

A ULI ADVISORY SERVICES TECHNICAL ASSISTANCE PANEL REPORT

THE GOODYEAR TRACT

JANUARY 2018



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



Aerial view of Goodyear Tract in 1957. The Goodyear Tire & Rubber Co. plant, now home to a US Postal Service facility, is located in the foreground. (Credit: Kelly-Holiday Collection, Los Angeles Public Library)

ASSIGNMENT AND PROCESS

The Goodyear Tract industrial complex is one of the best-kept secrets in the Los Angeles region. This large industrial district is a uniquely historic and active industrial area and an underappreciated economic engine for the City of Los Angeles and the neighborhoods of South Los Angeles.

The Goodyear Tract is one of the oldest and largest tracts of industrial lands in Los Angeles. From the street level or viewed on a map, the Goodyear Tract is striking for its historic character and its diverse collection of industrial businesses.

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

The Goodyear Tract is located in Council District 9, also known as the “New Ninth,” of the city of Los Angeles, and a large number of city departments, planning documents, and

other layers of bureaucratic interests influence the operation and investment in the Goodyear Tract. Council District 9 of the City of Los Angeles sponsored this Technical Assistance Panel (TAP) by the Urban Land Institute’s Los Angeles Chapter (ULI LA), and in so doing continues a legacy of planning and visioning efforts focused on the Goodyear Tract.

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

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

KEY QUESTIONS

Los Angeles Council District 9, led by Councilmember Curren D. Price, posed a few key questions to the ULI LA TAP to consider regarding strategic planning, design, and investment opportunities for the Goodyear Tract. This is an area bounded by Slauson Avenue to the north, Florence Avenue to the south, Central Avenue to the east, and Avalon Boulevard to the west. These key questions also ask the TAP to consider the connections between the Goodyear Tract, the adjacent residential neighborhoods, and the broader South Los Angeles area.

Market Analysis: What uses should be encouraged, based upon market demand, and where should they be located? What regulations or incentives are needed to support the expansion of existing industries, to the extent feasible, while attracting new businesses? Is adaptive reuse a viable option?

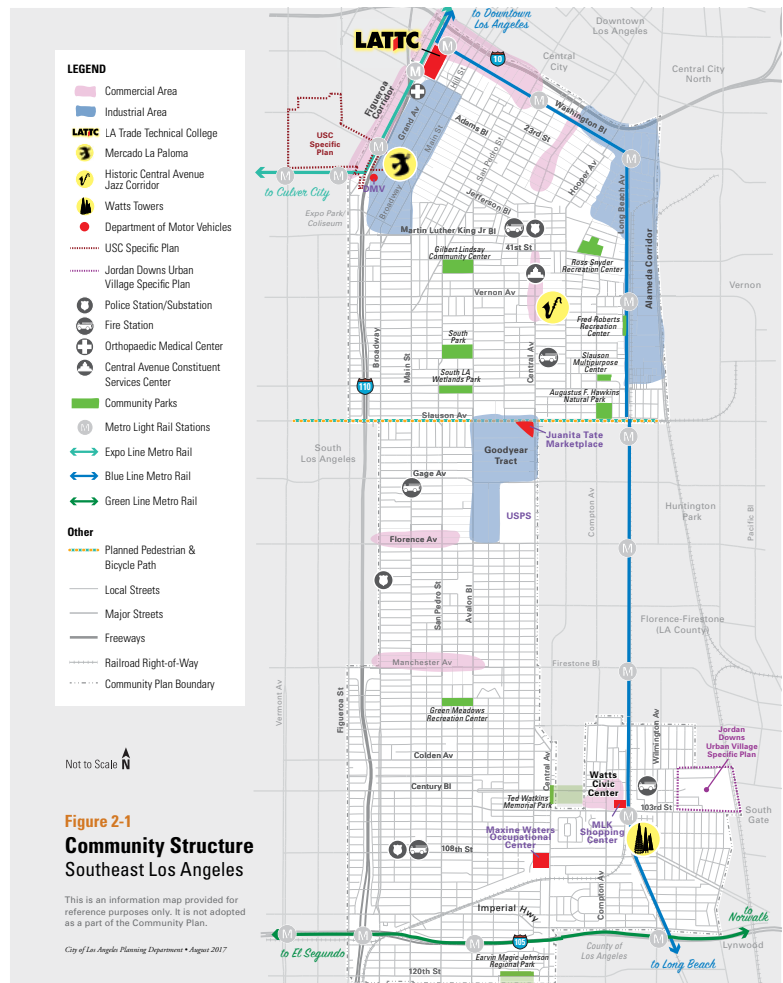
Land-Use/Infrastructure: How can the Goodyear Tract create better connections to the Juanita Tate Marketplace and surrounding land uses along the Slauson Corridor, Avalon Boulevard, and Gage Avenue? What are ways to provide linkages to the South Los Angeles Wetlands and schools in the area? Along the perimeter of the Tract, how can the frontages and aesthetics be improved? Based upon market demand, what infrastructure and streetscape improvements should be considered to facilitate business retention and growth, while enhancing the long-term viability of the district?

Branding: What can the City do to improve the identity or brand of the Goodyear Tract site to attract tenants and owners? What are some ways to establish a unified brand strategy? Should activity hubs be considered (i.e., furniture, pallet makers, multi-media, studios, etc.)?

Parking: Given the relatively small parcel sizes, what can the City do to help address the higher parking demand of commercial uses? What strategies should be considered for better parking and more efficient loading areas?

Financing: What financial mechanisms are available to fund improvements (public and private)? With the recent Promise Zone designation, how can the City encourage reinvestment in the Goodyear Tract?

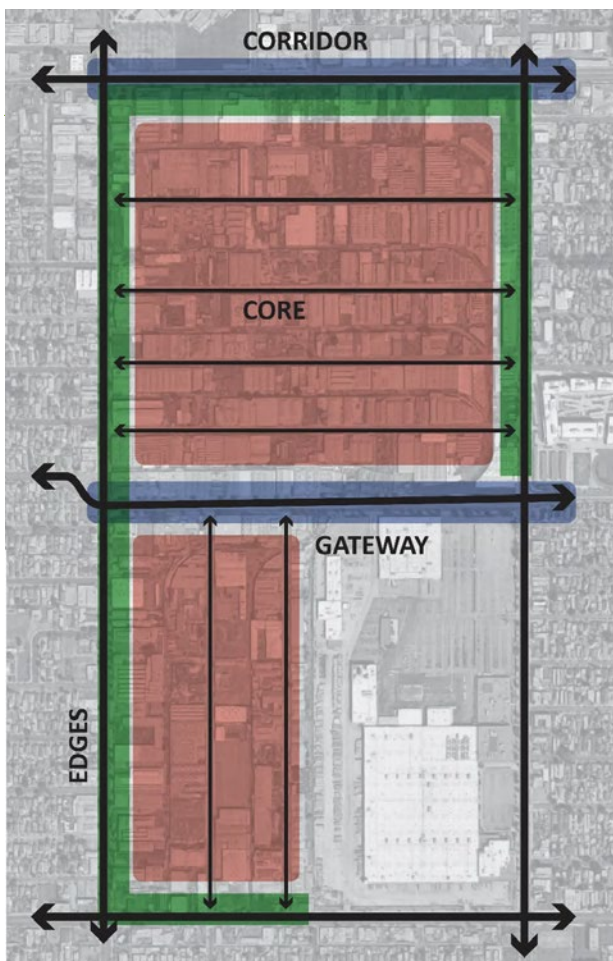
The Goodyear Tract is an underappreciated economic engine for the City of Los Angeles and the neighborhoods of South Los Angeles.



