



**Urban Land  
Institute**

Orange County/Inland Empire



**Urban Land  
Institute**

Los Angeles

A ULI TECHNICAL ASSISTANCE PANEL REPORT

# CALIFORNIA STATE UNIVERSITY, DOMINGUEZ HILLS

JULY 30, 2015



## GUIDING PRINCIPLE

The final outcome of every ULI TAP is that it is transparent, objective, and unique.



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## EXECUTIVE SUMMARY

California State University, Dominguez Hills (University) is located on almost 350 acres in the City of Carson. It leases land to AEG, which developed and operates world class athletic facilities including the StubHub Center. The University is in the process of implementing the 2009 Master Plan and is rethinking the location of some of its future uses outside the academic core including student housing, parking, other types of housing, and mixed-use development. The University is seeking guidance for site planning and land use recommendations that will:

- 1** Best accommodate the future planned uses of both the University and the StubHub Center;
- 2** Energize the campus, shared sports venues, and AEG venues; and
- 3** Create a place that attracts additional students, athletes, and visitors.

The University, AEG, and City of Carson provided the Urban Land Institute (ULI) panelists with extensive background information. On July 8, 2015, all of the partners, including the California State University, Dominguez Hills Foundation, and panelists participated in a TAP orientation meeting. Following the meeting, all of the panelists went on a site tour led by Bob Fenning from the University and Katie Pandolfo from the StubHub Center. This information and input provided the groundwork for the panelists to explore their ideas for three opportunity sites on the campus and four opportunity sites off the campus.

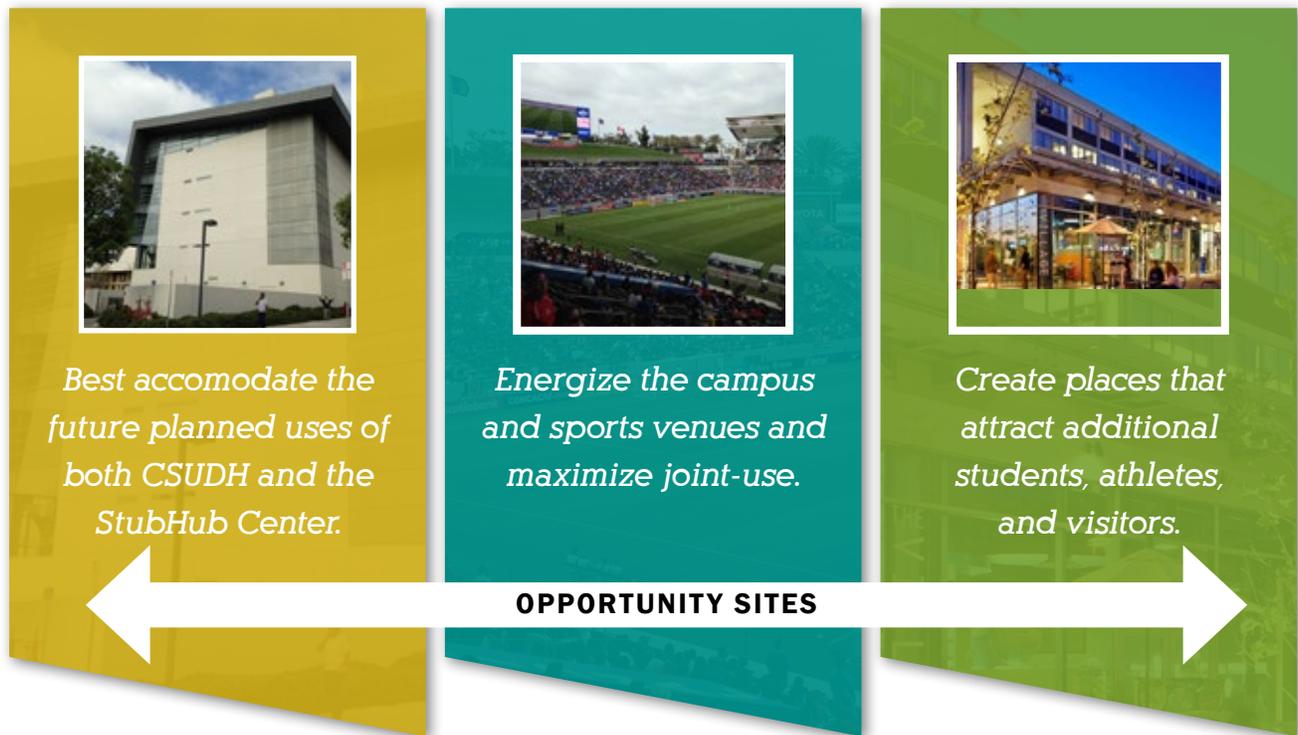
TAP panelists considered the following elements during this process:

- » Revenue generating opportunities for the University
- » Market demand for retail, dining, entertainment, housing, and hospitality
- » Potential uses of outlying parcels and whether the University or AEG should develop them
- » Ways to improve internal circulation, access, and location of parking
- » Critical mass needed on campus to support commercial uses
- » Design elements need to create a sense of place or a series of places

The panelists reassembled at the University on July 30, 2015, for an all-day work session. The result of their collaborative effort was presented to the University and other key stakeholders that evening. The TAP concluded that the University is land-rich and should focus development on properties already under University control. Revenue generating opportunities included multipurpose parking structures, revitalizing and building new student housing, establishing partnerships for market rate housing, and strengthening the synergy between University programs and nearby employers/mentors. The TAP provided extensive recommendations regarding mixed-use, hospitality, and housing development opportunities, public transportation, pedestrian and cyclist circulation, and parking. Placemaking and programming recommendations aim to get the academic core buzzing with energy, better reflecting the excitement and talent of the University's students and faculty.

## SCOPE OF WORK

The ULI organizes Technical Assistance Panels (TAPs) comprised of local members who collectively have varied experience and knowledge applicable to particular questions to be considered. This TAP was initiated by the California State University, Dominguez Hills, to address several questions related to the future of their property, onsite AEG facilities, and adjacent properties in the City of Carson. This particular TAP was a joint effort between the ULI Orange County/Inland Empire and ULI Los Angeles district councils. This collaboration was appropriate for the location of the project site and the regional draw of both the University and AEG's StubHub Center. This is the second joint-Orange County/Inland Empire and ULI Los Angeles TAP in history.



For this TAP, panelists have expertise in architecture, landscape architecture, multi-modal transportation planning, public university administration, real property finance, and the planning, development and redevelopment of land. This TAP effort is not a revision of the 2009 Master Plan, but is a focused effort to identify recommendations to maximize use and improve placemaking in several opportunity areas. This TAP may provide new ideas that will result in some amendments to the Master Plan.

The engagement process involved an extensive briefing and site tour with leadership from the University, AEG, City of Carson, and both ULI Orange County/Inland Empire and Los Angeles. The panelists then performed individual due diligence, shared ideas via conference calls, and reconvened at an all-day TAP workshop. This report is a summary of the findings made and ideas developed through this process.

*“ ULI’s mission is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. ”*



Site Tour



Site Tour

**This TAP was charged with responding to the following questions:**

- » What are some alternative planning/design concepts for the opportunity sites that creates synergy between the uses, creates a critical mass for housing, retail, and hospitality uses, and creates a welcoming environment for people to live, work, stay and play?
- » Where is the best location for a future hotel, and what is the best way to meet the hospitality needs of the university and StubHub Center?
- » Where is the best location for an experience-oriented shopping area?
- » What are the complementary development options for the outlying parcels that could encourage their acquisition and development by either AEG or the University?
- » How can parking and circulation (pedestrian and vehicular) be improved to serve future development and to address parking demand issues during heavy event times? Where should a future transit hub be located (for expanded bus service)?
- » Are there other recommendations for responding to market demand and/or improving the user experience?

At the briefing, the University also expressed an interest identifying revenue generating development opportunities, better meeting the needs of international students, and attracting and retaining staff and faculty through rental housing opportunities.



Site Tour

## PROJECT CONTEXT

### California State University, Dominguez Hills

California State University, Dominguez Hills (University) was founded on April 29, 1960 as South Bay State College, then changed to the California State College at Palos Verdes. The University was initially envisioned as an elite facility in an exclusive community. The Watts Rebellion of August 1965, a key turning point in the American Civil Rights movement, brought needed attention to a breadth of inequalities in California. In 1967 the University moved to the Dominguez Hills location within the City of Carson to better serve the South Bay community. The inclusive mission of the University is rooted in this unique history of social quality.

*“ We provide education, scholarship and service that are, by design, accessible and transformative. We welcome students who seek academic achievement, personal fulfillment, and preparation for the work of today and tomorrow. ”*

The University is located in the City of Carson, within a mile of the 91, 110, and 405 freeways. The campus is 346-acres in size, serving just over 14,600 students in 2015. The 2009 Master Plan accommodates 20,000 full time equivalent students. The University generates over \$335 million in economic activity annually, sustains nearly 3,000 jobs and generates more than \$20 million per year in state tax revenue (Working for California: The Impact of the California State University).

### StubHub Center

The University leases 125 acres of land to AEG. AEG has built the state-of-the-art 27,000 seat StubHub Center stadium and facilities for soccer, tennis, track & field, cycling, lacrosse, rugby, volleyball, baseball, softball, basketball, and other sports. Tenants include AEG Live Events, LA Galaxy Major League Soccer, U.S. Soccer Federation, California Interscholastic Federation, United States Tennis Association, and EXOS. The StubHub Center also operates a wide range of music and other events that are a major draw for residents across southern California. The StubHub Center has capacity for additional programming, but lacks places for visitors and athletes to stay, eat, shop, and relax before and after events.

### City of Carson

Located in the South Bay section of Los Angeles County, Carson has grown from a population of 61,000 in 1968 to 93,148 in 2015. In addition to the University and StubHub Center, Carson is home to the South Bay Pavilion Mall, and numerous corporate headquarters. The citywide median household income is above the median for Los Angeles County. Residents are engaged and have expressed an interest in high quality development on the edges of the campus and throughout their community.

