectural Record*, *The Architect's Newspaper* and *Landscape Architecture Magazine*. In 2010, Leigh was named as one of *Building Design + Construction's* "40 under 40" honorees. Her recent work on the Urban Agriculture Green Infrastructure Plan for an underutilized industrial area of Los Angeles is leading to the creation of a healthy, sustainable Los Angeles River neighborhood through the lens of urban agriculture.

Leigh grew up in the rust belt, outside of Akron, Ohio. She received a Bachelor of Science in Architecture from the University of Michigan and a Master of Architecture from the University of California, Berkeley. Based in Los Angeles since 2000, Leigh has also practiced in Rockland, Maine; San Francisco, California; and New York, New York. She was an adjunct faculty member at Woodbury University from 2008 – 2014, and continues to sit on multi-disciplinary design juries throughout California. Using both research and project work as a basis, Leigh frequently publishes articles and presents on issues dealing with social and environmental sustainability at all scales.

THOMAS J. DAVIS, AICP

Chief Planning & Development Officer
Agua Caliente Band of Cahuilla Indians

Mr. Davis is the Chief Planning and Development Officer for the Agua Caliente Band of Cahuilla Indians in Palm Springs. Prior to working for the Tribe, Mr. Davis was a partner in two consulting firms over a fourteen-year period serving cities, counties and real estate development companies. His past public experience includes over two years with the City of Chula Vista Planning Department, Planning Commissioner of the City of Coronado, and numerous appointed commission seats with the City of San Clemente. Mr. Davis presently sits on the Board of the Coachella Valley Economic Partnership and the Coachella Valley Housing Trust and is a member of the California Planning Roundtable. Mr. Davis was recently reappointed by Governor Brown to the Colorado Regional Water Quality Control Board and named one the most influential people of the Coachella Valley by *Palm Springs Life* magazine. Mr. Davis has extensive experience with multi-discipline, complex land planning projects.

Mr. Davis has been the principal planning executive for the Tribe for over 2 decades. The Reservation covers 32,000 acres over four local jurisdictions (Palm Springs, Cathedral City, Rancho Mirage, and the County of Riverside). This federally recognized Indian Tribe has many challenges and opportunities. Mr. Davis' position includes such responsibilities as local government liaison, coordination and development of all projects occurring on Tribal land, monitoring community development, as well as all Tribal economic development, environmental review, land acquisitions and land use management reporting directly to the Tribal Council.

JEFFREY ENES

Senior Vice President, IHP Capital Partners

Jeff Enes is a Senior Vice President at IHP Capital Partners, a real estate private equity firm providing financing for entitlement, land, and housing joint ventures in the western region of the U.S. Jeff has over fifteen years of California real estate development and investment experience. His responsibilities at IHP have included evaluating and underwriting development projects, leading the acquisition due diligence, creating market research and analysis, presenting potential acquisitions to investment committee, and managing asset development in collaboration with joint venture partners.

Prior to joining IHP in 2006, he spent nine years in operations for a real estate development company and building firm. He led the project and financial management for several large-scale multi-family, office, and hotel construction projects in California for Webcor Builders. Jeff started his real estate career as a project assistant on the finance and development team for the San Francisco Giants' AT&T Park construction project.

A graduate of the University of Notre Dame, Jeff holds a Master of Real Estate Development from the University of Southern California. He is a licensed California real estate broker and general building contractor. He has earned the LEED Green Associate designation. He is a member of ULI.

ROGER FRICKE

Senior Vice President
MATT Construction

With more than thirty years of experience in the construction industry in a multitude of capacities from project superintendent to chief estimator, Roger Fricke oversees MATT's preconstruction and virtual construction departments, and he relishes the opportunity to work on and plan highly unique projects. He has worked on such iconic projects as the campus transformation of LACMA, The Broad museum by Diller Scofidio + Renfro, the Petersen Automotive Museum, designed by Kohn Pedersen Fox. Roger's background also includes a vast array of programs, including high rise, large-scale office buildings, university campus master plans, LEED Platinum/Net Zero facilities, institutional sites, residential, hospitality, cultural, historic restoration, immersive landscapes and sports facilities.