MAJOR CONCLUSIONS

The TAP organized its recommendations into three “sub-areas” of geographic concentration in and around the Goodyear Tract.

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



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

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

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

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

ULI'S TECHNICAL ASSISTANCE PANELS

TAP PROCESS

Prior to the TAP, ULI panel members met with representatives from Council District 9 (CD 9) to determine the scope of the panel assignment. ULI selected panel members with practical and professional skills that address the stated objectives for the TAP. Panel members reviewed background materials prepared by CD 9 staff prior to the TAP, including market and demographic data, the Community Plan Implementation Overlay for the Southeast Los Angeles Community Plan, the South Los Angeles Transit Empowerment Zone, the 2011 Economic Development Study sponsored by the Community Development Agency of Los Angeles, and more.

Given the desire of CD 9 for a thorough study of the opportunities presented by the study area, this TAP lasted for two days. On the first day, panel members toured the study area with community members, Councilmember Curren D. Price, and staff members from Councilmember Price's office. The TAP also met with local business owners, community members, and representatives from a large collection of city departments. On the second day, panelists worked through an intensive analysis on the specified issues before presenting their findings at a public event attended by representatives from public agencies, members of the community, Councilmember Price, and other members of the CD 9 staff.

THE EXPERTS OF THE TECHNICAL ASSISTANCE PANEL

ULI convened a panel of professionals representing a variety of disciplines connected to land use and real estate development, such as architecture and urban design, real estate development, economic analysis, and development financing. The ULI panel members brought professional expertise relevant to CD 9's objectives for the study and a working knowledge of the real estate market, design typologies, regulatory environment, and transportation engineering common in the study area. All panel members volunteered to participate in the panel process and did not receive compensation for their work.

The panel members toured the site on the first day of the TAP.

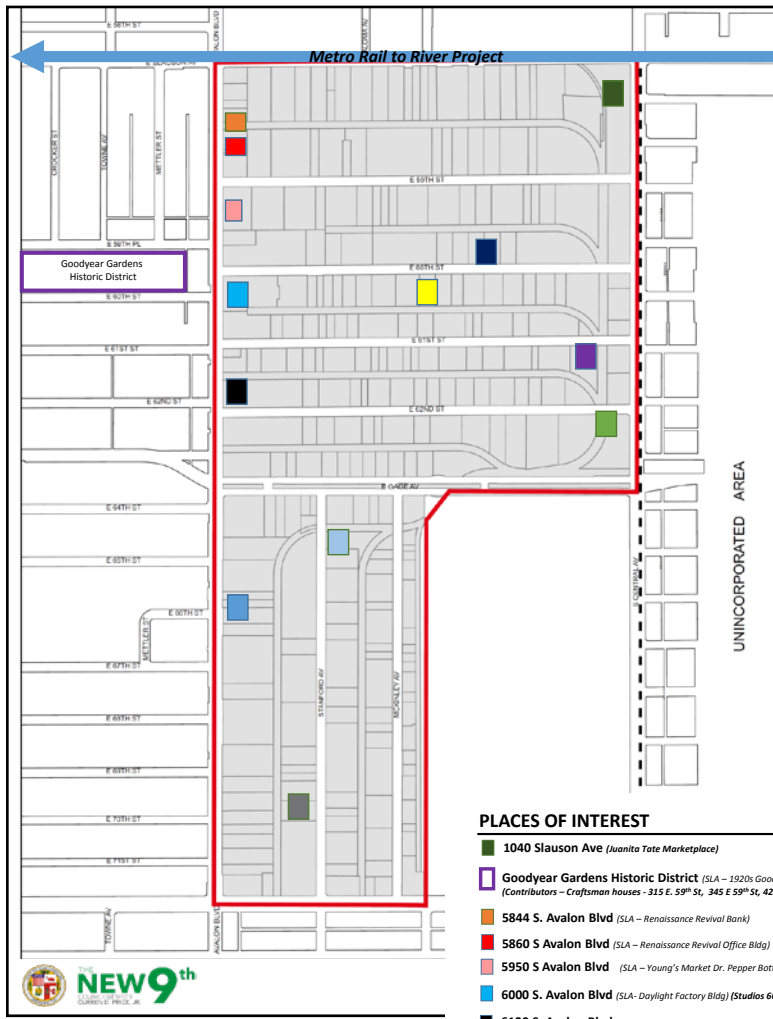


OBSERVATIONS

BACKGROUND AND CONTEXT

The Goodyear Tract industrial complex is one of the oldest and largest tracts of industrial lands in Los Angeles, and an underappreciated economic engine for Southeast Los Angeles neighborhoods and the entire City of Los Angeles. In fact, the Goodyear Tract is one of the more active business districts in the City of Los Angeles, with approximately \$1.4 billion in sales volumes, over 200 companies, and approximately 4,000 employees.

Goodyear Tract study area map.



The Goodyear Tract comprises 281 parcels on 205 acres within close proximity to major highways, transit corridors, and Downtown Los Angeles. The Goodyear Tract is bounded by Slauson Avenue to the north, Florence Avenue to the south, Central Avenue to the east, and Avalon Boulevard to the west.

Many of the properties located in the Goodyear Tract are available at lower rents and sale prices than other industrial areas in Greater Los Angeles, allowing many small and entrepreneurial businesses to operate in a diverse range of industries. Manufacturing businesses consist mostly of small tenants and owner-users. Some of the existing building stock would be considered non-competitive in other parts of Los Angeles due to low ceilings, poor maneuvering, utility capacity, and tight parking, but because the rents are so low, the Goodyear Tract offers a critical entry point to the city’s economy for small and new businesses.

The long history of the Goodyear Tract contributes both to its challenges and its charms. Established in the early 1930s, the Goodyear Factory became a tire manufacturing plant before eventually closing. Many of the existing warehouses and manufacturing buildings in the Goodyear Tract were constructed in the 1930s and 1940s. The Goodyear Tract has evolved over the decades as industries have left lasting impacts on the site, but many historic buildings still remain from the first half of the 20th century. In general, the manufacturing industries have declined in South and Southeast Los Angeles, but the Goodyear Tract remains as an enduring and diversified industrial district.