### Opportunity Areas

The TAP focused on identifying strategic changes on three on campus opportunity areas and considered whether or not pursuing development options on four off-site parcels would be worthwhile. The onsite opportunity areas include:

- » 29 acres at the highly visible corner of Avalon Boulevard and E. Victoria Street that is currently used for surface parking.
- » 4 vacant acres connecting the University campus to the StubHub Center and USTA Training Center, with a surface parking lot to the north and practice soccer fields to the south.
- » 89 acres on the far south and east sides of campus, with existing student housing and agricultural uses (geranium nurseries) along S. Central Avenue and agricultural and University vehicle storage uses along E. University Drive to the south.

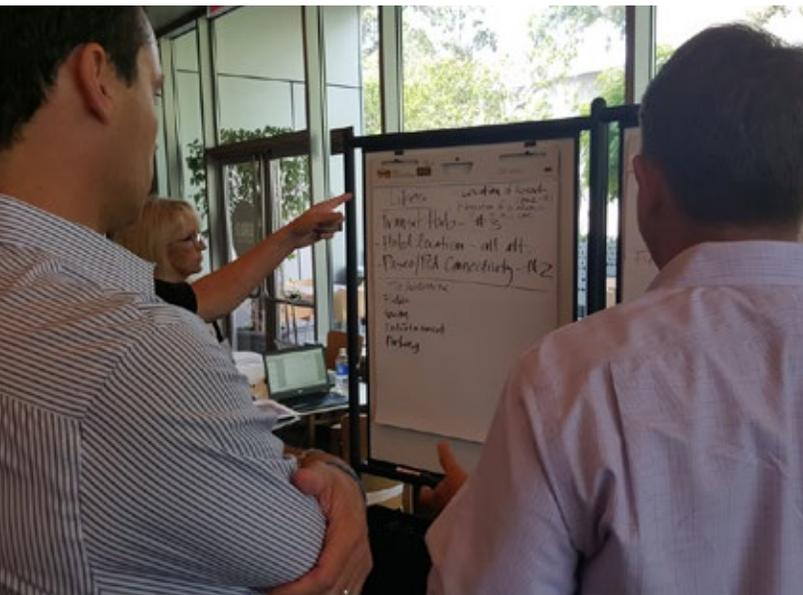
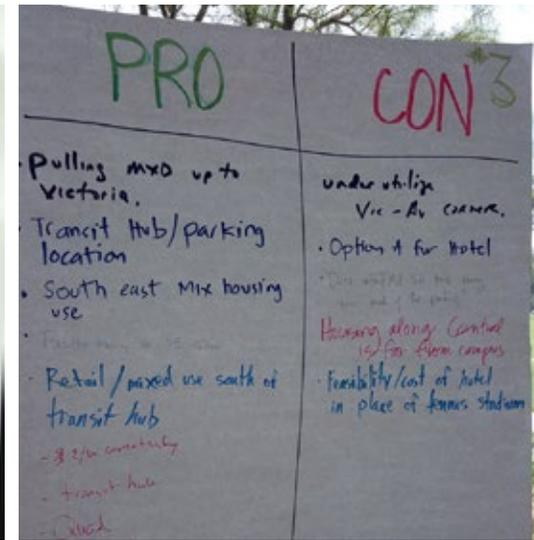
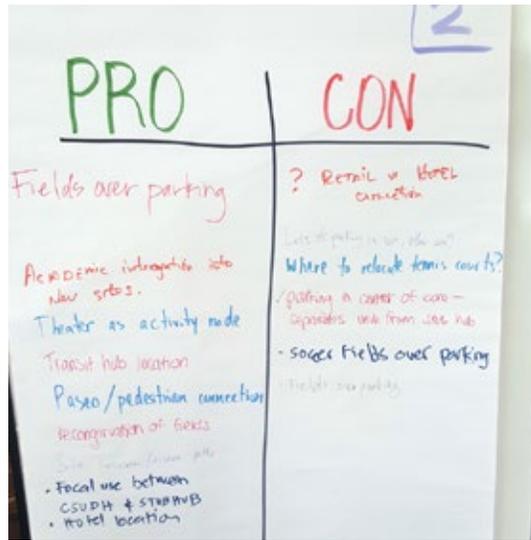
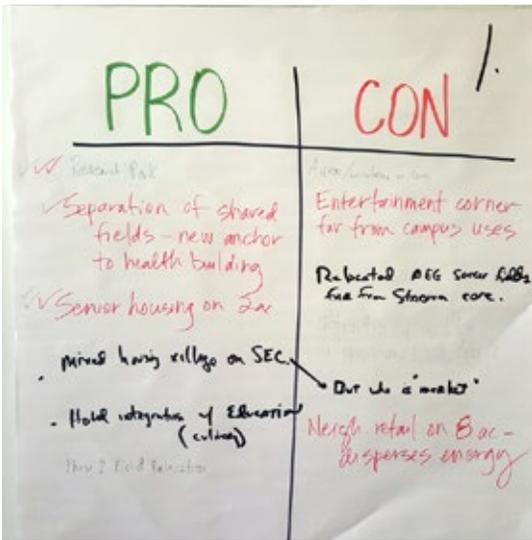
## OPPORTUNITY AREAS MAP



### DEVELOPMENT OPPORTUNITIES ASSESSMENT

On July 30, 2015, the panelists presented their due diligence findings to each other on a variety of pertinent topics including market potential, existing and possible transit service, off-campus entitlement opportunities, and placemaking ideas. Then small groups were formed and tasked with drawing new land use concepts that each group felt would best accommodate future prosperity and growth for the University and StubHub Center, maximize joint-use opportunities, and energize the campus. The positive and negative attributes of each concept were evaluated by all of the panelists. Several common land uses in certain locations, mobility and design ideas, and programming themes emerged from this analysis. The panelists then worked together to establish a preferred land use concept, mobility plan, parking plan, implementation measures, and next steps. The findings were presented to an esteemed audience consisting of leaders from the University, Foundation, AEG, and City of Carson.

TAP WORKSHOP PHOTOS



## MARKET FACTORS

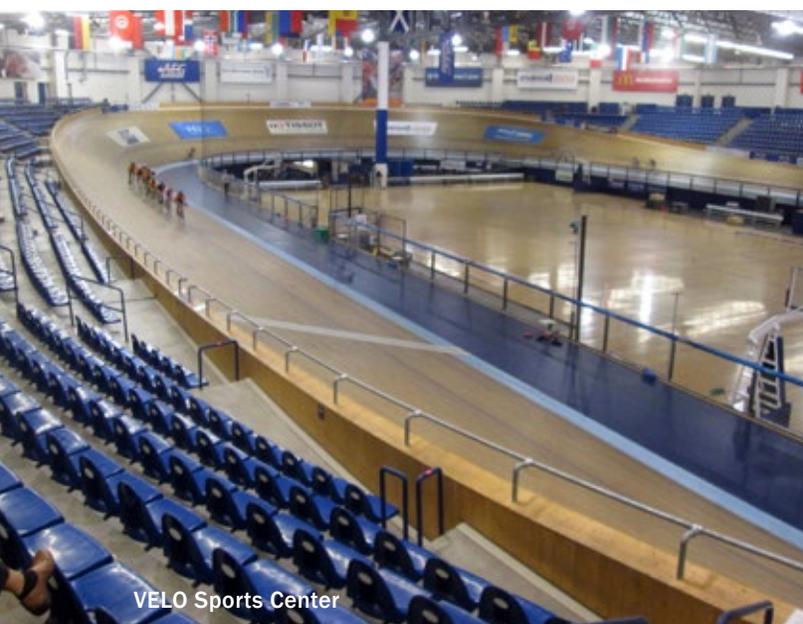
A preliminary market analysis was prepared by PlaceWorks and analyzed by TAP panelists as part of the due diligence process. Consumer spending drives the demand for retail businesses and retail development. The vast majority of consumer spending in retail districts comes from the households residing in proximity to the center. Shopping centers adjacent to areas with large daytime populations and entertainment destinations (such as the University and StubHub Center) can capture additional spending from employees and visitors. Assuming that each employee spends \$25 per week in proximity to where they work, based on the 1½-mile-radius around the University's net inflow of 16,200 employees, this spending could amount to over \$20M per year. Assuming that students will spend \$25 per week for convenience goods and services at or around to the University, this spending could amount to over \$10M annually.

There are a variety of ways to estimate spending by visitors to sports stadiums. However, the activities at the StubHub Center go beyond just watching sports. The current retail spending impact of visitors to the StubHub Center is approximately \$51M, including sales inside the stadium and at nearby businesses. This estimate is not a thorough analysis of all possible data, but it nevertheless provides an order of magnitude estimate of the spending impact of visitors to the StubHub center.

To capture significant local sales and to attract sales from visitors from across the region, new retail development on University land will need to be designed and marketed as a destination with a unique identity that motivates people to exit the 91 and 405 freeways. The year-round schedule of classes at the University and events at the StubHub Center and other AEG facilities create a potential critical mass to support retail, hospitality, and mixed-use development.

Like many California State University campuses, the University has been called a commuter school in the sense that the majority of students do not live on campus. The commuter-school label is important because it conveys that CSUDH students live at home with their parents within the vicinity of the college. In reality, the term means only that most students do not live in University-provided campus housing. Prior to the fall start of the last two academic years, the wait list for campus student housing reached about 190 students, about 30 percent of the available beds.

There is an ongoing unmet demand for various types of high quality rental and for-sale housing in the area. Since the adoption of the 2009 Master Plan, the University has determined that it should expand student housing to approximately 2,000 beds over the next five to seven years, with an ultimate buildout to 2,400 to 2,500 beds. The University is in position to address some of the rental demand for students and possibly faculty as well. Building additional housing on or adjacent to campus would increase the demand for associated non-residential uses.