Roger studied both Electrical Engineering and Building Construction at the University of Washington, during which time he also worked restoring historic homes. He worked his way up through both project management and field supervision, eventually overseeing major projects such as the Rose Garden Arena in Portland, Portland Hilton Executive Tower and Bridgeport Village Life Style Center. For two years Roger joined the client side of construction as the owner's project manager at the Portland Art Museum for its "Project for the Millennium." That experience gave him enormous insight in to the concerns of nonprofit personnel, and he learned how to communicate and be a good partner with such organizations.

JOHN GIVEN

Principal
CityBuild Advisors

In 2013, John Given founded CityBuild Advisors to assist civic and private ventures challenged by today's opportunities and tomorrow's potential. Policy, program and development initiatives are successful if grounded and adaptive to urban culture, commerce and governance through which cities are capable of continuous reinvention. We apply as background urban land use, housing, transportation, and real estate investment and development expertise realized over the past forty years of change in the urban marketplace. It has been John Given's good fortune to have a key role with a variety of public and private enterprises in expansive and creative periods that have shaped and executed transformative programs and projects in urban districts. These have included Integral, CIM Group, METRO (LACMTA), the Los Angeles Community Redevelopment Agency, and the City of Greeley Colorado and many civic and advisory appointments.

John currently serves as a Director of LINC Housing and is an active member of the Urban Land Institute Los Angeles District Council. He earned a BA in Urban Planning at the University of Washington (1973), and Master's Degree in Regional Planning from the Harvard Graduate School of Design (1976).

DARON JOFFEE

Director of Agricultural innovation & Development
The Leichtag Foundation

Daron is the Director of Agricultural Innovation and Development at the Leichtag Foundation, where he manages the strategic planning, community engagement and operations of the 67.5 acre agricultural property. He is also leading the launch of Coastal Roots Farm and all other farming projects; developing new tenant and business relationships; and participating in the Foundation's management team.

Daron is a nationally recognized organic/biodynamic farmer, educator, speaker and eco-entrepreneur. He is the author of the acclaimed book *Citizen Farmers: The Biodynamic Way to Grow Healthy Food, Build Thriving Communities and Give Back to the Earth*. He is the founder of Farmer D Organics and Farmer D Consulting and has spent the past 20 years designing and building biodynamic farms and gardens all over the country.

From 2003-2005, Daron was a Joshua Venture Group Fellow for his project Gan Chaim which provided innovative programming for Jewish Community Centers, camps and schools through the creation of hands-on educational therapeutic gardening experiences.

Daron's commitment to integrating organic and biodynamic farming has gained national attention. Early in his career, he was selected as Biodynamic Rookie Farmer of the Year; shortly thereafter, Atlanta Homes & Lifestyles selected him in the top 20 under 40, and Georgia Trend in the top 40 under 40. He was awarded the Pillars of EARTH Award from Earth University for Entrepreneurial Spirit. Whole Foods has partnered with him to develop the Farmer D Organics Signature Biodynamic Blend Organic Compost available at Whole Foods and other places.

TAYLOR MAMMEN

Managing Director
RCLCO

Taylor Mammen is a Managing Director based in our Los Angeles office. Since joining RCLCO in 2006, he has directed and managed consulting engagements in each of the firm's practice areas, across a wide range of geographies. Taylor currently manages the relationship with the firm's largest institutional investor client, including directing both investment and asset management responsibilities for its approximately \$5 billion real estate portfolio. He also serves on RCLCO's Executive Committee, with responsibility for implementing firm strategy.

