

# North Broadway Corridor TAP

Thursday, August 2 and Friday, August 3, 2018



The mission of the Urban Land Institute (ULI) is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

# ULI Advisory Services

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- ULI Technical Assistance Panels (TAPs) provide strategic advice to sponsors on complex land use and real estate development issues.
- Links public agencies and nonprofit organizations to the knowledge and experience of ULI and its membership.
- Established in 1947.

# TAP Panelists

- Panel members are volunteers. They are not compensated for their time.
- Panel members are experts in real estate development, land use planning and design, real estate financing, and economic development.



# TAP Panelists

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## Chair

- **Cecilia Estolano**: Estolano LeSar Advisors

## Panel

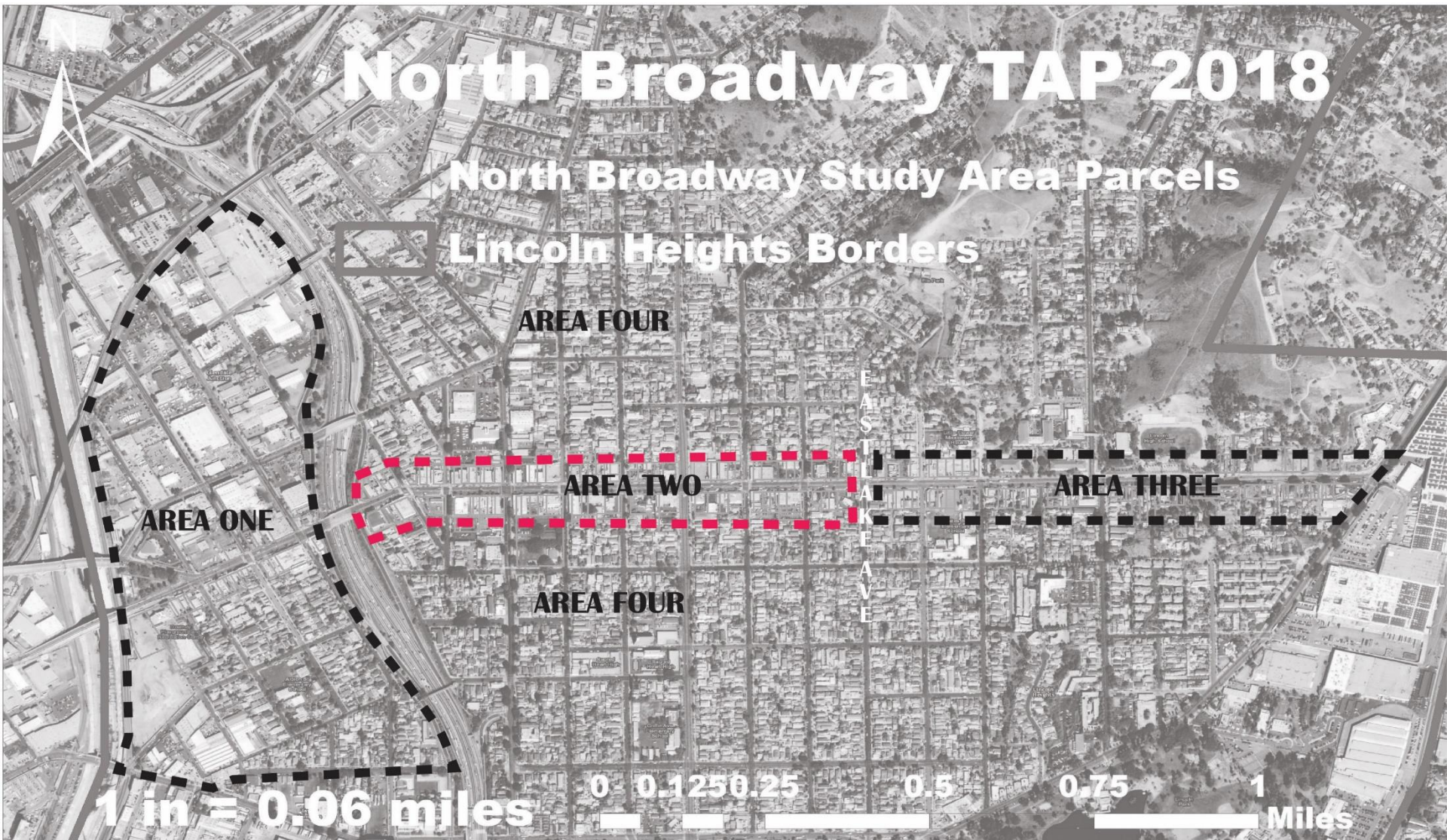
- **Jim Rabe**, Keyser Marston
- **Amber Hawkes**, Here LA
- **Jim Suhr**, Suhr and Associates
- **Peter Gibson**, Gibson Transportation
- **Shelly Levin**, Hirsch Bedner Associates
- **Andrew Fogg**, Cox, Castle and Nicholson
- **Megan Horn**, BrightView
- **James Brasuell**, Planetizen
- **Taylor Neiman**, Team Kalsman Partners

- Lincoln Heights Residents
- Lincoln Heights Benefits Association of LA
- Big Saver Foods
- City of Los Angeles/Council District 1
- City of Los Angeles/Economic Development
- GAW Capital USA
- Kasten Properties
- Colliers International
- University of Southern California
- Bank of America
- City of LA/Department of Public Works
- CVS Pharmacy
- Wells Fargo Bank
- State Farm Insurance
- Neighborhood Resident



# The Assignment







# Context

# History and Context

- LA's original street car suburb
- Multi-generational families and businesses
- Tightly knit community
- Stable, working class neighborhood
- Distinct cultural and geographical identity
- Commercial corridor with good bones
- Retail meets the needs of the community



# History and Context

## Challenges

- Rising residential rents
- Increasing fears of displacement
- Desire for sit-down restaurants, night-time entertainment, and healthier grocery options
- Underground economy under-reports population income and spending
- Small commercial lot sizes, small pre-WWII buildings



# History and Context

- Opportunities
  - Proximity to significant local employers in the growing healthcare sector with strong career pathways
  - Pipeline of investment from river revitalization projects
  - Proximity to LA County + USC Health Science Campus
  - Proximity to nascent “Bio-Science Corridor”
  - City owned parking lots





# The Big Idea: Shape the Change

- Take the original street car neighborhood to new heights
- Authentically engage residents and local businesses to shape the future
- Strengthen the commercial corridor with housing, mobility options, trees, and signage
- Create space for middle-skilled workers to live, work, and shop
- Build “missing middle” housing so the kids can come home

# Branding

# Branding: Mission Statement

The cherished community Lincoln Heights is home to nearly 30,000 residents nestled within a mile radius. Tightly situated and tightly knit, Lincoln Heights is the oldest neighborhood in Los Angeles, stepped in its diverse, multi-cultural roots and multi-generation families and businesses that helped establish the region. Lincoln Heights flourished economically during America's economic boom in the 1920s – nearly 100 years later – the neighborhood is poised for a revitalization worthy of its roots. The city's centennial will celebrate the past while looking forward. Coalescing old and new, the New Heights campaign will make all that's old new again.