VELO Sports Center



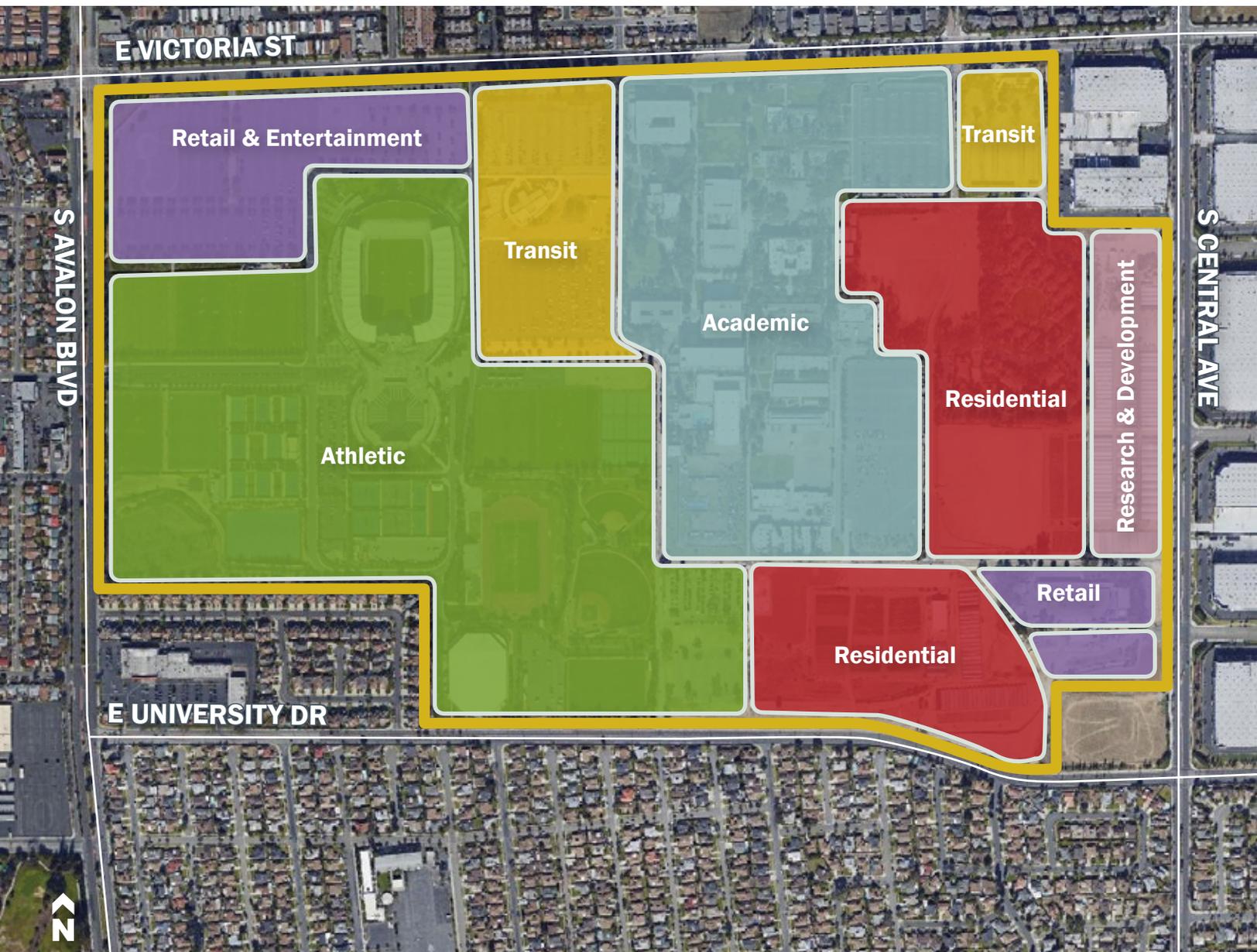
Existing Student Housing

## LAND USE AND DESIGN RECOMMENDATIONS

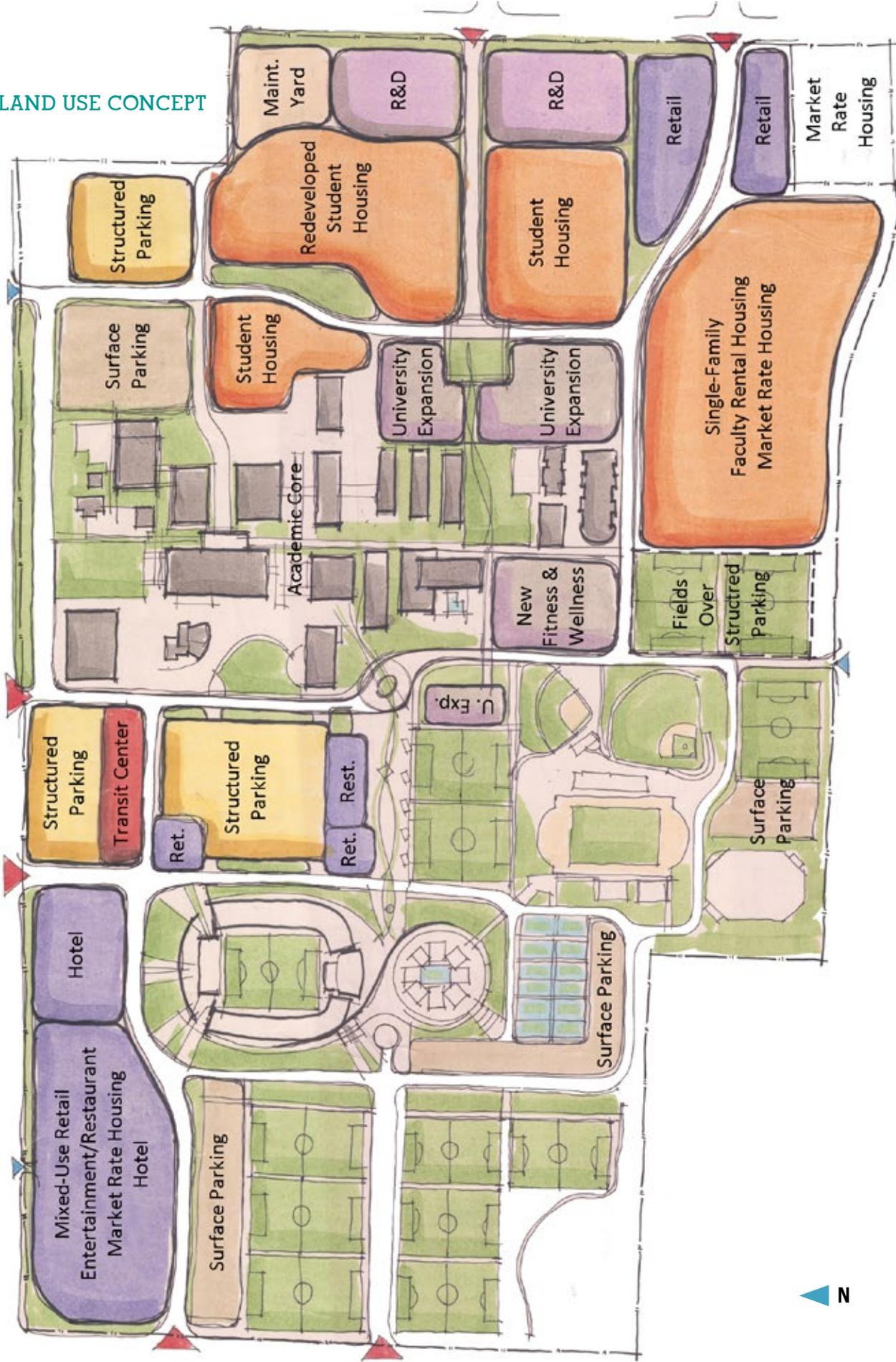
The TAP identified the highest and best uses for the on campus opportunity sites after considering the market assessment data, mobility recommendations, existing placemaking and site design characteristics, and short- and long-term client goals. Understanding these considerations allowed the TAP panelists to produce three draft land use concepts. Each concept was then evaluated by identifying pros and cons. The result was the creation of a preferred land use concept. This land use concept was organized in terms of general districts: retail/entertainment, transit, residential, academic, athletic, and research & development. The existing and proposed vehicular and pedestrian circulation is the backbone of the site design, organizing and connecting opportunity areas with existing development. The land use concept emphasizes a town and gown relationship to bring new retail, entertainment, employment, and transit resources for the community to the campus, and extend campus life beyond the academic core.

Future building and landscape design and rehabilitation should emphasize vibrant colors, materials, and plant palettes that reflect the University's role as an active and enriching learning environment. Statement-making or signature new buildings should be strategically placed to maximize contribution to the character of the campus.

## DISTRICT DIAGRAM



LAND USE CONCEPT



## **Retail and Entertainment District**

The 29 acre opportunity site at the corner of S. Avalon Boulevard and E. Victoria Street is the most visible corner of University property and adjacent to the StubHub Center which makes it ideal for experience-oriented retail, entertainment, and hospitality development. The TAP envisions the Retail and Entertainment District to be a meaningful town-gown concept that integrates the needs of visitors as well as AEG facility staff and the University. An additional opportunity for town-gown retail is located on campus close to the intersection of Central and University. There is a growing market for a hotel in the City of Carson, driven by leisure and business travel affiliated with the University and AEG facilities.

*“ What are some alternative planning/design concepts for the opportunity sites that creates synergy between the uses, creates a critical mass for housing, retail, and hospitality uses, and creates a welcoming environment for people to live, work, stay and play?*

*Where is the best location for a future hotel, and what is the best way to meet the hospitality needs of the university and StubHub Center?*

*Where is the best location for an experience-oriented shopping area?*

*Are there other recommendations for responding to market demand and/or improving the user experience?* ”

### **Retail Recommendations**

- » Visibility from the corner of Avalon and Victoria will be important for the success of an experience-oriented retail and mixed-use center.
- » Any use at the corner of Avalon and Victoria should be designed to invite the community inward, be engaging, and barrier-free.
- » AEG facilities create demand for restaurants where staff, competitors, and visitors can eat and relax before and after events.
- » Restaurants, bars, and hotels in the Retail and Entertainment District could draw visitors to StubHub Center events to arrive well before the event, thus reducing peak event traffic.
- » If the center includes a movie theater, it should be carefully designed to allow opportunities for joint-use with the University.
- » There could be demand for multifamily housing over commercial uses along this corner.
- » Areas farthest from the adjacent residential neighborhoods and closest to the StubHub Center should include outdoor dining, music, and mimic the high energy atmosphere at the Center.
- » The University creates demand for restaurants, entertainment, and services to meet student, staff, and faculty needs. Coffee shop, fast casual restaurant, casual restaurant, salon, pub, movie theatre, etc. are examples of potential uses to meet student needs.
- » Other types of businesses that might be expected in a mixed-use destination, such as clothing stores, would need to be small scale and niched to capitalize on students.
- » Pedestrian access, wayfinding, and landscape design should be used to create an obvious path and exciting environment linking the mixed-use center to the StubHub Center and CTC.