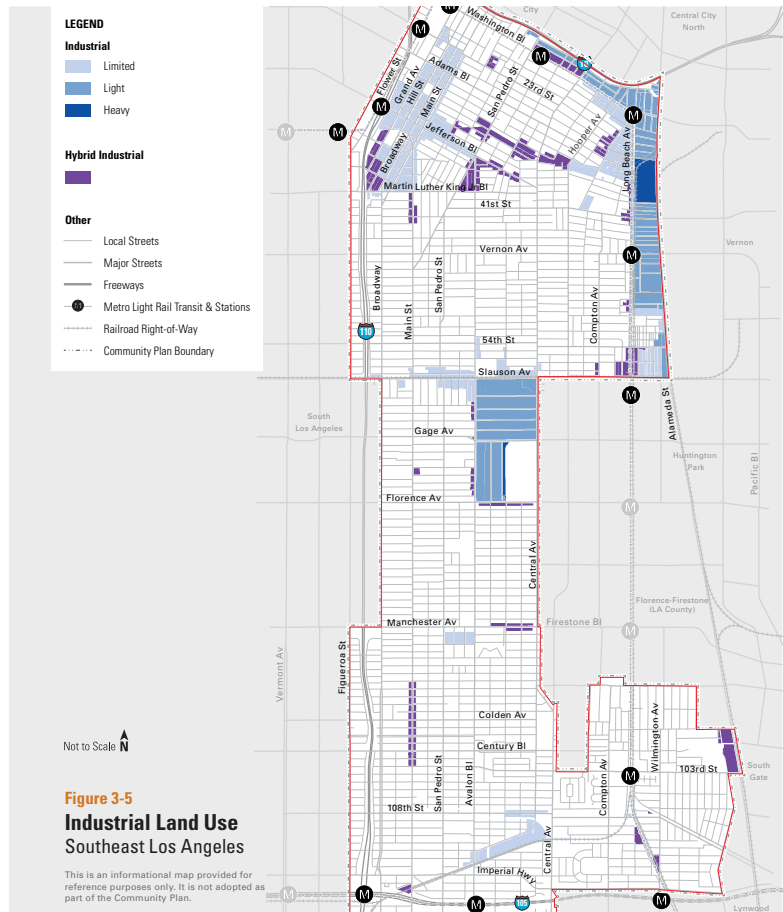
A large portion of land abutting the Goodyear Tract, located south of Gage Avenue, was redeveloped into a central processing facility for the U.S. Postal Service in the 1990s. More changes have come to the immediate area around the Goodyear Tract in recent years. The Juanita Tate Marketplace opened in April 2014, for instance, culminating 25 years of planning and development efforts. The Juanita Tate Marketplace, located on 6.5 acres at the corner of Slauson and Central avenues, includes a full-service grocery store and a variety of retail stores and sit-down restaurants.

In 2007, local landowners established the South Los Angeles Industrial Tract Business Improvement District (SLAIT BID) to increase security patrolling in the Goodyear Tract, producing noticeably positive effects.

In June 2016, the U.S. Department of Housing and Urban Development designated the SLATE-Z South Los Angeles Promise Zone to help prioritize federal grant funding and support from other programs to the area, given that 44 percent of residents live at or below 150 percent of the poverty line in the Promise Zone.

The Southeast Los Angeles Community Plan includes zoning changes that will affect parcels in the Goodyear Tract. Most recently, in June 2017, the Los Angeles City Planning Commission approved the South and Southeast Los Angeles Community Plans and supplemental documents. On November 22, 2017, the City Council approved the community plans for South Los Angeles, which will guide development in the area for the next 20 years.

Another momentous planning effort will transform Slauson Avenue just north of the Goodyear Tract, where the Los Angeles County Metropolitan Transportation Authority (Metro) is implementing the Active Transportation Rail to River Corridor Project (Rail to River). The Rail to River project will create a walking and biking trail along unused rail corridors through South Los Angeles and neighboring communities, and will include other transportation related improvements like streetscape elements and roadway enhancements. The



Rail to River project will connect the Metro Blue Line, Silver Line, and future Crenshaw/LAX Line stations along Slauson Boulevard.

Map showing industrial land uses in Southeast Los Angeles.

The city's Bureau of Engineering is planning to reconfigure a portion of Avalon Boulevard, including where the street creates the western boundary of the Goodyear Tract. The street reconfiguration will remove a vehicle travel lane to make room for bike lanes, curb extensions, and traffic signalization improvements. These improvements will make Avalon a much more user-friendly edge along the Tract, potentially supporting future retail opportunities that serve the Tract and surrounding neighborhoods.

The large-scale active transportation investments in the area will improve an already robust multi-modal infrastructure adjacent to the Goodyear Tract. But most of those mobility options do not extend into the site. With proximity to the existing Blue Line, Silver Line, and the existing Metro bus routes along all of the major streets that border the Goodyear Tract and down Gage Avenue, the Goodyear Tract benefits from a robust collection of mobility options.



One of the most striking characteristics of the Goodyear Tract is its collection of historic structures throughout the site.

KEY OBSERVATIONS

The Goodyear Tract is characterized by both impressive strengths and obvious challenges. The Goodyear Tract is already a vibrant industrial district, aided by proximity to freeways and public transit, access to the Los Angeles International Airport, access to the ports of Los Angeles and Long Beach, and access to the greater Los Angeles regional market. Those existing strengths offer some of the explanation for why the Goodyear Tract has attracted so many businesses for so many years.

The Goodyear Tract is operating at high productivity. Its economic output and employment per acre are greater than comparable industrial areas in the region. The neighboring community is another strength of the Goodyear Tract—with plenty of local population to fill the employment base that the Goodyear Tract supports.

One of the most striking characteristics of the Goodyear Tract is its collection of historic structures throughout the site, with many buildings being constructed with notable architectural details from the early 20th century. These buildings' design and interior features have significant draw in today's marketplace.

Along with those charms, however, are some challenges. Drainage, transportation, and energy infrastructure are in need of significant improvements to meet the requirements of contemporary businesses (as well as growing industries). Both the private and public sectors have neglected infrastructure investments. Streets are in significant need of repair (in fact, all the streets have been “withdrawn from public use,” and are now maintained by private entities though they are still available to the public). Poor drainage continues to create a problem during weather events and for the environmental impacts on the area and the region. Communications and electricity infrastructure also pose challenges to the expansion of the businesses located in the Goodyear Tract. Navigation through the site is disorganized and chaotic, and the informal nature of the site also enables a lack of enforcement of both building and environmental regulations. In fact, the lack of solid information about environmental conditions on many parcels throughout the site could constrain future investment opportunities.

The combination of higher relative land values and lower rents (or revenue) has an impact on the economics of the Goodyear Tract—this kind of ratio tends to encourage owner-users and long-term and multi-generation property ownership with very low turnover. That ratio also tends to discourage capital investment because owners can't recapture those investments or pay debt service with that level of revenue. If there were more institutional owners, there might be more private financing available for redevelopment or capital investments, but such owners are unlikely to enter the market because of the low revenues.

These tendencies prove true in the Goodyear Tract. The TAP noticed that between two-thirds and three-quarters of the property owners on the site are owner-users, and there are few institutional owners. Turnover is, in fact, very low, with only seven transactions in the past 24 months. Property owners and businesses are entrenched—they are neither moving nor selling.

Furthermore, the Goodyear Tract is split up into many small and oddly shaped parcels. Very few businesses own multiple parcels or adjacent parcels, meaning most parcels can only accommodate industrial uses that work on small sites.

There is a flip side of these limitations, however. Collectively, the small, discrete parcels and the low rents have supported the creation and incubation of small, locally owned businesses, which is a rare benefit for an industrial district of this size in Los Angeles.

Focusing on mobility infrastructure, there are many challenges to moving around the interior of the district. The street grid lacks adequate connections between blocks—the existing grid currently moves either east-west or north-south, depending on your position in the district, making it a difficult area to walk through.

Parking is another challenge, though the topic produced more debate than consensus among the TAP. In the end, the TAP questions the extent of the parking problem. Parking appears to be full, and loading is a real challenge for trucks, but it's not clear to what extent parking shortages are impacting the district, and exactly where a lack of parking is an impediment to business operations.