# Branding: Mission Statement

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





# Branding: Taglines

Take your CAREER to new heights



# Branding: Taglines

Take your WEEKEND to new heights



# Branding: Taglines

Take your BUSINESS to new heights



# Branding: Taglines

Take your FUTURE to new heights





# Marketing and Branding Core Values - We Are:

**Authentic** – Staying true to the community’s diverse offerings and by promoting local businesses and revivals of cherished stores.



# Marketing and Branding Core Values - We Are:

**Inclusive** – Keeping the neighborhood just that, a neighborhood that maintains its rich heritage



# Marketing and Branding Core Values - We Are:

**Laying the Foundation**— Investment in the community, by the community, will elevate the neighborhood on a state-wide stage.



# Marketing and Branding Core Values - We Are:

**Invigorated** – An infusion of financial support bring opportunity to revive and usher in a renaissance to Lincoln Heights.



# Marketing and Branding Core Values - We Are:

**Soul of the City** – The North Broadway corridor serves as the lifeline to the neighborhood – attracting patrons from residential areas, USC and medical centers.





# Marketing and Branding Core Values - We Are:

**Forward Looking** – Taking cues from the neighborhood’s historic past, Lincoln Heights looks forward, to a flourishing neighborhood that elevates its residents, businesses and attracts like-minded partners.



# Marketing and Branding Core Values - We Are:

**Entrepreneurial** – A neighborhood built by entrepreneurs and motivated residents, Lincoln Heights is a launchpad for the small business spirit that comes from within the neighborhood.



# Land Use & Zoning

# Land Use and Zoning

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- Existing Zoning Regulations Limit Future Opportunities
  - Residential Densities / Q Condition
  - HPOZ
  - CASP (Area 1)

# Land Use and Zoning

- History of Downzoning
  - Historic Zoning - higher density residential proximate to Broadway – R4 and R3 zones
  - 1990 Downzoning (implementation of AB 283) - R4 densities eliminated
  - 2000 Downzoning
    - R3 densities eliminated
    - RD 1.5 and RD 2 densities implemented across
    - Q condition added to Commercial Corridor – RD 1.5 densities
  - Net effect: 75 – 80% Reduction in Densities in Area



# Land Use and Zoning

- Zoning Opportunities
  - Q Condition – Consider elimination of RD 1.5 density limitation in Commercial Areas
    - Consider appropriate replacement standards, particularly in context of opportunities under TOC Guidelines
  - Revisit Residential Densities in Area 4 as appropriate



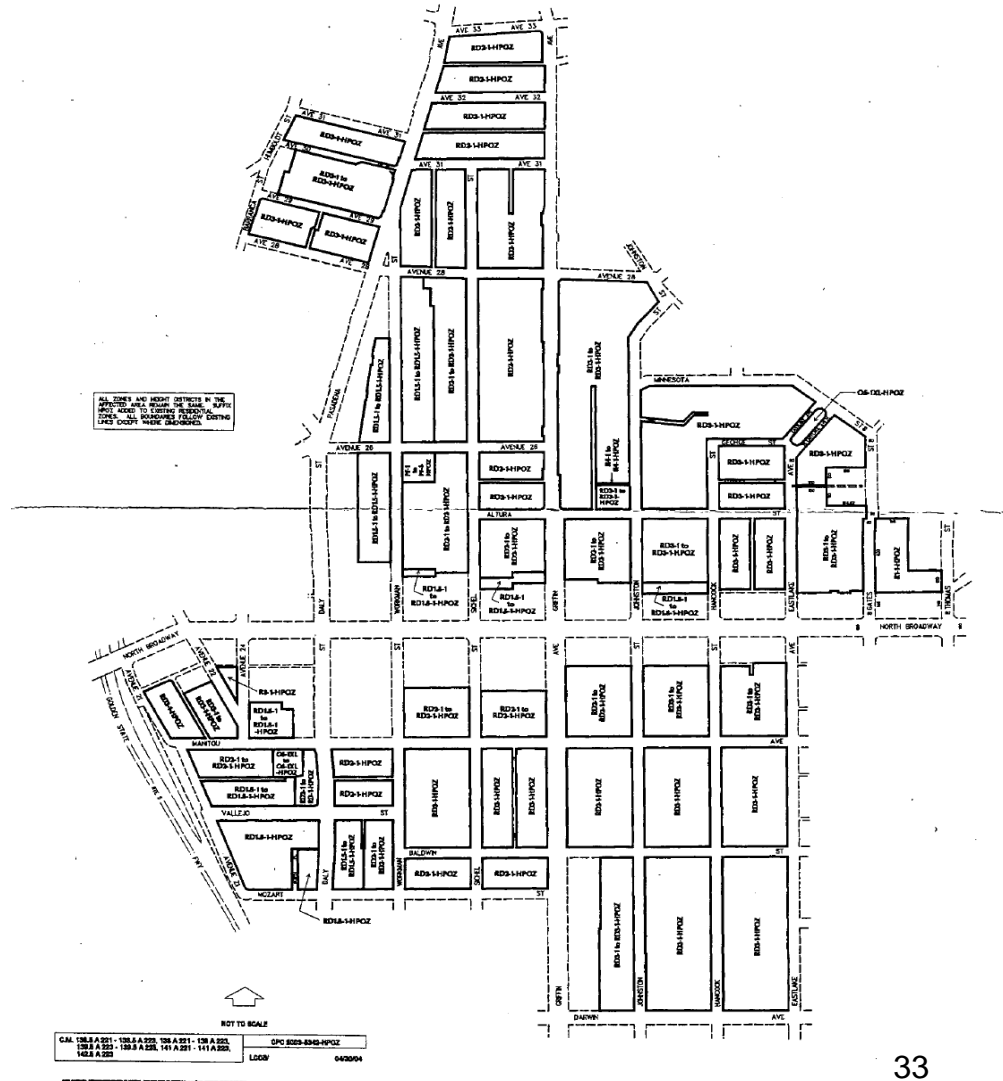
# Land Use and Zoning

## Historic Preservation Overlay Zone (HPOZ)

- Adopted in 2004
- Many valuable historic resources in HPOZ area
- Includes all residential properties north and south of Broadway from 5 Freeway to Eastlake and beyond