### **Hospitality Recommendations**

- » Although the corner of Avalon and Victoria is the most prized location, a hotel could be extremely successful located above retail along Victoria or from the ground floor or deeper into the opportunity area with adequate signage and circulation.
- » There may be demand for an extended stay style of hotel as well as a traditional hotel. Two styles of hotel, under one parent company ownership, could share meeting facilities, guest amenities, and/or a back of the house.
- » Having a hotel on campus offers the University several opportunities for programming integration:
  - Real world experience in hospitality management, culinary arts, and event management programs.
  - Rental of hotel conference or business spaces for University or AEG needs.
  - Housing opportunities for American Language and Culture Program participants, one semester international students (study abroad programs), visiting professors and lecturers, and other visitors.



### Mixed-Use Housing Recommendations

- » Millennials want mixed-use style student housing with amenities and a more vibrant lifestyle than currently offered by existing student housing.
- » Integrate market-rate housing with mixed-use retail and entertainment uses in the 23 acre opportunity site in the northwest.
- » Develop market-rate housing adjacent to retail in the southeast corner of campus as part of the 89 acre on-site opportunity area or the 5-acre off-site opportunity area.
- » Consider setting aside a portion of student housing, mixed-use market-rate housing, or make an agreement with a future hotel to accommodate the anticipated growing international student population as well as visiting faculty.



## Transit District

Successful implementation of the Land Use Concept is dependent on the consolidation of existing parking into strategically located structures that have the potential for multiple revenue streams. New land uses proposed in this report would provide their own parking within their development plans. The Transit District includes the consolidated parking structures to preserve existing parking capacity as well as a major bus and multi-modal transportation hub along Victoria Street referred to in this report as the Campus Transit Center (CTC). The CTC is centrally located to enhance mobility access for all users across campus.

The StubHub Center and the University are currently served by Carson Circuit, Compton Transit, Torrance Transit, and Los Angeles County Metro. The Toro Express shuttle service connects the University to the Metro Blue Line station in Artesia and the Harbor Gateway Transit Center in Gardena. Long Beach Transit can be accessed at the Metro Blue Line Station. The Metro Silver Line, Metro Local, Metro Limited, and Metro Express buses can all be accessed at the Harbor Gateway Transit Center.

*“ How can parking and circulation (pedestrian and vehicular) be improved to serve future development and to address parking demand issues during heavy event times?  
Where should a future transit hub be located (for expanded bus service)? ”*

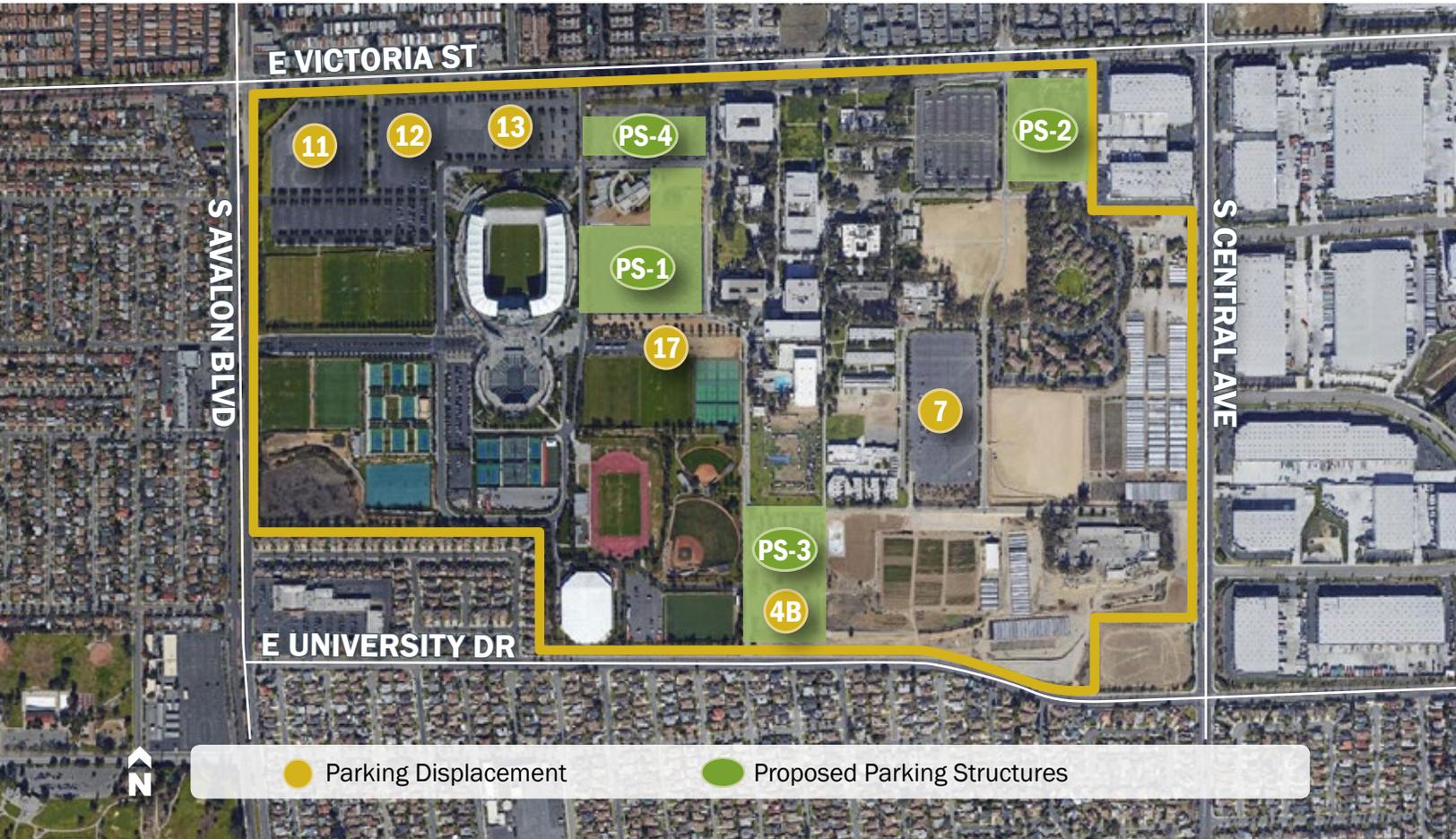
## Parking Recommendations

- » Update the campus street grid with access designations for primary vehicular, service and emergency, and transit uses per the Mobility Diagram.
- » New mixed-use, retail or hospitality uses along the edges of the campus should build their own parking.
- » Consolidate existing surface parking into four structures, as shown in the Proposed Parking Map, to free-up developable land.
  - PS-1 is a large central lot with retail on the northwest corner
  - PS-2 is a tall lot
  - PS-3 is a short lot on the south side of campus, covered with two soccer fields
  - PS-4 is a tall lot just north of PS-1 and would have the CTC integrated into the first floor
- » All of the proposed structures, except PS-3, could be covered with solar panels. Assuming the total upper areas for PS-1, 2, and 4 are covered with photovoltaic arrays, the value of energy realized could exceed \$2.6 million annually (using average power rate of \$0.125/kWh with web-based solar calculation assumptions confirmed by Alfredo A. Martinez-Morales, Ph.D., UC Riverside).
- » As part of the recommended transit service improvement study, a mode shift analysis should be conducted to establish a clear strategy for reducing car trips to the University as well as onsite facilities operated by AEG. Parking demand can be better managed by incentivizing transit, cycling, and other non-vehicular modes of transportation over driving.

Sources: <http://www.csudh.edu/oliver/smt310-handouts/solarpan/solarpan.htm> and <http://www.facilitybuilders.com/>



## PARKING DISPLACEMENT & PROPOSED PARKING STRUCTURES



The proposed Land Use Concept displaces existing surface parking in several locations:

### PARKING DISPLACEMENT

Lot	Spaces Lost	Notes
4B	253	Replaced with parking under soccer fields
7	1,025	Replaced with academic buildings
11	939	Mixed use, retail/entertainment district
12	707	Mixed use, retail/entertainment district
13	884	Mixed use, retail/entertainment district
17	275	Space used for paseo
<b>TOTAL</b>	<b>4,083</b>	

The proposed Land Use Concept consolidates parking into four structures, all of which could be modified to avoid over parking the University. Structured parking should be treated as multipurpose, revenue generating resources wherever possible.

- » Multipurpose opportunities at the ground level include bike valet, bike repair, coffee shop, juice bar, mobile device charging stations, other small student-serving retail, and vending.
- » The ground floor of PS-1 closest to the 4 acre opportunity site should include fast and fast casual dining (Panera and Chipotle are large chain examples) with outdoor seating along a wide pedestrian paseo. This may also be a good location for gourmet food trucks.
- » Top floor energy/revenue generating opportunities include photovoltaic panels, rooftop tennis courts, soccer practice fields, and other rentable facilities.

### PROPOSED PARKING STRUCTURES

Structure	Spaces	New Spaces	Level	Notes
PS-1	3,000	2,015	4	Between transit hub and paseo
PS-2	2,400	1,864	5	Northeast corner
PS-3	1,800	1,530	2	Highest cost per space
PS-4	1,033	413	2	Part of CTC
<b>TOTAL</b>	<b>8,233</b>	<b>5,822</b>		
<b>DISPLACED</b>		<b>(4,083)</b>		
<b>NET NEW</b>		<b>1,739</b>		

### PROPOSED STRUCTURE REDUCTION OPTIONS

Structure	Spaces Reduced	Notes
PS-1	750	Remove one level (from 4 to 3)
PS-2	480	Remove one level (from 5 to 4)
PS-3	900	Only one level under soccer fields
PS-4	620	No second story, all surface

While parking structures benefit the University and AEG by clearing up more strategic, developable sites, they also come at a high cost. An estimated construction cost per parking space for different types of parking is provided below. Note that actual costs will vary depending on the design, site conditions, and other factors.