Finally, there is a lack of identity and awareness about the Goodyear Tract and its singular strengths and weaknesses—from both the general public as well as city officials working in departments with oversight of the area. There are issues specific to this area that require precise attention and tools tailored to this area—not generic tools that might work in other parts of the city. Exacerbating that lack of public awareness outside the Goodyear Tract is a lack of engagement from tenants and users. The South Los Angeles Industrial Tract Business Improvement District (SLAIT BID) and CD 9 are challenged by limited means of communications with absentee landlords and small businesses. That lack of coordination makes it difficult to communicate the story of the Goodyear Tract to the city and region.

MARKET ANALYSIS

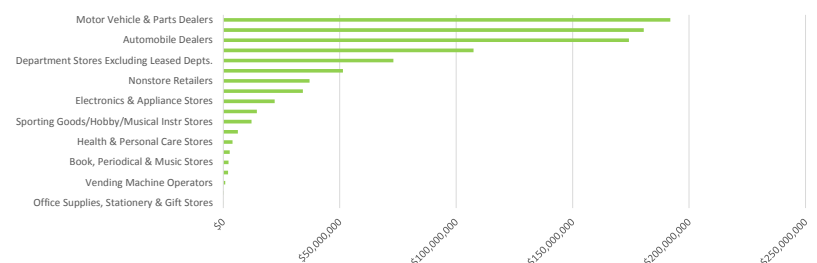
Demographics and historical real estate performance should determine some of the uses of the Goodyear Tract moving forward.

The neighborhoods surrounding the Goodyear Tract are densely populated, with over 500,000 people living within three miles of the district. The population in that three-mile area skews young, with a median age of 28 years old and is populated by large households, with an average of 4.2 persons per household. The local population is primarily working and middle class, with a median household income of \$32,600. Over a fifth of the population earns less than \$15,000 per year, while approximately 16 percent of households earn over \$75,000 annually. Ethnically the population surrounding the Goodyear Tract is overwhelmingly of Hispanic origin (81 percent), and over 44 percent of the population declines to associate with historical race categories, electing to identify as “Some Other Race Alone.” The balance identify themselves as White (33 percent), Black (17 percent), and Two or More Races (4 percent) with American Indian, Asian, and Pacific Islander comprising less than 1 percent of the local population each.

Metric	1 mile	3 mile	5 mile
Population	59,364	514,792	1,189,857
Households	13,086	122,697	322,758
Average Household Size	4.53	4.15	3.6
% Renters	68.7%	69.7%	69.2%
Median Age	26.9	28.1	30.0
Median Income	\$33,478	\$32,631	\$34,373

Product Type	Inventory SF	Occupancy	Rent \$/SF
Industrial	66,493,405	96.7%	\$0.77
Retail	13,286,024	96.6%	\$2.10
Office	2,105,847	96.8%	\$1.89
Multifamily	6,585,250	95.1%	\$1.39
Goodyear Tract	4,588,106	99.1%	\$0.38

Retail Demand Gap



Note: Values are for a 3 mile radius from Gage Ave & McKinley Ave unless otherwise stated.
Source: CoStar, ESRI Business Analyst

As demonstrated by the success of the Juanita Tate Marketplace, the demographics of the surrounding area support new retail uses along the periphery of the Goodyear Tract. The TAP would not recommend office or residential uses as a viable product for the Goodyear Tract. However, specific kinds of retail have significant unmet demand in the area, including food service (especially restaurants providing healthy or fresh fare to counter the preponderance of fast food in the area), local health and wellness (e.g., a neighborhood dentist), new entertainment options (e.g., a single-screen, second-run movie theater), and motor vehicle parts (which is actually the type of retail most lacking in the area, according to the TAP's analysis of the market). Those kinds of retail uses would be suitable to locate on the periphery of the district, where they would have the additional benefit of drawing additional foot traffic and activity to the district from the local neighborhood, in addition to serving the employment base already working in the Goodyear Tract. Such retail uses could be encouraged through changes to the zoning and increased floor-to-area ratio (FAR) at the periphery, but also through increased code enforcement and incentives for façade improvements and new businesses.

Analysis of financial feasibility of typical adaptive re-use.

The demographics of the surrounding neighborhoods also suggest festival atmospheres. Gage Avenue could be a target for interim uses, festivals, farmers' markets, and public gatherings on weekends when access to the Goodyear Tract is less congested. Generally small parcels will make it difficult to create a larger festival space like Plaza Mexico in Lynwood that might co-exist with industrial activity. Instead, retail on the edges of the Tract makes the most sense along major commercial corridors. No Community Redevelopment Agency remains to spearhead an effort of parcel assemblage like the long and difficult process that created the Juanita Tate Marketplace, so new retail would most likely be accommodated by smaller storefronts in existing or new buildings.

Regarding adaptive reuse, especially for the retail uses on the periphery of the Goodyear Tract, the TAP identified some challenges to the financial feasibility of adaptive reuse for new commercial uses. First, the lack of public awareness about the Goodyear Tract requires additional marketing efforts to attract new retail business and to encourage people to travel to the Goodyear Tract as a destination. Also, the building stock is old—the average building in the Goodyear Tract was built in 1939—so large capital expenditures to address deferred maintenance, seismic retrofits, and other improvements will be required to program existing buildings for retail. The cost of just replacing buildings—tearing down the existing buildings and building new—is expensive as well, with total all-in (hard and soft) construction costs at roughly \$310 per square foot. Thus, a new 30,000 square-foot industrial building would cost approximately \$9.3 million to build.

Replacement Cost Analysis - Goodyear Tract Los Angeles, 1-Story Industrial Structure Building \$PSF	
Industrial Net Square Footage	30,000
Base SF Cost	\$130
SF Cost - Building Only	\$130
Building Cost	\$3,900,000
Land Cost \$ / Building SF	\$120
SF Cost - Building and Land	\$250
Soft Costs	\$20
Developer's Cost	\$270
Developer's Profit	15.0%
Market Sale Price Upon Completion:	\$310
Total Replacement Cost:	\$9,300,000