# Land Use and Zoning - HPOZ Map Area



# Land Use and Zoning

- HPOZ, continued
  - Includes many structures that do not appear to have apparent historic value
  - Creates additional layer of process and uncertainty for potential redevelopment of existing structures, even if not contributory



# Land Use and Zoning

- CASP – Area 1
  - Adopted in 2013
  - No residential units have been constructed in CASP area
  - Area 1 distinct from balance of CASP area due to River and Freeway
  - Opportunity: Consider revisions to CASP or new Specific Plan to leverage investment in Albion RiverSide Park and enhance connectivity to Broadway corridor and beyond



# Land Use and Zoning

- Opportunities to Build the Missing Middle
  - Historic lack of production of housing to serve workers at local employment centers
  - No incentives for development of housing serving 80 – 110% AMI households
  - Consider public benefit zoning options to incentivize mixed income households – emphasize workforce housing opportunities
    - Create new density bonus ordinance to incentivize workforce housing
    - Create community benefit menu program to enhance connectivity and public realm improvements

# Market Analysis

# Market Analysis – Economics, Demographics, & Existing Inventory

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

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

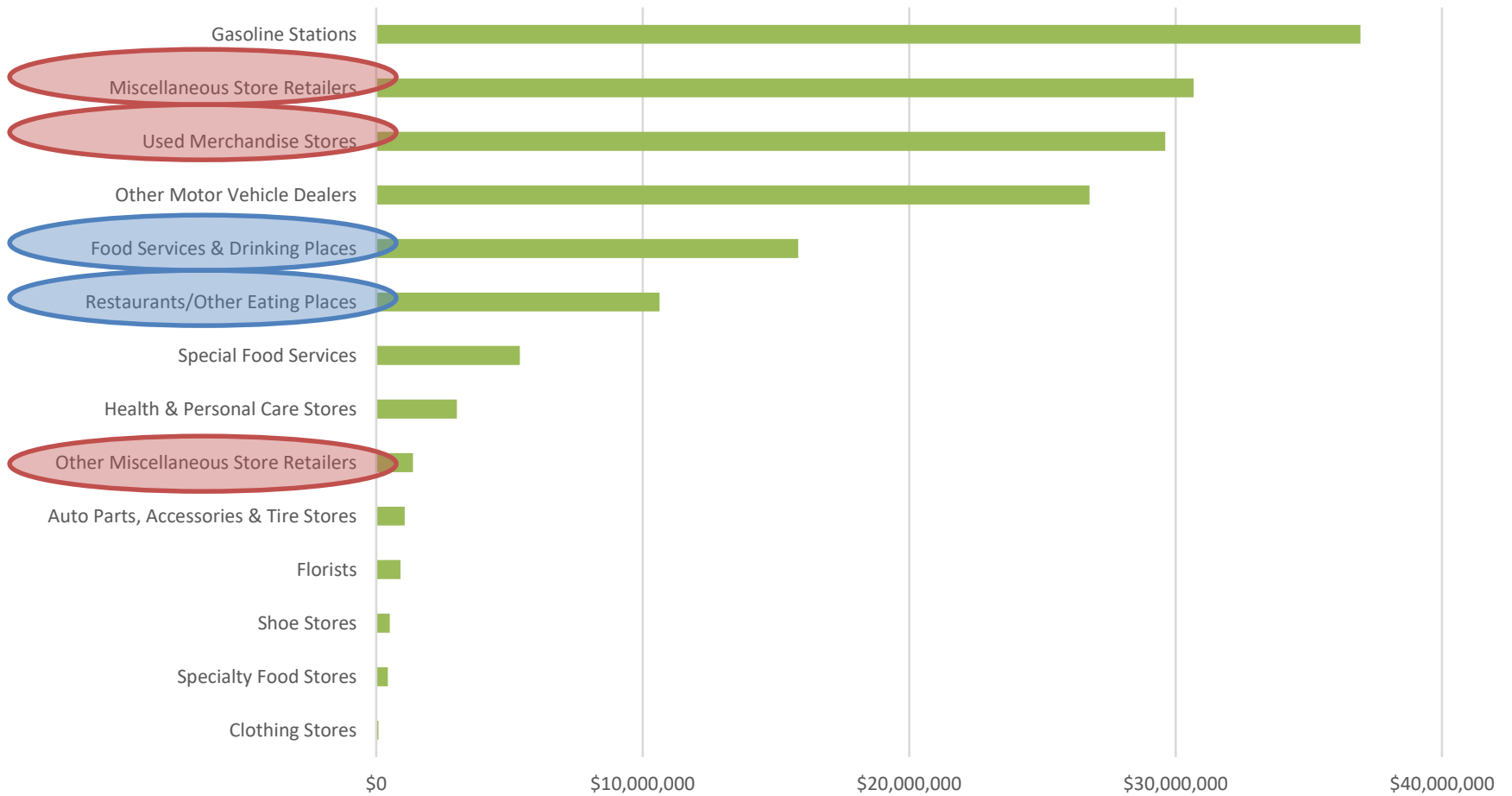


Note: Values are based on a 1-mile radius from the intersection of N. Broadway and Johnston St. unless otherwise stated.