### ESTIMATED CONSTRUCTION COSTS PER PARKING SPACE FOR DIFFERENT TYPES OF PARKING

	Surface Parking Lots	Parking Structures	Parking Structures Under Buildings	Underground Parking Structures
<b>Total Cost Per Space</b>	\$2,274	\$27,710	\$34,526	\$48,079

Surface parking lots are the least expensive, estimated at approximately \$2,300 per space. Parking structures can cost more than 12 times as much. Support requirements for a building above a structure can add 25 percent on top of that cost. Excavation, grading, and additional support requirements can add 40 percent more for underground parking structures. As the University and AEG consider how much surface parking to replace with structured parking, they should explore multipurpose revenue generating options to offset costs.



### **Bus Transit Recommendations**

- » Create a Campus Transit Center (CTC) just off the frontage road on the northern edge of campus within PS-4.
- » Establish dedicated bus access points from Victoria Street and Avalon Boulevard.
- » Use dedicated bus lanes and turning movements in order to facilitate efficient transit service to and from the CTC (thick blue dashed line in the Mobility Diagram).
- » Reroute Los Angeles County Metro Routes 53 and 130, Torrance Transit Line 6, Carson Circuit Route A, Compton Transit Route 5, and the Toro Express into the CTC from Victoria Street and the frontage road.
- » Coordinate with the transit providers listed above as well as well as Beach Cities Transit about potential for rerouting/extending services into the CTC and beyond in the area around the StubHub Center and the University.
- » Expand LA County Metro reduced fare offerings from being limited to full-time students and faculty only to part-time students, faculty, and staff to better meet the needs of the University's profile.
- » Reach out to additional transit providers for reduced fares for students, staff, and faculty at the University as well as on-campus tenants like AEG.
- » AEG could support transit passes for University students, faculty and staff as well as StubHub Center employees to reduce parking demand.
- » Make the application process for reduced transit fares as simple as possible and consolidated into one webpage instead of on multiple pages within the University's website.
- » Change the Toro Express to a rapid schedule (15 minutes headways) to improve functionality and ridership.
- » Add a second line of service, the Toro Circulator, to provide on campus loop circulation service consistent with the Mobility Diagram.
- » The Toro Express shuttle service or LA County Metro could be augmented with support from AEG for major events at StubHub Center, such as LA Galaxy games, like the Dodger Express.
- » Dedicated bus lanes should be maintained during peak StubHub Center events to ensure effective, competitive transit service is provided.
- » A transit service improvement study should be conducted to analyze how existing services should be rerouted, how to better serve peak StubHub Center events, and what additional, new services should be implemented to maximize use of the CTC and better connect the campus to the region.



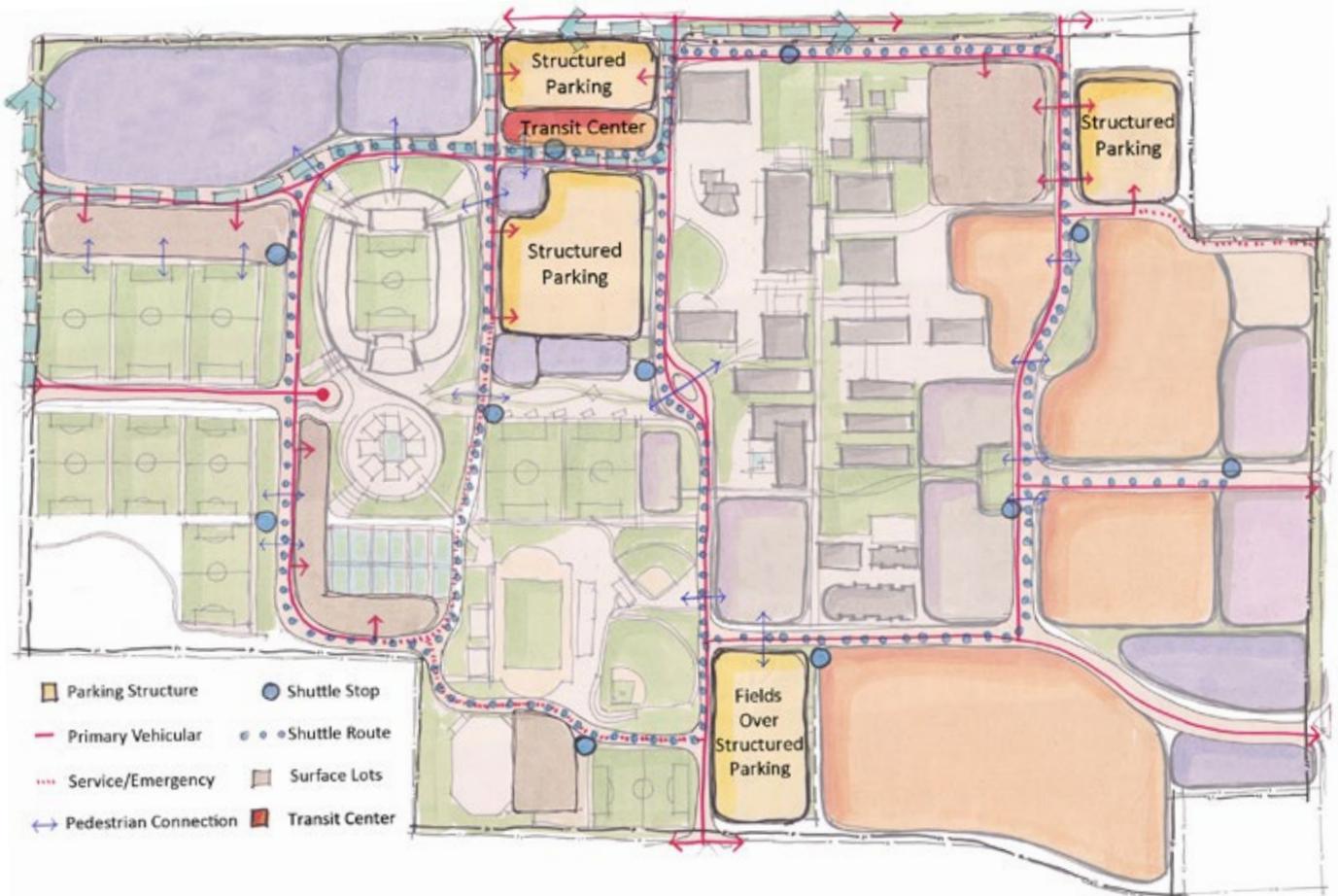
Sources: Parsons Brinkerhoff, SVA and LA Metro



### Bicycle Recommendations

- » Conduct an online bicycle survey with campus students, staff, and faculty to determine how much interest there is for improved bicycle access and facilities.
- » Consider incorporating bike share facilities into the CTC and other strategic locations throughout campus, based on interest.
- » Consider partnering with the City of Carson and Metro (possibly also Long Beach Transit) on a bike share program.
- » Provide ample bike racks throughout campus and housing in areas where there is adequate space for numerous cyclists to stop and dismount at the same time (this reduces potential pedestrian and cyclist conflict).
- » Clearly identify and distinguish multi-user paths, exclusive bike paths, and exclusively pedestrian areas/walk your bike zones through signage, paint, paving, maps, etc.
- » Bike lockers should be considered by housing and strategic locations on campus with adequate space for dismounting, as well as a bicycle repair station and showers and lockers for bicycle commuters.
- » Coordinate with the City of Carson and other agencies to connect University bike facilities with existing or future planned amenities and key locations like internship and employment hubs near campus.
- » Consider bicycle valet services at the CTC for peak events at StubHub Center
- » Based on campus interest, consider achieving Bike Friendly University Bronze Level or above: <http://www.bikeleague.org/university>
- » Review successful college bike programs to look for aspects that apply here. UC Davis has a strong bicycle program with applicable examples of bike education, safety, signage, and enforcement among other topics: <http://taps.ucdavis.edu/bicycle>
- » Additional case studies for campus bicycle improvements can be found online here: <http://www.clemson.edu/facilities/campus-planning/campus-bikeways/case-studies.html>

### MOBILITY DIAGRAM





### **Pedestrian Recommendations**

- » Develop and install a comprehensive signage and wayfinding system throughout campus to help orient people and route them to and from all the various uses on the site (parking, CTC, University facilities, StubHub facilities).
- » Dedicated walking paths and routes through campus, connecting to AEG facilities, and in parking areas should be identified and enhanced with lighting, paving, and landscaping.
- » Investigate whether an Uber-like mobile phone on-demand golf cart/neighborhood electric vehicle system would be appropriate to help move people throughout campus, particularly for individuals with mobility challenges.



Part of the 89 Acre Opportunity Area

### **Residential Districts**

The Residential District areas include the bulk of the 89 acre opportunity area. The size of the Residential Districts allows for flexibility in product type, service amenities, entertainment amenities, and development phasing.