PLANNING AND DESIGN RECOMMENDATIONS

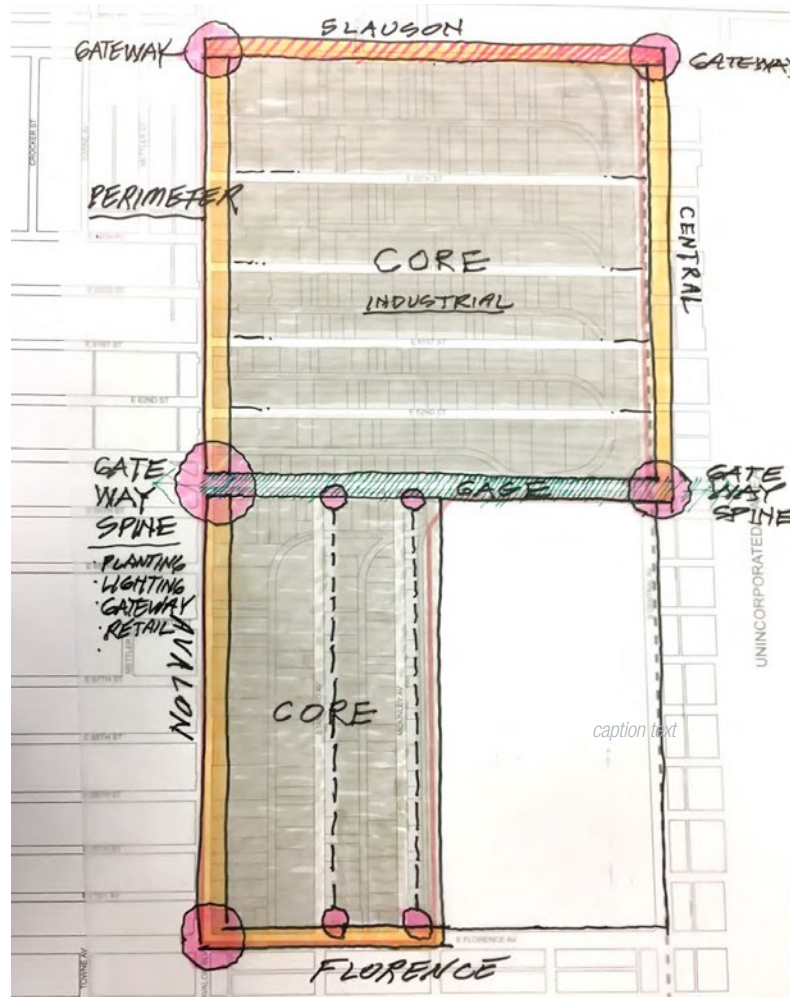
LAND USE

The TAP made recommendations for land use, zoning, and design for each of these three subareas within the Goodyear Tract: “Core Industrial” (the interior of the Goodyear Tract, from Florence Avenue to Central Avenue), the “Edge Corridors” (Avalon Boulevard and Slauson Avenue as the primary corridors), and Gage Avenue (the “Gateway”).

Core Industrial

The key takeaway from the TAP’s recommendations for the core area of the Goodyear Tract is to protect the existing industrial uses. If the zoning of the Goodyear Tract opens to residential, the TAP believes the residential uses could push out a lot of current owners and tenants. At risk are the unique employment base and business incubation opportunities that make the Goodyear Tract a unique contributor to the city’s economy.

Zoning changes should keep the core industrial while discouraging new or expanded public storage, pallet, and recycling businesses, which create very few jobs per acre (estimated at fewer than 10 jobs per acre) compared to other uses. Recycling, for instance, takes up some of the larger parcels and could have environmental negatives. It’s not possible to force less desirable existing uses to leave, and the TAP believes the focus should go toward attracting the right kinds of businesses to the Goodyear Tract in the future. The priority should be given to businesses with strong productivity and employment and the ability to meet higher environmental standards.



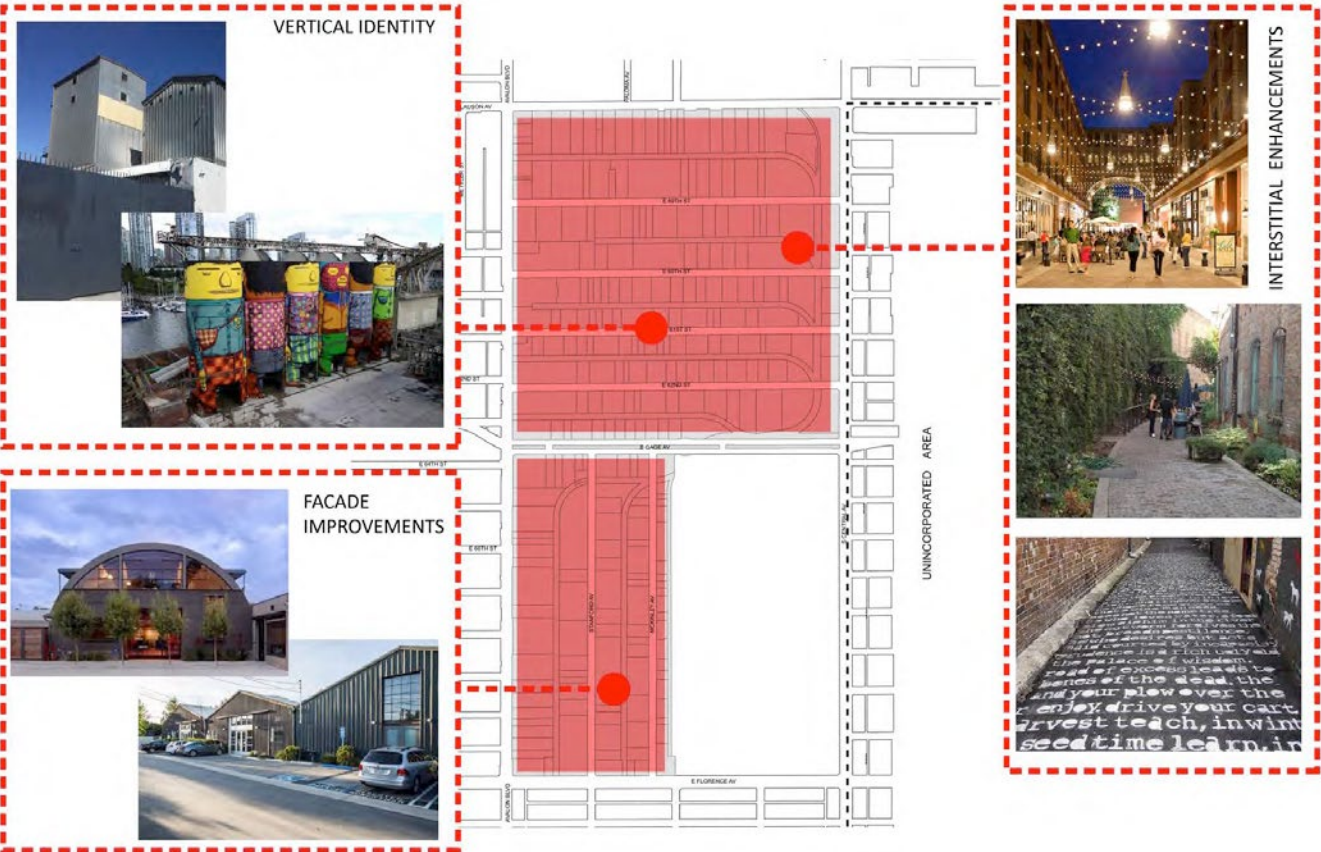
Recommendations are focused on three subareas: Core Industrial, Edge Corridors and Gage Avenue.

Zoning changes should also take into account existing industry clusters, like textiles and woodworking, as well as growing clusters, like furniture, food preparation, and apparel. These uses can create hundreds of jobs per acre to support community employment. Any potential zoning changes should take advantage of opportunities to build on existing strengths while protecting existing industry clusters.

The TAP recommends encouraging on-site partnership between community and local schools, such as University of Southern California, LA Trade Tech College, and Fashion Institute of Design and Management, to provide training in the prevalent industries in the Goodyear Tract. Partnerships with schools have the potential for significant investment and for vocational training and opportunities for demonstration sites. Such partnerships could help existing businesses to train workers as jobs evolve, foster new businesses, and implement best practices and improve environmental outcomes (including transforming less desirable uses into more desirable uses, as well, without necessarily changing industry). The results could encourage the local youth population to remain in the neighborhood, thus creating greater community stability.

The TAP recommends forming partnerships to encourage a start-up environment in the Goodyear Tract. Every effort should be made to gather additional start-ups in proximity to similar businesses. Incubator spaces can be integrated into the existing businesses to supplement the existing industry clusters. The TAP recommends emphasizing the industry clusters with high employment and productivity while de-emphasizing the clusters that are more environmentally harmful or pose other problems. For instance, public storage facilities require large parcels and provide limited employment, while also creating a walled-off dead zone of low activity and low permeability. One public storage facility, as exists currently in the area, can be a benefit to businesses. Too many public facility storage stake up too much space while providing too few jobs.