Source: Esri, RCA, CoStar, Zimas

# Market Analysis – Existing Retail

Retail Demand Surplus

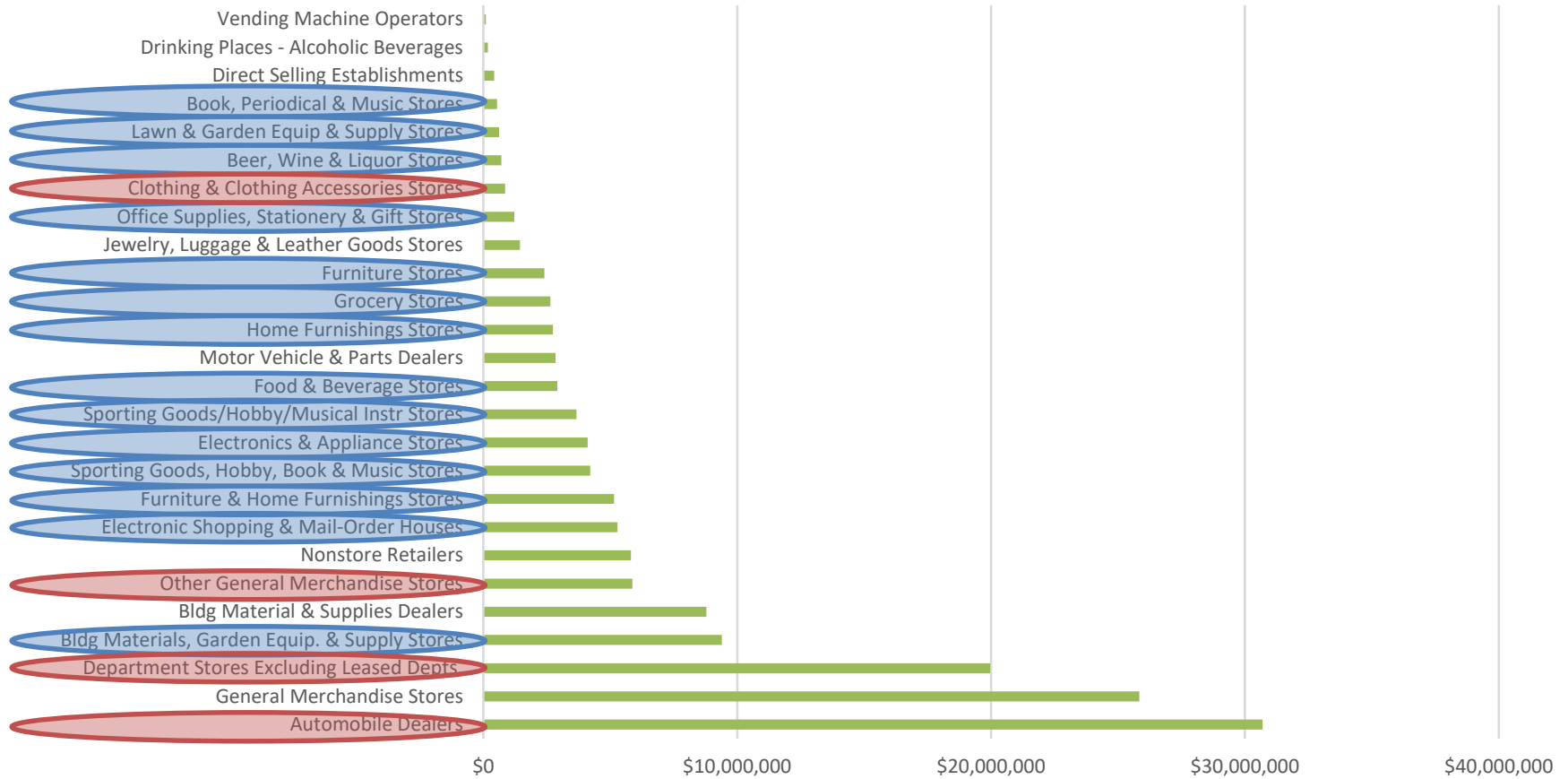


Note: Radius values are based from the intersection of N. Broadway and Johnston St and are for a 1-mile radius unless otherwise stated.

Source: Esri

# Market Analysis – Unmet Demand

Retail Demand Gap



Note: Radius values are based from the intersection of N. Broadway and Johnston St and are for a 1-mile radius unless otherwise stated.

Source: Esri



# Market Analysis – Challenges & Potential Solutions

## CHALLENGES

- Assemblage issues
- Fragmented, non-institutional ownership
- Low transaction volume
- Age of buildings
- Community demographics, culture, & history limits potential new entrants



# Access

# Access

- Public Parking: Asset
  - City lots
    - Spaces: 290
    - Filled: 169
    - 58% Occupied
  - Not a supply problem. Yet!



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# Access

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- **Parking Alternatives**
  - Off street
    - Garages
    - Mixed-use development
    - Consolidate surface parking
    - Stackers
    - Valet
    - Shared
  - On street
    - Side street angle (50 ft)

# Access

- Parking Recommendations
  - Selective replacement
  - Mixed-use development—Parking Plus
  - Consolidate lots





## **Strengthen First/Last Mile connections**

- USC Shuttle system link to North Broadway Corridor to connect Health Science Campus and Gold Line.
- Extend Dash to Lincoln Heights Gold Line station.
- Increase bus frequencies on 751 and 251 connecting Broadway Corridor to Gold Line Station.
- Enhance walking and biking connections between Gold Line and corridor.
- Work with Metro to prepare First/Last Mile study to identify Metro Pathways.