Taylor joined RCLCO after serving as director of research for a boutique government relations consulting firm in Washington, D.C. and working with the Boston Redevelopment Authority on a public-private initiative to revitalize and "re-knit" downtown Boston in response to the Big Dig. He received his Masters in City Planning from the Massachusetts Institute of Technology and a Bachelor of Arts in Political Science from Brigham Young University. He is an active member of the Pension Real Estate Association (PREA) and the Urban Land Institute, serving on ULI Los Angeles' Advisory Board and the Community Development Council (CDC-Blue)

JOHN D. MENNE

Vista Grove Apartments LLC / Family Agriculture
Business

John D. Menne is responsible for co-managing his family's businesses, which include agricultural and commercial real estate in the western US. He joined the family business in 2014.

Prior to joining the family business, John was a Managing Director with MetLife Real Estate Investors. He started with MetLife in 1985 and had been directly involved in many facets of its real estate investments including debt and equity asset management, joint ventures, acquisitions and sales, loan workouts and bankruptcy resolutions, and mortgage loan originations. Since 2002 he led the company's Los Angeles office, which covers MetLife's debt and equity portfolios totaling over \$6.0B located in southern California, Arizona, Nevada, New Mexico, and Hawaii. John also oversaw MetLife's investment in a national multi-family development and operating joint venture consisting of 27 projects totaling 6,400 units and 10 land sites totaling 22 acres with a net equity value of over \$1B.

John received his BS degree in agricultural economics from the University of California/Davis in 1980, and his MBA in agribusiness from the University of Santa Clara in 1981.

He has served as a committee member of the Mortgage Bankers Association's Bankruptcy Working Group. He is also a full member of ULI, and has served in a variety of positions including Chair of ULI's Los Angeles District Council, Vice Chair of ULI's National Program Committee, member of the District Council Advisory Group and a member of ULI's Leadership Group. He is currently a member of the SSDC Product Council. In addition, John is active with USC's Lusk Center for Real Estate including serving on the Center's Board of Directors, as well as an adjunct professor within the School's Master in Real Estate Development program.



BRIGITTE WILLIAMS, AIA, LEED AP

Steinberg Architects

Brigitte Williams, Design Director in our San Jose office, has over two decades of experience as a design architect, including stints at SOM-Chicago and HOK's offices in St. Louis and San Francisco. Born and educated in Switzerland, Brigitte ran her own international translation firm in Zurich and moved to the USA to study architecture. Before she joined Steinberg, Brigitte designed the Gateway Multimodal Transportation Center in downtown St. Louis, the Sukkat Shalom Reform Synagogue in St. Louis' Central West End, and the Lewis and Clark Confluence Tower in Hartford, Illinois. Among her most significant designs at Steinberg are the boutique Epiphany Hotel in Palo Alto; the Humanities and Fine Arts Center, the new Academic Building, and the Student Life and Athletic Centers, all at Bellarmine College Prep High School; the Visual and Performing Arts Center at Evergreen Valley College; and especially the 2014 AIA Honor-Award-winning Workday Student Center at Monte Vista High School in Danville and the 2014 AIA Citation-Award-winning Northside Branch Library in Santa Clara.



*TAP Panelists from left to right:
Taylor Mammen, Roger Fricke, Brigitte Williams,
John Menne, Melani Smith, Richard Bruckner,
Sandra Kulli, Leigh Christy, Molly Strauss, Tom Davis,
Kendra Chandler, Jeffrey Enes, John Given, Daron Joffee,
Dave Barquist, Jonathan Nettler.*

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

Established in 1936, ULI is a nonprofit education and research institute with over 40,000 members across the globe – 3,000 here in the Greater Los Angeles/ Orange County area. 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.

The membership of ULI Los Angeles and Orange County/Inland Empire represents the entire spectrum of land use and real estate development disciplines. They include developers, builders, investors, architects, public officials, planners, real estate brokers, appraisers, attorneys, engineers, lenders, academics and students.



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