CORE CONCEPTS



Design ideas of the core industrial area include adding vertical identity and public art to the tallest buildings and structures in the Goodyear Tract. The historic buildings could use some care, but they have great bones and a lot of precedent for how to transform buildings like these into more attractive and beneficial presences are found in Los Angeles and cities all over the country. All that some of the existing buildings need is a little landscaping and maintenance to multiply the appeal of the environment for the existing employment base.

Edge Corridors

The TAP recommends focusing on the corridors along Slauson Avenue and Avalon Boulevard to improve connections between the footprint of the Goodyear Tract and the surrounding neighborhood, as well as adding a new

collection of destinations to attract visitors from outside the immediate area. The development priorities along these corridors should focus on adding community amenities and enhancements to the built environment.

On Slauson Avenue, stakeholders should build on the Rail to River project to maximize the improvements and investment that the project could deliver. That project can and should be used to leverage investment on the south side of Slauson Avenue. The TAP believes that the Rail to River project has transformative potential, and the perception of Slauson Avenue and South Los Angeles will change very rapidly once this project is complete. Property owners and residents near the Goodyear Tract should organize soon to take advantage of this coming change.

EDGE CONCEPTS

The diagram illustrates the 'EDGE CONCEPTS' for the Goodyear Tract. A central street map shows the tract's layout with streets labeled: AVALON BL, S LAUSON AV, E 10TH ST, E 9TH ST, E 8TH ST, E 7TH ST, E 6TH ST, E 5TH ST, E 4TH ST, E 3RD ST, E 2ND ST, E 1ST ST, E FLORENCE AV, W 1ST ST, W 2ND ST, W 3RD ST, W 4TH ST, W 5TH ST, W 6TH ST, W 7TH ST, W 8TH ST, W 9TH ST, W 10TH ST, W 11TH ST, W 12TH ST, W 13TH ST, W 14TH ST, W 15TH ST, W 16TH ST, W 17TH ST, W 18TH ST, W 19TH ST, W 20TH ST, W 21ST ST, W 22ND ST, W 23RD ST, W 24TH ST, W 25TH ST, W 26TH ST, W 27TH ST, W 28TH ST, W 29TH ST, W 30TH ST, W 31ST ST, W 32ND ST, W 33RD ST, W 34TH ST, W 35TH ST, W 36TH ST, W 37TH ST, W 38TH ST, W 39TH ST, W 40TH ST, W 41ST ST, W 42ND ST, W 43RD ST, W 44TH ST, W 45TH ST, W 46TH ST, W 47TH ST, W 48TH ST, W 49TH ST, W 50TH ST, W 51ST ST, W 52ND ST, W 53RD ST, W 54TH ST, W 55TH ST, W 56TH ST, W 57TH ST, W 58TH ST, W 59TH ST, W 60TH ST, W 61ST ST, W 62ND ST, W 63RD ST, W 64TH ST, W 65TH ST, W 66TH ST, W 67TH ST, W 68TH ST, W 69TH ST, W 70TH ST, W 71ST ST, W 72ND ST, W 73RD ST, W 74TH ST, W 75TH ST, W 76TH ST, W 77TH ST, W 78TH ST, W 79TH ST, W 80TH ST, W 81ST ST, W 82ND ST, W 83RD ST, W 84TH ST, W 85TH ST, W 86TH ST, W 87TH ST, W 88TH ST, W 89TH ST, W 90TH ST, W 91ST ST, W 92ND ST, W 93RD ST, W 94TH ST, W 95TH ST, W 96TH ST, W 97TH ST, W 98TH ST, W 99TH ST, W 100TH ST.

COMMUNITY AMENITIES

- Top photo: Outdoor cafe seating with umbrellas and a building facade.
- Middle photo: A red-themed cafe named 'Brookhead Coffee' with people walking by.
- Bottom photo: An outdoor dining area with string lights and a wooden bar.

BUILDING ENHANCEMENTS

- Top photo: A street view showing multi-story brick buildings with modern architectural details.
- Bottom photo: A close-up of a brick building facade with large windows and a green hedge in front.

Avalon Boulevard has a similar opportunity, though at a smaller scale, with planned street reconfiguration and bike lanes expected soon for that corridor. Taken together, Slauson Avenue and Avalon Boulevard have a chance to completely redefine mobility in the neighborhoods surrounding the Goodyear Tract.

To encourage the kinds of investment the TAP recommends for these corridors, stakeholders should seek zoning changes that allow more flexible commercial, industrial, and retail uses along these streets. Parcels targeted for zoning changes need to be thoughtfully selected, because it will take a long time to assemble land to introduce a new variety of businesses or utilize existing buildings for adaptive reuse.

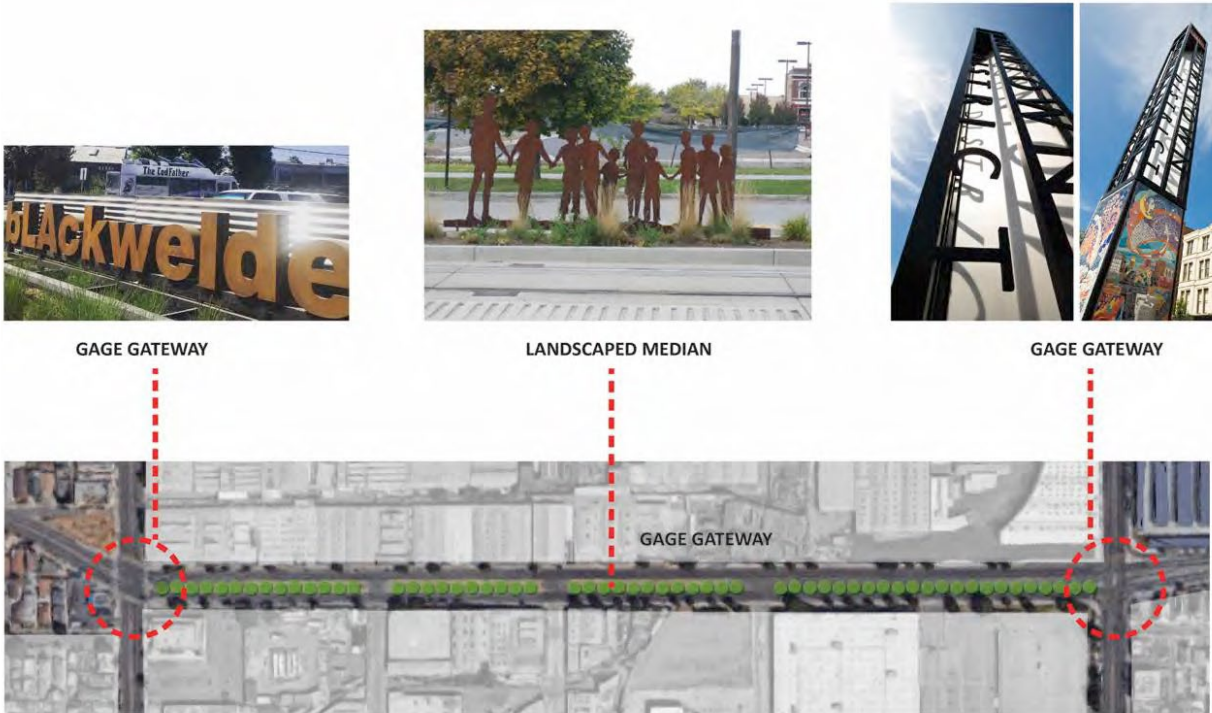
In terms of placemaking and urban design improvements, effort should go toward activating these edge corridors to make them more attractive for use by employees during the week and residents on the weekends and at night. That combination will provide demand for new kinds of businesses and contribute to the vibrancy of the neighborhood. Building bulb-outs (i.e., wider sidewalks) on the street corners would provide safety on the street by slowing traffic and would also

provide more space for dining and retail. Restaurants and other retail businesses along the periphery should embrace the industrial feel of the Goodyear Tract.