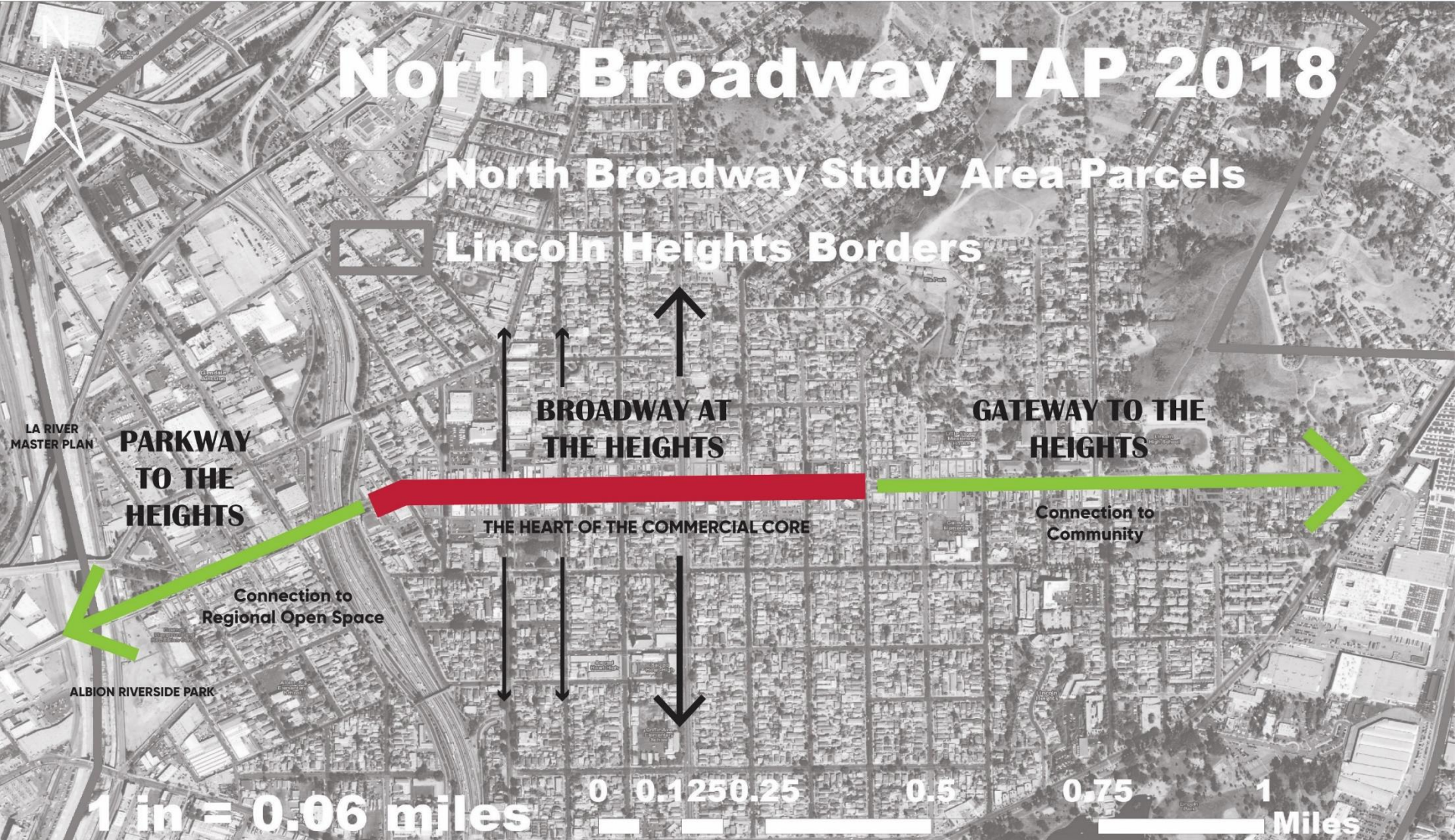
# Access

- Strengthen First/Last Mile connections, continued
  - Dockless bike and scooter share
  - Low-income EV car share
  - Pilot Metro micro-transit (app-based, on-demand mini-bus)