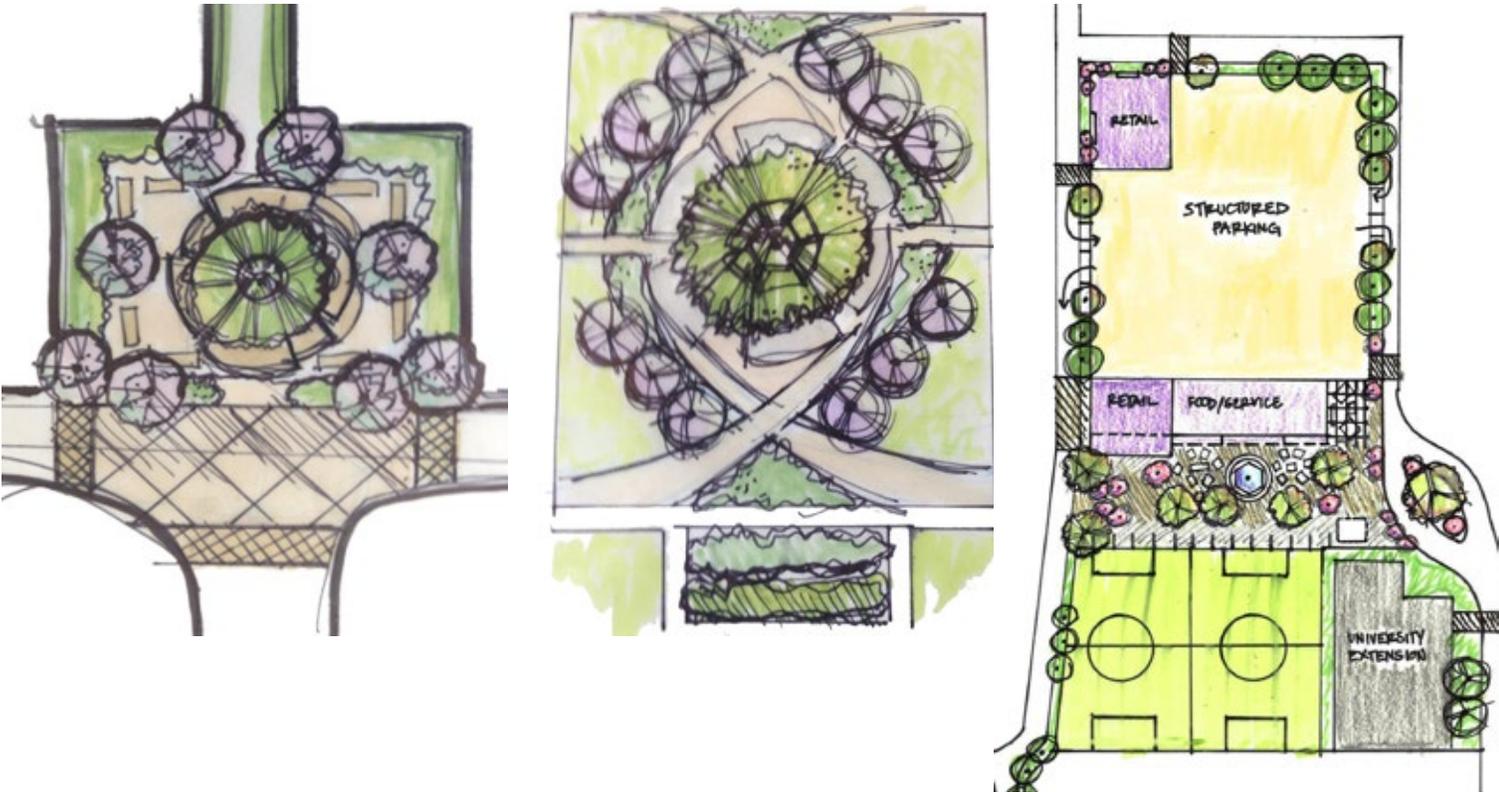
- » Redevelop or at a minimum, revitalize the existing student housing at Pueblo Dominguez 1 and 2, for modernization and to better link it to the campus core instead of isolating it behind a tall fence.
- » Provide new high density dorms west of Birchknoll Drive, close to the heart of the campus. Locating more students closer to the Loker Student Union, North Lawn, and Education Resource Center will generate more activity, more energy, and establish a better sense of a university village.
- » New or rehabilitated student housing should take cues from hotel redesigns that cater to millennial tastes: bike parking, outdoor gathering spaces with lighting, seating, and shade structures instead of dense landscaping, and a large indoor communal space with Wi-Fi and plenty of seating and electrical outlets.
- » New student apartments at medium densities are appropriate in the Residential District in the south side of campus along Pacific View Drive.
- » Market rate housing should be considered on the farthest edges of the southern Residential District.
- » The University's land holdings in the south side of campus represent a unique opportunity for public-private partnerships for the development of market rate housing for the general public.
  - The University should pursue market rate housing through a ground lease.
  - Blocks of market-rate multifamily units closest to the Academic District could be set-aside for rental to students and international students.
  - A percentage of large multifamily, single-family attached or single-family detached market-rate units developed in the far south along University Drive could be set-aside for faculty rental housing.

## Academic District

The Academic District includes the existing academic structures, paths, open space areas, and expands academic development areas onto a surface lot currently used by StubHub Center for overflow parking. No significant land use changes are proposed in the Academic District, but there are opportunities for new academic buildings, redevelop existing single-story classrooms, and activate public spaces through placemaking.

- » University expansion toward the StubHub Center could include a fitness and wellness building with special facilities and equipment for programs related to health.
- » University expansion toward the Research and Development district could house laboratories and special equipment related to computer science, wireless technology, film and television production, etc.
- » Large lawns that are currently underutilized could be redesigned:
  - More pedestrian crossings
  - Benches, picnic tables, shade structures
  - Small amphitheater or other focal point where students can gather and clubs/teams/and other campus organizations can periodically set up tables to recruit new members, advertise events, or fundraise.
  - Improvements will encourage organizations to periodically get out of the Student Union and onto the North Lawn to recruit, fundraise, etc. and will create a buzzing, higher energy environment.
- » More fully realized signage/wayfinding system to reinforce mobility and placemaking throughout the property and connection to AEG facilities.
- » Pursue opportunities to intensify existing single-story classrooms
- » Pursue placemaking features for new academic buildings

## Landscape Placemaking



## Research & Development District

Town-gown integration is a valuable and meaningful concept for increasing student achievement while in school and after graduating. The eastern edge of the campus is across the street from existing office and industrial space, presenting unique opportunities for developing new R&D buildings. The University is the right place for an R&D campus. If ongoing trends continue and the right types of buildings are provided, the University and City of Carson are poised to join the Silicon Beach tech culture that is spreading throughout coastal Los Angeles County.

- » Rather than oversaturate the market with transitional office park development, the University has an opportunity to develop flexible, creative space to attract established tech companies and start-ups.
- » Providing creative incubator space and marketing it to web-based technology companies will create new synergy between the University and private sector through internship and mentorship opportunities
- » Establish a connection between students and employers early in their college careers.
- » Opportunity for the University to engage experienced tech leaders to help shape the improvement and expansion of the University's tech-based programs.
- » Consider all modes of transportation when designing an R&D campus (including Neighborhood Electric Vehicles)
- » Further integrate R&D companies with the University by creating shared gathering space and outdoor presentation/recreation space between the two.
- » As Silicon Beach continues to move south, the City of Carson and the University are poised to provide flexible office and industrial spaces where companies can grow.
- » Relatively affordable lease rates and housing costs, and the potential for a relationship with new talent through the University will help attract start-ups to the City of Carson.
- » Visit [www.siliconbeachla.com](http://www.siliconbeachla.com) to see which web-based technology companies are located near Carson.



StubHub Center

## Athletic District

The Athletic District includes existing AEG facilities and numerous athletic facilities shared by the University and AEG. No land use changes are proposed in the Athletic District.

- » University expansion closer to the StubHub Center and other AEG athletics facilities could be a fitness and wellness building.
  - Special classes related to coaching, kinesiology, health science, nursing, fitness instruction, orthotics, occupational therapy, and Family Nurse Practitioner programs.
- » The University and AEG should coordinate wayfinding and pedestrian connectivity improvements.
- » As new uses are proposed and designed, the University and AEG should look for opportunities to remove barriers between facilities to create a better sense of one cohesive campus.

## Off-site Opportunity Area Recommendations

“ *What are the complementary development options for the outlying parcels that could encourage their acquisition and development by either AEG or the University?* ”

While each of the off-site Opportunity Area properties have development or redevelopment potential, the TAP reached consensus that there are ample development options onsite because the University is land rich. Therefore, off-site properties would need to offer unique opportunities that are not available on University controlled land to justify pursuing purchase and development.

A 4 acre opportunity area is located immediately west of the campus, at the intersection of E. 184th Street and Avalon Boulevard. It is zoned for neighborhood commercial and currently developed with a partially-leased strip mall. The property is privately owned and while it aligns well with the main entrance to the StubHub Center, it is an inferior commercial location to those available on University land. The TAP does not recommend pursuing the purchase of this property.

A 2 acre opportunity area is located immediately north of campus across E. Victoria Street at Cedarbluff Way. The property is zoned for Dominguez Hills Village and is currently vacant. The existing zoning and proximity to the heart of the University campus present opportunities for a rental housing that could be designed for students, students with families, or faculty. Medium density townhomes or apartments could offer a profitable housing opportunity for the University. A midblock pedestrian crossing or pedestrian bridge would provide better connectivity to the campus. The TAP believes that the City of Carson has control of the property and suggests that this is a good candidate for off-site development.

An 8 acre opportunity area is located northeast of campus across the intersection of S. Central Avenue and E. Victoria Street. It is zoned for general commercial use and is currently vacant, but surrounds what appears to be a telecommunications facility. Higher traffic volumes and high visibility suggest the potential for a commercial development, but the geometry of the commanding corner opportunity is limited by the existing facility. Relocating it would significantly increase opportunities for retail or office development. However, given the opportunities for retail and office on University land, the TAP does not recommend purchasing this property.

A 5 acre opportunity site on the northwest corner of University Drive and S. Central Avenue is privately held, zoned for neighborhood commercial use, and currently vacant. The TAP understands that previous development proposals have been rejected by the community. This property is contiguous with University property, but is disconnected by a grade separation. It does not offer opportunities that are not available onsite. That said, the long term opportunity to control more contiguous land should be considered. Expansion of University or market rate housing is a possibility.



Part of the 89 Acre Opportunity Area

## IMPLEMENTATION

This TAP is a starting point from which the University should reinitiate partnerships with AEG and the City of Carson and revisit, but not completely overhaul the 2009 Master Plan. The TAP identified a series of next steps that focus on revenue generation and improving campus vibrancy and programming within the next 5 to 10 years to best support the University's ongoing mission.