Also, the key intersections and corners on the edges of the Goodyear Tract should become icons for the neighborhoods. Extra zoning and urban design considerations should be devoted to creating “gateway nodes” at the corners of Slauson Avenue and Avalon Boulevard, Gage Avenue and Avalon Boulevard, and Florence Avenue and Avalon Boulevard. In omitting the intersection at Central and Florence avenues, the TAP recognizes the constraints on opportunities there due to the existing uses of the large postal facility and the public storage business, and a lack of streets permeating the tract in that location.

Gage Avenue

Improvements around Gage Avenue as the gateway to the Goodyear Tract should focus on connections to the surrounding neighborhoods, the transition into the interior of the Goodyear Tract, and safe paths for traveling and walking. The TAP believes that both traffic safety and public safety can both be improved by attention to Gage Avenue.



LANDSCAPE | SIGNAGE | IDENTITY

The “Gage Avenue Gateway” should become a central identity for the whole Goodyear Tract. The TAP suggests adding branding elements at the points where Gage Avenue enters the Goodyear Tract, possibly in the form of large monument signs or architectural features. In addition to the entrances, landscaping, art, and lighting will improve the large median in the street. All existing and future plans to landscape the median should take advantage of the opportunity to brand the Gage Avenue Gateway and the Goodyear Tract. The long edges along Gage Avenue provide opportunities for art, such as murals, and three-dimensional art to activate the sides of the street.

The width and the median of Gage Avenue make it a very different street than all the other streets in the Tract, providing unique opportunities while also presenting large challenges. Importantly, this street also connects to two highly residential neighborhoods and provides a direct route to the Diego

Rivera Learning Complex to the east of the Goodyear Tract. The possibility of using Safe Routes to School funding for pedestrian and alternative transportation infrastructure improvements to that school could benefit the overall walkability and public safety of the neighborhood.

Also in contrast to the exterior corridors located around the Tract, the TAP does not recommend zoning changes for the parcels located along Gage Avenue, because of the potential to interfere with the activities and real estate fundamentals in the Core Industrial area.

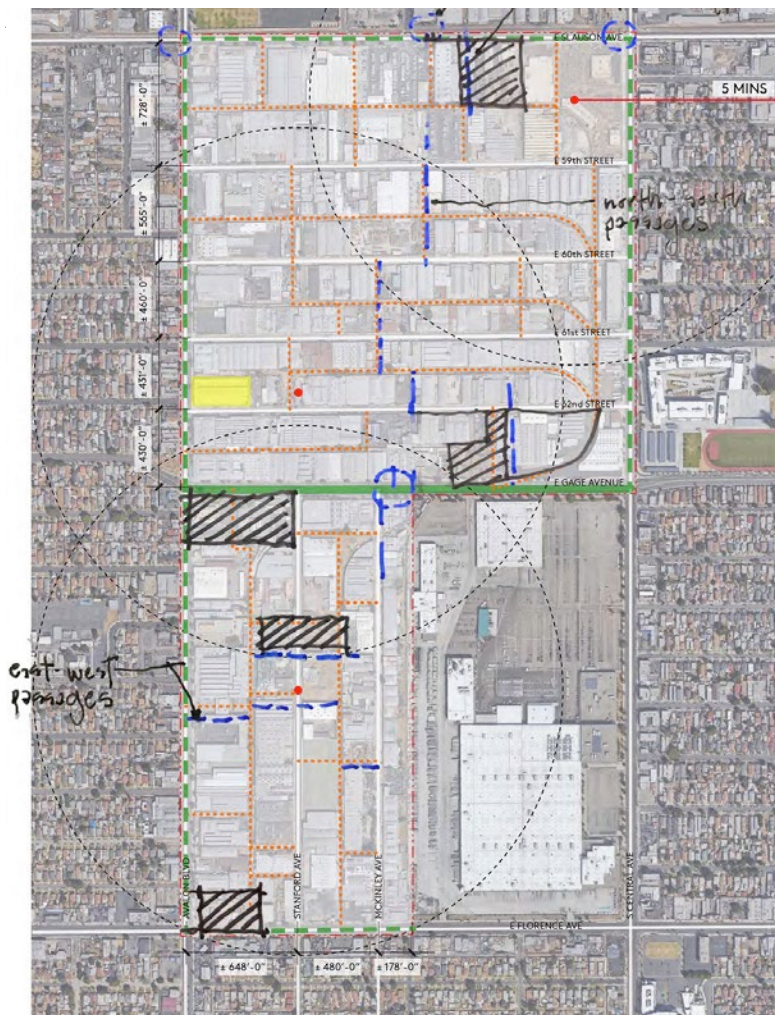


PEDESTRIAN CIRCULATION

The Goodyear Tract is not a walkable environment, which limits quality of life for employees working in the Goodyear Tract on a day-to-day basis. Poor circulation limits access to the site by any mode other than a car. Public transit routes are located on every side of the Tract, but the lack of walkability on the interior of the Goodyear Tract creates a fortress effect, obstructing public transit and active transportation choices.

Pedestrian circulation aligns on an east-west axis on the northern half of the Goodyear Tract, and on a north-south axis on the southern half, below Gage Avenue. Put simply, these blocks are too long and lack the intersections to be pedestrian friendly. The TAP encourages the idea of paseos, which would allow pedestrians to easily cross through from block to block. Additional connecting routes could be created on

The panel encourages the insertion of paseos to improve pedestrian circulation.



underutilized parcels. As an incentive for the creation of new pedestrian infrastructure, density bonuses could be offered to developers that provide paseos if and when they redevelop parcels.

The existing rail spurs that curve around the site are currently in need of investment, care, and management as well. These old rail right-of-ways could serve as attractive and safe pedestrian areas. Lighting and green landscaping would also improve those spaces. Businesses should open to those pathways and art should line the walls and facades in these spaces.

PARKING

On first impression, parking, and the lack of it, might be one of the most striking features of the Goodyear Tract. Despite first impressions and several reports from local stakeholders about problems with parking, loading, and overnight parking of RVs, the TAP found a lot to debate about parking, only reaching a consensus about the need for further study.

The TAP acknowledges that parking seems to be a process of barely controlled chaos, but some on the TAP think that the seeming chaos of parking in the Goodyear Tract is a sign of this location's success. Or it could be that parking frustrations and conflicts are hindering businesses operations, such as the process of loading (which is really just another term for parking).