# Public Realm



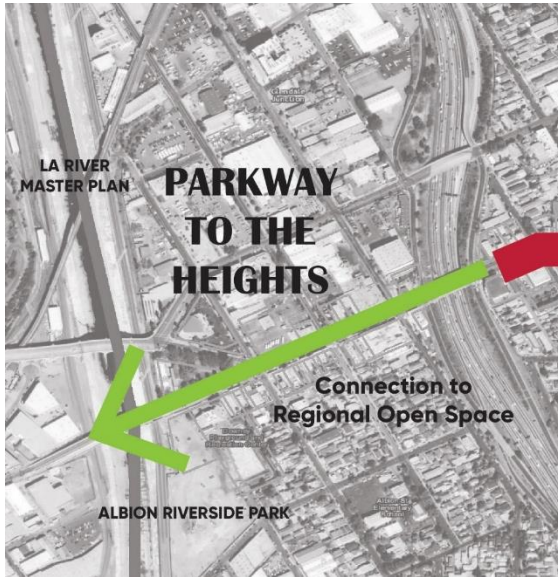




# GOOD BONES

# ENHANCE WITH STRATEGIC INTERVENTIONS

# Area One: Parkway to the Heights

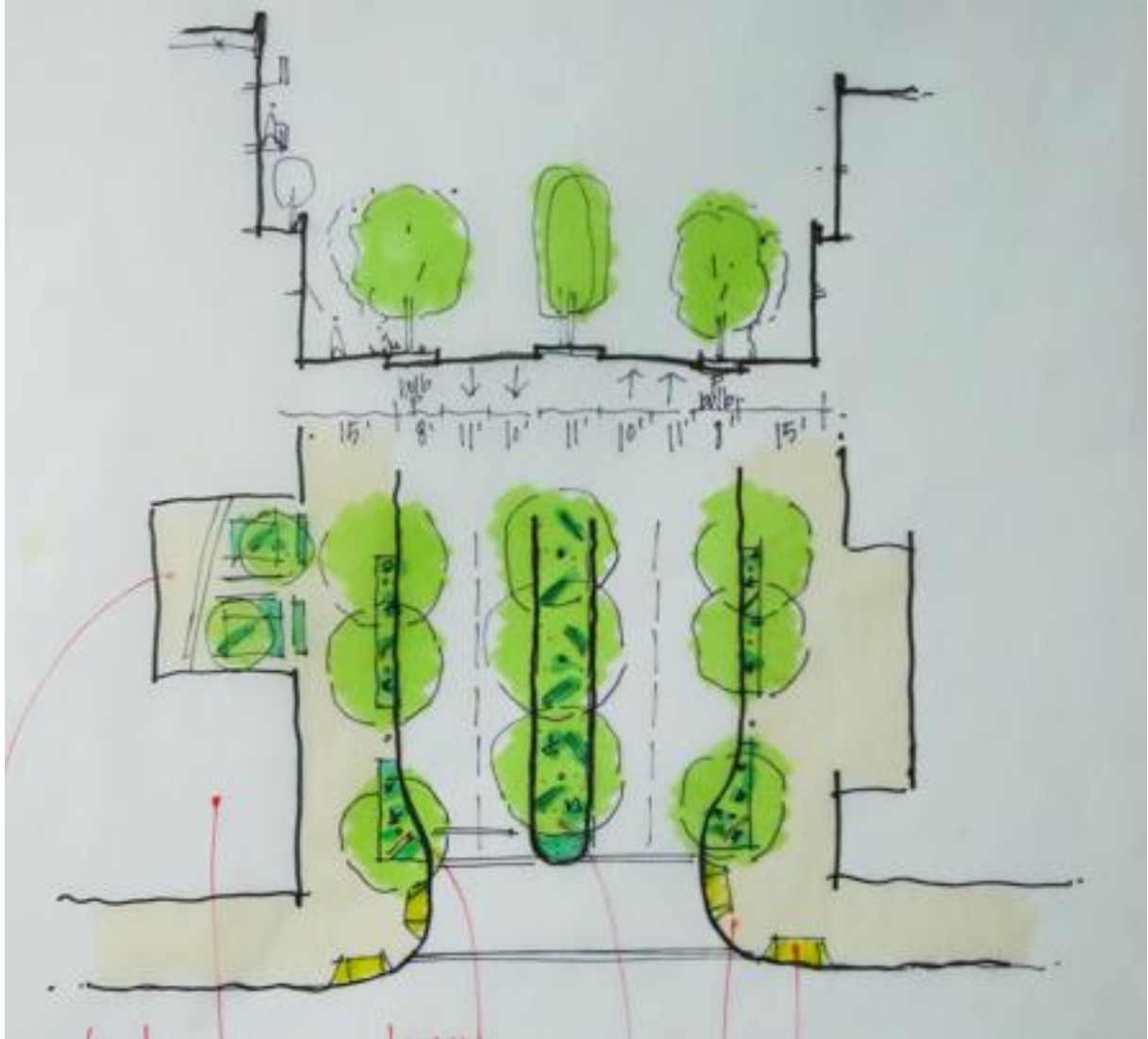


- Boulevard park-like feel
- Planters and bioswales
- Enhanced lighting
- Pull some of the park design language to the street
- Let people know they are entering Lincoln Heights
- Wayfinding signage for pedestrians
- Tie to river through design
- Educational signage regarding Albion watershed





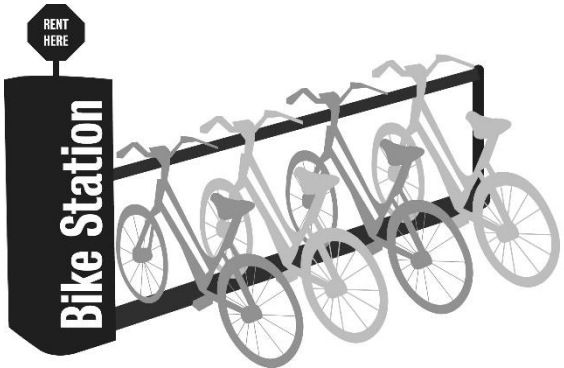
# Area One: Parkway to the Heights



Typical Plan View

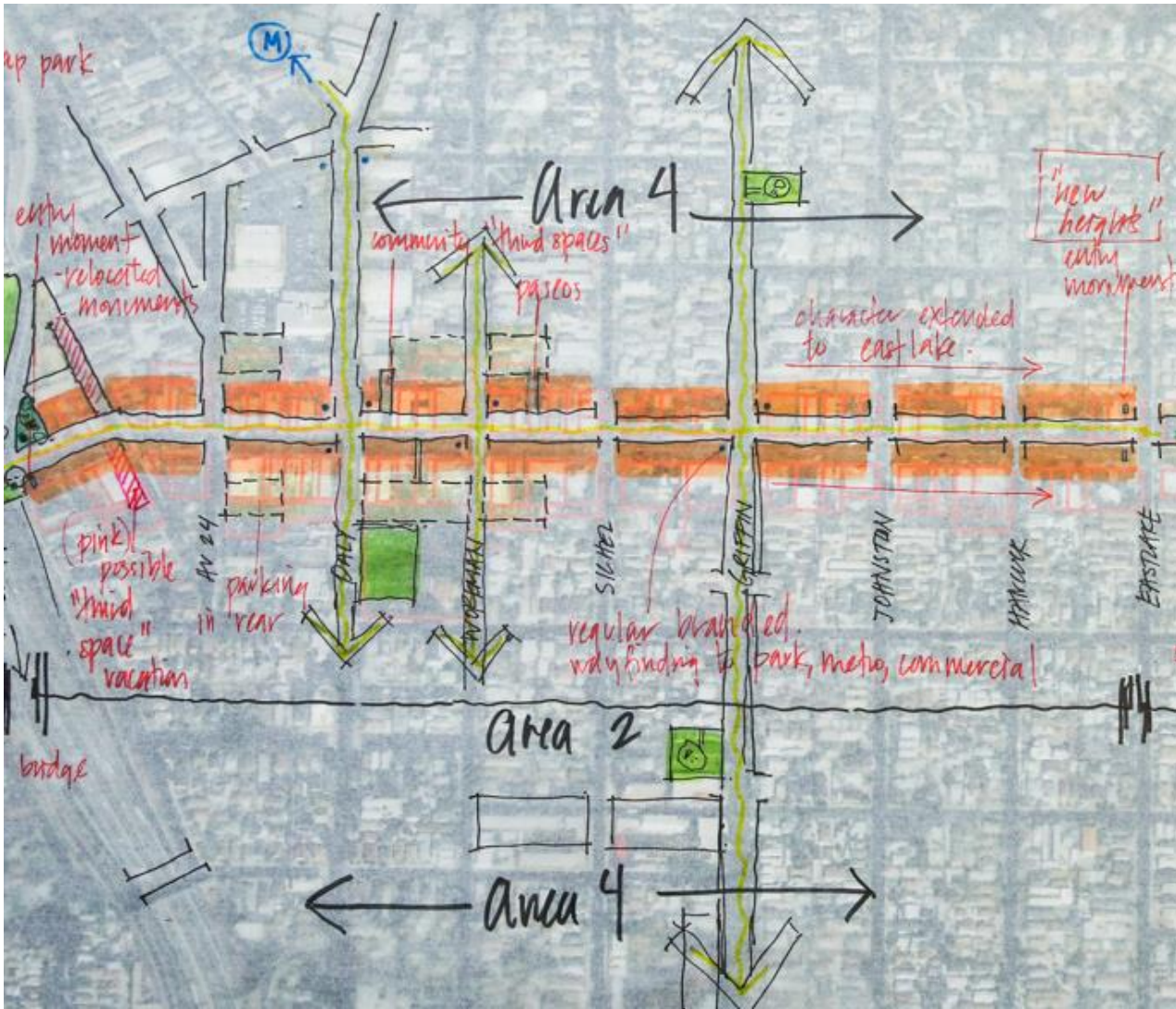
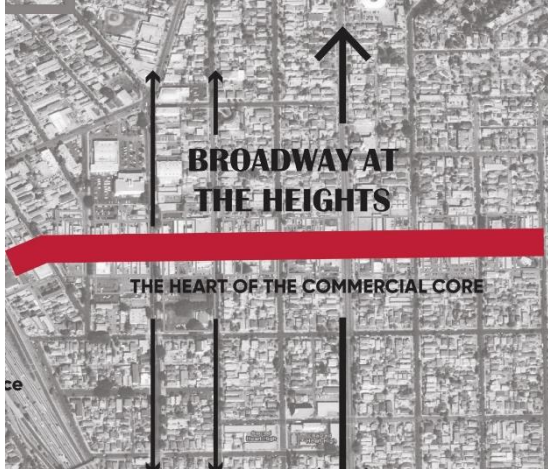