### Partnerships

- » The University and AEG partnership has greatly benefited both sides to date. The completion of this TAP is an appropriate time to revisit how adjustments to the partnership can increase the benefits and help achieve long-range objectives for both sides.
- » Both the University and AEG leadership should have a standing bi-annual meeting with City of Carson leadership to continue an open line of communication. A lack of communication results in missed opportunities.
- » Work together to build recognition for the location the University and StubHub Center in Carson. The connection to Los Angeles is important from a regional marketing standpoint, but bringing greater awareness to the actual location (and convenient access) raises the profile of entertainment and academic facilities. For example, the City of Carson's website should highlight the University and AEG facilities as community assets and vice versa.
- » Coordinate with the Southern California Committee for the Olympic Games to ensure any plans for the Los Angeles bid for the 2024 Olympic Games includes University property and development opportunities in ways that are beneficial to both the University, AEG, and City of Carson.
- » Continue to reach out to the business community, including AEG, and industries related to support the University's certificate, undergraduate, and graduate programs through mentorship/internship, sponsorship, tours, donating practical training, etc.
- » Integrate existing and future academic programs into other on-campus and nearby development types such as culinary arts, hospitality management, health care, film/television production, and computer science.
- » Although development of the R&D District on campus is not an immediate income generator since existing office vacancies need to be absorbed, the University and City of Carson should continue to engage the tech community to begin building a reputation as receptive resources for tech companies.
  - Consider attending Silicon Beach Fest in 2016 to market to numerous tech companies in one setting.

### Market Factors

- » Complete a comprehensive market study for all onsite opportunity areas and the Land Use Concept proposed by this TAP.
- » THINK BIG to create a dynamic and creative mixed-use destination capitalizing on visitor and student demand that will also serve as a gateway to the University and AEG facilities.
  - The surrounding neighbors will support high quality development that improves traffic management during peak events.
- » Based on the market study, incorporate new development opportunities into the 2009 Master Plan.

## Housing

- » New housing needs to come first to increase demand for retail and entertainment uses on campus.
- » Following the complete market study, seek private sector development partners for market-rate housing development on the south side of the 89 acre opportunity area and mixed-use market rate housing options in the 29 acre opportunity area at Avalon and Victoria.
  - If ground leasing is unsuccessful consider identifying a surplus site in the south side of campus to sell off for market-rate housing development.
- » Student housing (including housing for international students) is a revenue generating use. Redevelop areas of existing student housing and/or create new areas of student housing closer to the heart of the campus, with higher density products, such as podium and wrap products, and more amenities.
- » Faculty rental housing is a revenue generating use that could be developed on the edges of campus on the 89 acre opportunity area or the 5 acre opportunity area on the southeast side as part of a market-rate project. Product types could be townhomes, single-family attached, or single-family detached.
- » High quality, replacement student housing should be considered as part of the 2024 Los Angeles Olympic Games.
- » If directed by the comprehensive market study, the University could begin talks with the City of Carson about the residential development potential of the 2 acre opportunity site just north of campus
  - Explore using EB-5 financing for this or any other off-campus site acquisition and development.

## Non-Residential

- » Explore opportunities for EB-5 financing to the greatest extent possible, as it lowers the overall cost of construction financing by a significant amount
  - The campus has already been approved for EB-5 financing through a Regional Center
  - The EB-5 program is a financing tool that can be paired with international academic outreach and partnerships while attracting foreign investment.
- » Identify potential private development partners for a hotel and millennial oriented lifestyle retail and entertainment center. Ground lease revenues are an important resource for the University.
- » The University should explore financing options for developing the Transit District parking structures and the CTC early in the process because parking is a source of revenue.
- » The 4 acre opportunity site identified proposed to be highly amenitized pedestrian paseo with student-oriented retail and outdoor dining in the Transit District is an integral piece of revitalizing the campus core and connectivity across uses and could be a catalyst project for energizing campus life.
- » Although not a revenue generating project, improving the North Lawn with more pedestrian paths, benches, shade structures, and landscaping, and other inviting features is an important proposal for creating more vibrancy in the heart of the Academic District.

## **Mobility**

The University should:

- » Partner with AEG to commission a transit service improvement study to analyze how existing services should be rerouted, how to better serve peak StubHub Center events, and what additional, new services should be implemented to maximize use of the CTC and better connect the campus to the region.
  - Following the study, initiate an ongoing dialog with Carson Circular, LA County Metro, Compton Transit, Torrance Transit, Long Beach Transit, and Beach Cities Transit to discuss better coordinating public transportation options.
- » Incorporate rooftop photovoltaic panels and where appropriate, practice fields, into future parking structures to offset operating costs.
- » Simplify the application process for reduced transit fares by consolidating options into one webpage within the University's website.
- » Conduct an online bicycle survey with campus students, staff, and faculty to determine how much interest there is for improved bicycle access and facilities.
- » Begin basic integration of biking as an allowed use on campus through wayfinding, bike racks in strategic locations, advertising in all University social media accounts, etc.
- » Implement a wayfinding system that better highlights where to exit the 405 and 91 to access the University and StubHub Center as well as expanded wayfinding on key local streets leading to the campus.

## CONCLUSION

The University is land-rich, giving it an incredible breadth of revenue generating and development opportunities. The challenge to the University is to focus initial development efforts on revenue generating projects such as student housing, faculty housing, market rate housing, parking structures, practice fields, and attracting private investment for non-residential uses, without neglecting much needed efforts for placemaking.

The University has a unique opportunity for program innovation, service improvement, and creating a foundation for advocacy by strengthening partnerships with AEG, the City of Carson, transit providers, and the business community. Following the recommended technical studies, the University, with input from its partners AEG and the City of Carson, should revisit the 2009 Master Plan. Amendments to the 2009 Master Plan should incorporate ideas provided herein that will strategically transform the quiet, sprawling campus into a vibrant, mixed-use center where students and faculty benefit from an unparalleled synergy between academia and a host of practical training applications and opportunities.

“ *University Core Values: Accountability, Collaboration, Continuous Learning, Rigorous Standards, Proactive Partnerships, Respect, and Responsiveness* ”

## PANELIST AND CO-CHAIR BIOGRAPHIES

### **Karl Fielding, Lead Planner, WSP | Parsons Brinckerhoff**

Karl Fielding is a land use and transportation professional who has specialized in regional planning issues affecting Southern California since 2008. Currently employed as a Lead Planner with WSP | Parsons Brinckerhoff, Karl works as part of the rail delivery partner for the California High-Speed Rail Authority, supporting corridor planning, jurisdiction and agency coordination, environmental strategy and stakeholder engagement for the Southern California sections of the project. Before joining WSP | Parsons Brinckerhoff, Karl worked at PBS&J/Atkins in Los Angeles, performing environmental analysis on real estate and infrastructure projects in Southern California. Major projects with PBS&J/Atkins included Exposition Phase II Light Rail in Los Angeles, Land Use and Circulation Element in Santa Monica, East Corridor Eagle P3 Commuter Rail in Denver, and San Francisco to San Jose High-Speed Rail in Northern California.

In May 2007, Karl graduated with honors from the University of Southern California with a Bachelor of Arts in Environmental Studies. In May 2015, Karl graduated with honors from the University of Southern California with a master's degree in Planning with an emphasis in Transportation and Infrastructure Planning. Based on his passion for the relationship between land use and transportation, Karl enjoys focusing his professional work on how better transportation infrastructure decision making can help improve accessibility and the quality of life for local jurisdictions and community members.

### **Andres Friedman, Vice President, Acquisitions & Development, Shea Properties**

As vice president of commercial acquisitions and development, Andres is responsible for identifying future opportunities for vertical development. As a catalyst for Shea Properties' growth, he is focused on the development of new office, retail and multi-family projects in Los Angeles and Ventura Counties. At Shea Properties, Andres has been the driving force behind The Collection at RiverPark, an upscale, mixed-use, lifestyle center with over 750,000 square feet of retail, office and hospitality space. More recently, he is leading the redevelopment of a new project in the City of Alhambra, Alhambra Place, which includes 140,000 square feet of retail and 260 luxury apartment units currently under construction.

Prior to joining Shea Properties, Andres served as vice president of development for Forest City Enterprises in Los Angeles, CA, where he spearheaded the development of four major projects valued at over \$80 million. He began his professional career as director of development for Infomart in Los Angeles, responsible for all aspects of acquisition and redevelopment for an existing, 500,000-square foot, historic building into an \$88 million telecom facility.

A native of Chile, Andres earned his master's degree in Real Estate and Urban Development from Harvard University in Cambridge, MA. In addition, he holds a Master of Science in Civil Engineering and a Bachelor of Arts in Architecture from the Ibero-American University in Mexico City, Mexico.

### **Dima Galkin, Economic Development Analyst, Rosenow Spevacek Group (RSG)**

Dima contributes a strong interdisciplinary knowledge base to RSG's project teams. He analyzes demographic, socioeconomic, and business data along with trends to form recommendations for business attraction, real estate development investment, and economic growth for cities across the urban transect. He composes and evaluates development pro-formas for various types of projects, including urban mixed-use and retail; suburban retail, office, and entertainment; and edge residential. He creates maps, graphs, and other visual elements to communicate research findings to his clients. He has assisted in the research and implementation of a model focused on General Fund revenue for economic development analysis. Other recent projects include evaluating development feasibility and impacts of different types of projects in cities throughout California, analyzing business data and trends for real estate investment and economic growth for several cities, and calculating property taxes, pass-through payments, and excess revenues for multiple clients.

Dima received a BA in Urban Studies and Political Science from Washington University in Saint Louis, and a MPL in Urban Planning from the University of Southern California.

## PANELIST AND CO-CHAIR BIOGRAPHIES

### **Richard Gollis, *Principal, The Concord Group***

Richard M. Gollis is co-founder and principal of The Concord Group, a strategic real estate advisory firm that works with the nation's leading developers and financial institutions to maximize the value of land-use opportunities. The Concord Group specializes in the conceptualization and analysis of all asset classes, with an emphasis on market and financial strategies for complex, multi-use projects and large-scale land development. The firm maintains offices in Newport Beach and San Francisco, California and is active throughout the United States, Mexico, and the Caribbean. Clients include leading investment banks, private equity funds, top national homebuilders, regional land developers, and municipal redevelopment agencies.