# Area One: Parkway to the Heights



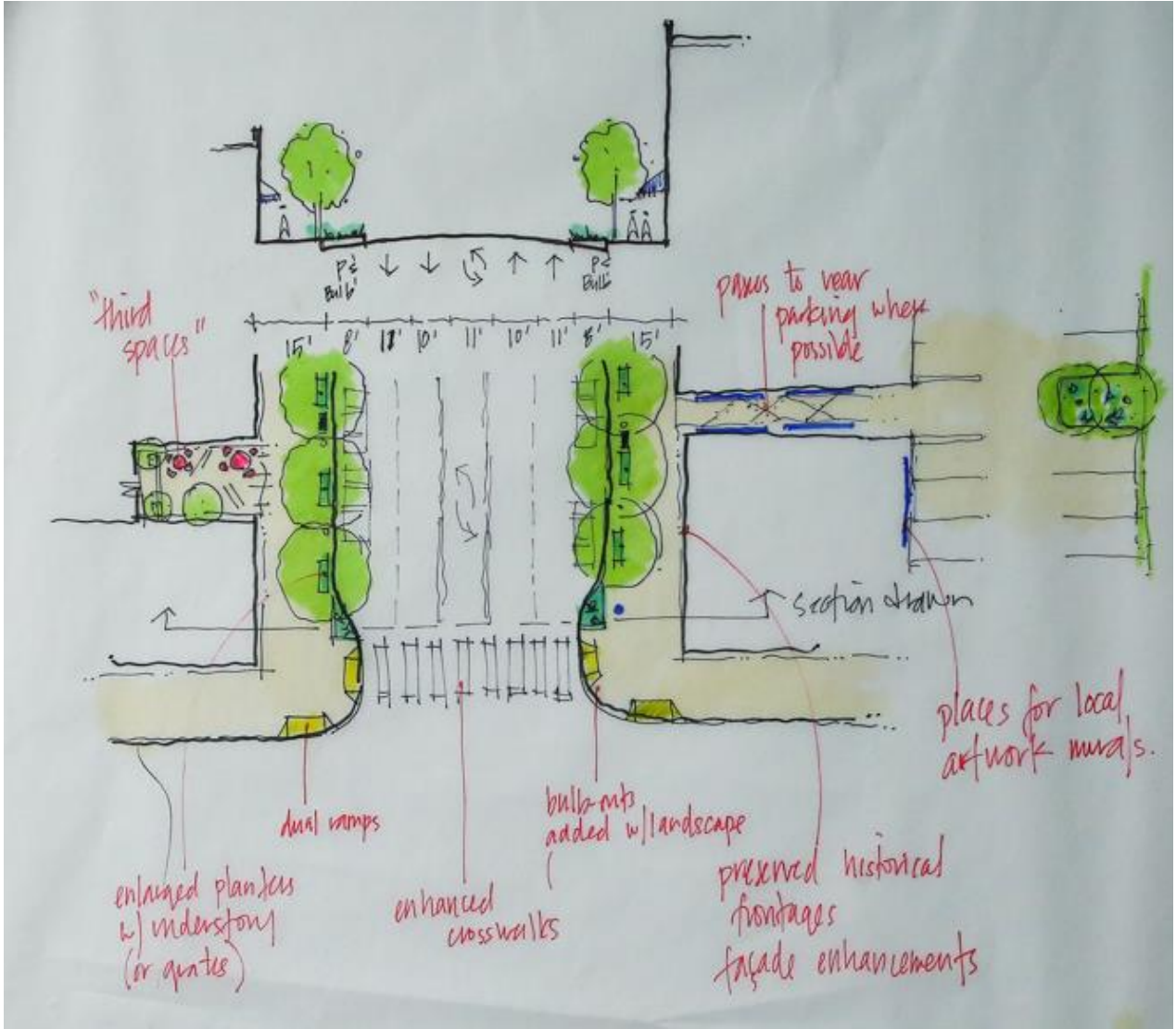


# Area Two: Broadway at the Heights



- Pedestrian bulb-outs
- Enhanced crossings
- Third spaces
- Access to rear parking via paseos
- Dual curb ramps
- Wayfinding signage for pedestrians
- Lincoln Heights entry signage at each end
- Community art
- Educational signage regarding Albion watershed

# Area Two: Broadway at the Heights



Typical Plan View



# Area Two: Broadway at the Heights



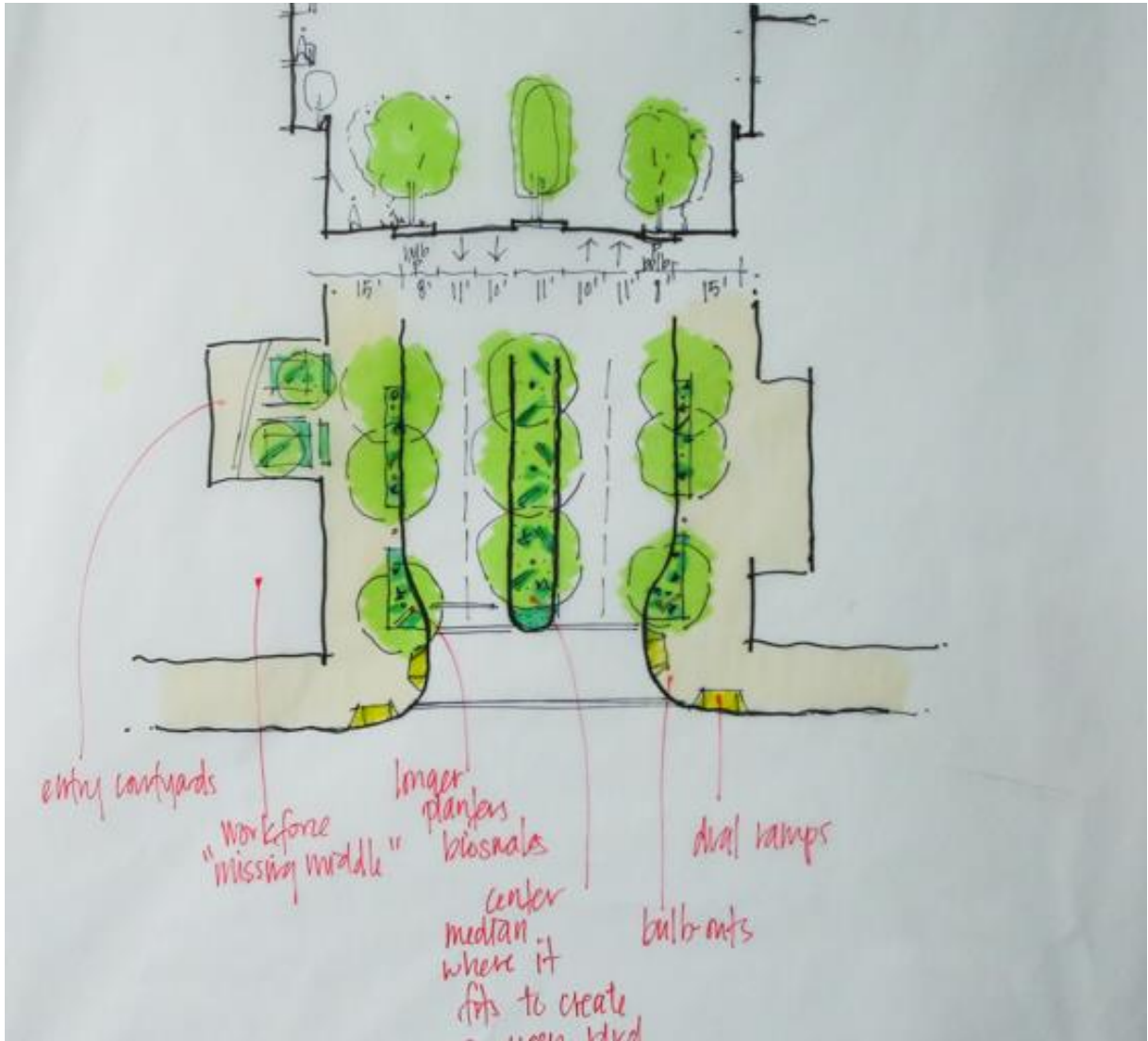


# Area Three: Gateway to the Heights



- Neighborhood character
- Boulevard park-like feel
- Planters and bioswales
- Let people know they are entering Lincoln Heights
- Community tree planting
- Wayfinding signage for pedestrians
- Little library
- Rubber sidewalk, trail to encourage walking

# Area One: Parkway to the Heights



Typical Plan View



# Area Three: Gateway to the Heights







# Financing

# Financing Opportunities

- Transit options
  - Metro and LA City programs for local transit
  - USC to modify routes
  - Focus on “last mile” transit
- Corridor development programs
  - Create Opportunity Zone Fund
    - Community benefit payments
    - Portion of property tax increment

# Financing Opportunities

- Corridor development projects, continued
  - Transfer development rights/density within corridor and from Historic Preservation Overlay Zone (HPOZ)
  - Expedite entitlement process for workforce housing
  - Key employers to contribute funding for workforce housing

# Community Engagement



# Marketing and Branding Community Communication System

## Creative and fun discussions about –

- Identity & Character
- Zoning
- Shaping change

Pop-up workshops

Community events

Booths at farmers market

Walk audits



# Marketing and Branding Community Communication System

## **Community Ambassadors –**

Ingratiate the local community through key leaders and influencers. Enlist, engage and educate the local community through well-versed ambassadors that tap in to the core of the neighborhood. Employ multi-lingual ambassadors that can engage with the community to learn their needs/concerns while providing a clear, transparent plan for the future.





# Marketing and Branding Community Communication System

Build a strong infrastructure of an online-based information center for consistent updates and community engagement to avoid confusion or inaccurate information.



# Implementation



# Implementation (Year 1)

- Leadership Group to own the work plan
- Council District 1 initiate zone change to revise Q condition along the entire corridor
- Lincoln Heights BID to champion branding/marketing campaign
- Set-up a dedicated Lincoln Heights website with transparent plan details that can capture community engagement
- Leadership Group to begin community engagement

## Implementation (Year 1) cont

- Develop design for stormwater capture and tree maintenance scheme to apply for County Safe, Clean Water funds
- Install wayfinding to Albion Park and Metro Gold Line Station
- Revisit CASP in Area 1 to leverage Albion Park investment and connect to Broadway Corridor
- Monitor NextGen study at Metro to advocate for greater bus frequency

# Implementation (Midterm 2-4 Years)

- Implement CASP changes in Area 1
- Consolidate public and private parking lots
- Complete development deal for housing construction on city parking lots with selective parking replacement
- Re-evaluate significance standards of HPOZ and evaluate zone boundaries as appropriate
- Complete Q Condition zone change to include workforce housing incentives
- Work with major local employers to develop workforce housing program
- Pursue bike share, electric scooter, EV car share options

# Implementation (Midterm 2-4 Years) cont

- Pursue Metro and City funding for transit and mobility improvements
- Identify Opportunity Fund, develop complementary City program
- Enhance pedestrian crossing over 5 Freeway in Area 1
- Implement Area 1 and 3 streetscape greening
- Move and enhance existing gateway signage to Area 1 edges
- Hire branding and public relations firm



# Implementation (Longterm 5+ years)

- Identify public third spaces (paseos, pocket parks, plazas)
- Evaluate development potential for vacant lots in Area 3
- Initiate first workforce housing development
- Connect LAC+USC Medical Center and USC Health Sciences Campus to Gold Line Station via Griffin and the North Broadway Corridor
- Install branded signage and wayfinding
- Employ Community Ambassador to maintain and enforce the brand

Thank you! Questions?