Richard is active in the Urban Land Institute in many capacities. He currently serves on the Community Development Council (Blue Flight) and as a member of the Policy & Practice Committee. As past Chair of the Orange County District Council, he now serves as a District Council Counselor. In 2006, Richard became a Governor of the ULI Foundation and subsequently a Trustee of the Urban Land Institute. In his local community, Richard co-chairs the Advisory Board for the University of California at Irvine's (UCI's) Policy and Planning Department and serves on the boards of several non-profit organizations in leadership capacities. A Boston native, Richard is a graduate of Brown University with a degree in International Relations.

### **Karen Gulley, *Principal, PlaceWorks***

Karen has a talent for strategy and innovative problem solving that has been honed by over 20 years of experience. Her skill with all facets of community planning and design for private and public sector clients expands the opportunities for creative solutions. As Principal, she has developed a solid practice in TOD, infill development, and corridor revitalization. She specializes in assisting local communities with evaluating the potential for transit-oriented development associated with Metrolink, BRT, and urban circulation. Her work ranges from vision plans to implementation strategies, each developed in a collaborative effort with city staff, transit agencies, and the public.

Karen also has extensive experience in specific plans, conceptual design studies, infill development strategies, general plans, military base reuse plans, and project implementation and entitlement. She has developed strong capabilities in inter-governmental coordination and project management. She regularly facilitates public meetings and workshops and is adept at establishing a rapport with her audience and communicating complex and often controversial issues in a clear, accurate manner. She is an expert at developing tailored solutions in both coding and design, and she enjoys the challenges of project processing, negotiating conditions of approval, responding to political considerations, and handling communication between stakeholders.

### **Keegan McNamara, *Principal, McNamara Ventures***

Keegan McNamara founded McNamara Real Estate Ventures, Inc., in 2012. The company's focus is to develop and invest in urban neighborhoods in San Diego. McNamara Real Estate Ventures, Inc. 15-unit townhome project in the Golden Hill neighborhood of San Diego will break ground in 2015.

Keegan has worked in all aspects of real estate development and investment, including founding MV Properties, a property management and brokerage firm, [www.mv-props.com](http://www.mv-props.com). During the recession, Keegan worked as a consultant to banks and receivers for the completion of half-built residential subdivisions and condo projects. He managed a private equity real estate investment fund from 2002 – 2008. Prior to 2002 he worked at CityMark Development, an award-winning urban infill development company, and was a Senior Consultant at Robert Charles Lesser & Co, a national real estate consulting firm. Keegan is a licensed California real estate broker, and holds a MBA in Finance from UC San Diego's Rady School of Management, and undergraduate degrees in Economics and English and Comparative Literature Studies from Occidental College.

## PANELIST AND CO-CHAIR BIOGRAPHIES

### **Tamara Popel, Project Manager, NUVIS**

Tamara Popel brings passion and enthusiasm to the NUVIS team. As a landscape designer with over three years of conceptual and technical construction drawing experience, Tamara has worked on a variety of projects for both the public and private sector including: model complexes, single and multi-family housing, master planned communities, streetscapes, community recreation centers, athletic fields, schools, and design guidelines. On a daily basis, Tamara balances project assistance and support, research, construction document preparation, and client/government/design agency coordination with her business development outreach.

Before joining the NUVIS team, Tamara worked at Armstrong Garden Centers as a landscape designer for private residential clients. Her experience and exposure to a diverse number of professional firms prepared Tamara early on in her career with strong communication skills and a dedication to the profession to create lasting, sustainable solutions in the built and natural environment. In June 2012, Tamara graduated from California State Polytechnic University, Pomona, Cum Laude with a Bachelor of Science in Landscape Architecture and has since enjoyed the opportunity to be involved with the American Society of Landscape Architects, the Urban Land Institute as a Young Leader and Technical Assistance Panel member, the Building Industry Association as a Next Gen member, and the CLASS Fund as an event speaker and award recipient.

### **Timothy Ralston, President, TDR Associates**

Timothy Ralston has been helping research universities make the highest and best use of their land, infrastructure and buildings for over 25 years. As Associate Vice Chancellor for Capital Programs at the University of California, Riverside (UCR), Timothy led multidisciplinary master planning, design, construction, real estate and sustainability teams to support doubling of UCR's enrollment and facilities assets in just over 10 years. Timothy was also an integral member of a Senior Management Team that launched the UCR School of Medicine; the first new UC medical school in over 40 years. Prior to UCR, Timothy worked at the UC Office of the President, providing technical/policy guidance and program management to campuses formulating their respective non-State funded Capital Improvement Programs totaling almost \$2B.

Timothy is a licensed architect, and holds a Master of Architecture degree from the University of Illinois at Chicago, and a Bachelor of Science degree in Applied Earth Science from Stanford University. He presently serves on the US Green Building Council Board of Directors (Inland Empire Chapter). Timothy is also a member of the American Institute of Architects; Society for College and University Planners; Association for the Advancement of Sustainability in Higher Education; American Planning Association; International Facilities Management Association; and the Urban Land Institute.

### **Oscar Uranga, Project Manager, Shopoff Realty Investments**

Oscar Uranga is a highly motivated project manager committed to continuing a long-term career in real estate and planning. Has over 14 years of planning and entitlement experience working in public and private sectors, both as consultant and client. He is currently a project manager with Shopoff Realty Investments. His responsibilities include entitlement processing, community & political outreach, consultant management, acquisition, disposition, underwriting, planning, risk management and asset / property management.

### **Ernesto Vasquez, FAIA and NCARB, Chairman and CEO, SVA**

An experienced proponent of healthy communities and revitalized urban centers, Ernesto has pioneered the role of the "architectural diplomat." He is particularly adept at forging together the goals of both public and private community interest groups into successful developments. As a renowned community advocate with extensive experience in both public and private sectors, Ernesto's portfolio includes projects for student housing, civic, multi-family residential, affordable, transit-oriented, design-build, and mixed-use. His broad experience in these areas and his ability to blend the goals of both public and private clients gives him the unique ability to help cities create health community environments for all residents. Ernesto oversees and supports SVA's design teams in new construction, restoration, asset management, expansion and modernization programs, as well as planning efforts for private and public institutions. Ernesto's insightful and comprehensive designs answer to the prerogatives of smart-growth and transit-oriented development. He envisions and develops environments that are socially and environmentally responsible and economically vigorous.

## PANELIST AND CO-CHAIR BIOGRAPHIES

### **Ernesto Vasquez, FAIA and NCARB, Chairman and CEO, SVA continued...**

With a career that spans multiple decades, Ernesto has been richly rewarded for his innovative work. Awards include over a three dozen Gold Nugget Awards, nearly four dozen awards from the National Association of Home Builders, and numerous additional awards from the Urban Land Institute, the Building Industry Association, and the American Institute of Architects including, his recent elevation to The AIA College of Fellows during the 2014 National AIA Convention. Ernesto is an active community advocate involved in supporting various nonprofit and educational organizations, including but not limited to BRIDGE Housing, the President's Council for the College of Architecture at Cal Poly San Luis Obispo, the College of Architecture and Environmental Design for Don Bosco Technical Institute, and the UC Irvine Foundation Board of Ambassadors.

### **Thomas Ventura, Senior Associate, Gensler**

Tom joined Gensler's Newport Beach office in 2014, bringing more than 20 years of experience in master planning, mixed-use, hospitality, multi-family housing and commercial office buildings. His portfolio of projects includes international projects in the Middle East and China. He is a key design leader on the Quiksilver Resort Masterplan, Motiongate restaurant concepts, as well as Lakeshore Towers. Tom is leading multiple projects in the office, as well as fostering client relationships. He motivates and mentors young designers in the office. He is leading the Reside Initiative in the office as well as our intern design competition.

Prior to Gensler, Thomas was a Senior Associate with MulvannyG2 Architecture in Irvine; a Senior Project Designer/Project Manager with Williams+Paddon. Tom started his career at Otak, where he worked for 14 years as a Senior Project Designer/Associate. Thomas has a Bachelor of Architecture (BArch) from the University of Oregon.

## CONTRIBUTOR BIOGRAPHIES

### **Michelle Halligan, Associate, PlaceWorks**

Michelle has contributed to city and countywide general plans, specific plans, and dozens of housing elements, demographic studies, and forecasting activities. Michelle has organized several outreach efforts to community leaders and the general public, and communicates the requirements of land use decisions in concise, transparent terms. Michelle is often called upon to find creative solutions to complex and politically sensitive issues, balancing client needs and public considerations.

Michelle is on the Board of Directors of the Orange Section of the American Planning Association and the Orange Coast Mothers of Multiples. Previously, she was the Vice Chair of Outreach and Young Leader Representative for the ULI Orange County/Inland Empire Housing Initiative Council. In 2011 Michelle received the organization's Emergent Leadership Award for Planning. Michelle graduated Summa cum laude from California Polytechnic State University, San Luis Obispo with a Bachelor of Science degree in City and Regional Planning.

### **Melissa Brown, Graphic Designer, The Hoffman Company**

Melissa has freelanced throughout the years for ULI Orange County/Inland Empire to design marketing materials. For the past 9 years she has worked full time as head graphic designer for The Hoffman Company, a land brokerage firm located in Orange County. She graduated from California State University, Fullerton in 2008 with a Bachelor of Fine Arts emphasized in Graphic Design.

## ABOUT THE ULI

Founded in 1936, the Urban Land Institute is an international, non-profit research and educational organization that serves to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. The ULI Orange County/Inland Empire and ULI Los Angeles district councils carry forth that mission by serving as the preeminent real estate forum in Southern California, facilitating the open exchange of ideas, information and experiences among local, national and international industry leaders and policy makers.

As a nonpartisan organization, ULI has long been recognized as one of America's most respected and widely quoted sources of objective information on urban planning, growth and development. ULI Orange County/Inland Empire and ULI Los Angeles are two of the 10 largest district councils worldwide, with more than 1,000 members each. The membership of both district councils represents the entire spectrum of land use and real estate development disciplines. They include developers, builders, investors, designers, public officials, planners, real estate brokers, attorneys, engineers, lenders, academics, and students.

LOKER STUDENT UNION



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