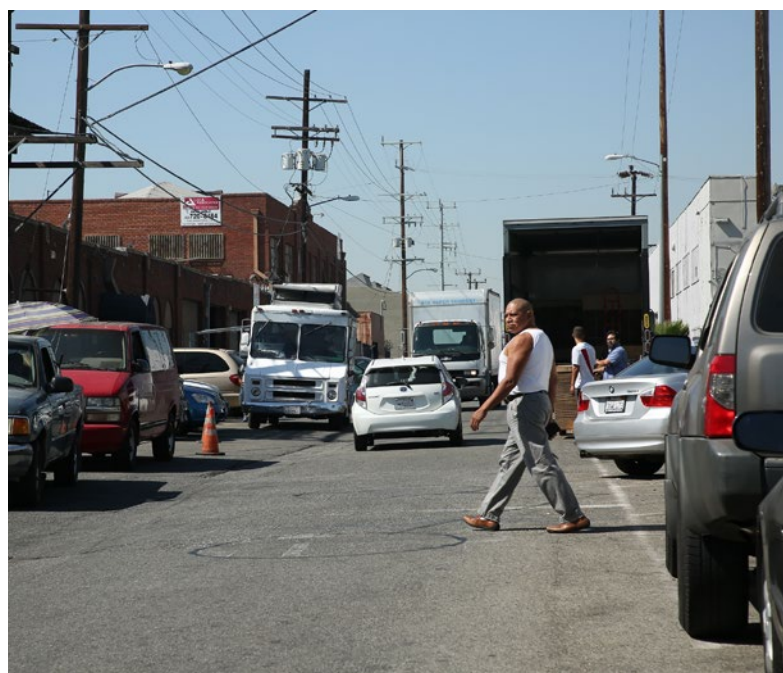
Obviously, the Goodyear Tract lacks formal regulation or management of parking. At times, parking disorder and congestion does result in lack of access, poor circulation, or loading challenges, thereby limiting economic productivity. As a result of the lack of enforcement, there's also no dedicated revenue source for parking improvements. In effect, the parking situation in the Goodyear Tract is maintaining a status quo—and the prospect for change comes from the potential of new businesses, with more cars. The number of spaces in the Goodyear Tract is finite, and parking is always about numbers. Parking is also about perception, and parking has different values to different people.

What's missing in the Goodyear Tract is a scientific approach to parking. The TAP strongly recommends that Goodyear Tract stakeholders undertake a supplemental parking study to quantify the issue (the numbers) and get more public input on the issue (the perception). Without a coordinated and comprehensive stakeholder engagement on the matter of parking, it's hard to set a vision for any of the parking improvements desired among stakeholders. More information about shared parking would also have to align with political support for innovative parking management proposals. It might be possible to add spaces on the street, in the form of surface lots, or a parking garage on the periphery. A shared parking scenario could also leverage underutilized parking lots. For instance when food trucks are out during the day, their parking spaces could be used by other employees in the Goodyear Tract. Another resource for consideration would be the United States Postal facility lots (or even empty buildings if they exist). But unless the issues on the street are solved, peripheral parking or parking at other locations would only be so useful. The problem of making better use of the existing asphalt in the Goodyear Tract comes down to matters of efficiency.

As one possible means of managing parking on the site, the TAP recommends creating a **"Parking Management District"** that could combine on-street parking, privately owned off-street parking, and any other kinds of parking supply that can be found around the Goodyear Tract. A parking district, with comprehensive management and a centralized entity for enforcement, would also allow for trading of credits for parking, monetizing parking spaces to generate revenue for property owners, and sharing parking resources. The money generated by a parking district could be dedicated to parking and other public improvements. The result would be a more orderly public right of way and more available parking at all hours of the day and night, while still allowing for a bustling, active street environment. Any parking changes should keep in mind the possibility of pushing parking burdens to the surrounding neighborhoods—which would be undesirable for residents of those neighborhoods.

Finally, a coordinated and consistent enforcement strategy will be necessary, coordinating efforts by the SLAIT BID, Los Angeles Police Department, and possibly the Los Angeles Department of Transportation - Parking Division. That enforcement strategy should implement policies that emerge from the parking study, but beginning to enforce existing laws and regulations would also have an immediate effect. For instance, the TAP heard complaints about overnight parking and RV parking on local streets (RV parking is clearly a key complaint of some landlords and tenants). Better enforcement of parking codes, and better monitoring and enforcement of RVs (e.g., parking areas that limit overnight parking by vehicle size), could significantly redirect the trajectory of the Goodyear Tract.

This image illustrates the parking and loading conflicts that exist presently in the Goodyear Tract.





The panel prepared representative samples of name and logo opportunities.

BRANDING

There are many kinds of branding opportunities, and many possible benefits to the built environment and the community.

Branding is critical to the effort of defining Goodyear Tract for the future. Branding offers a chance to promote and reinforce district identity, connect communities, enhance the visual experience, stimulate the local economy, create a sense of place, and generate revenue. Another important benefit of branding work is that it can be initiated and implemented quickly—much faster than some of the other infrastructure investments and zoning changes proposed elsewhere in this document.

GETTING THE WORD OUT

The TAP recommends rethinking the name Goodyear Tract. Names like “Goodyear District” or “Goodyear Campus” would harken back to the legacy of the site while setting one foot firmly in the future. A new name that incorporates the “Goodyear” name gives the legacy positive ring and ties the future of the site to a familiar past. Other considerations related to the name could include a branded logo, a website, and other kinds of promotional materials, like printed collateral.

SIGNS

Several varieties of signs can help brand and identify the site. Gateway signs would warm up the place, identifying the name and the site at the entrances of the Goodyear Tract, like on Gage Avenue. These kinds of signs signal to the visitor or the passerby that they've arrived at a place of distinction. Direction and wayfinding signs enhance the experience of the neighborhood by providing direction and adding interest in visiting destinations. A positive wayfinding experience can inspire return visits. The TAP recommends designing signs with an industrial look, which would fit well into the site and the surrounding neighborhood. Banners could also be added to the public right of way to add to the brand recognition.

PUBLIC ART

Art fits well into the activities of the site, and could attract more manufacturing artists to the Goodyear Tract. The TAP recommends thinking creatively about how art can be worked into the public realm of the Goodyear Tract. Art installations could be temporary, and buildings could provide platforms for public art. The buildings and the art can and should compliment each other. Many of the walls on larger streets and some of the alleyways provide perfect surfaces for large murals. Lighting on the streets and outside the buildings could be implemented artistically, and exhibits could be installed in certain building.

MERCHANDISE

A merchandising line could have multiple benefits, such as creating a revenue stream, raising awareness outside the area, and building pride within the area.

The TAP suggests apparel that is simple and relatable, but also powerful. Other kinds of products can capture the same spirit. The TAP liked the idea of a “Made in Good Goods” brand that could build on the work already being done in the Goodyear Tract. Additionally, the Goodyear Tract could take advantage of the existing “Made in LA” campaigns.

EVENTS

Special events, mostly of the temporary (one day) or longer term (a month or two) variety would raise awareness of the Goodyear Tract, take advantage of some of its open spaces, and activate the area on weekends and evenings. A food truck festival, for instance, could take advantage of the many businesses that house their food trucks in the Goodyear Tract. Art exhibits could be placed temporarily around public spaces as well as inside underutilized historic buildings. Art exhibits could also happen on buildings, through techniques like projection mapping and lighting design. Large surface parking lots or wide streets like Gage Avenue could also provide a fun and unique location for concerts.

REVENUE

Branding can also generate revenue for an organization working to invest in the Goodyear Tract. The merchandising described above is certainly one such example. The TAP also recommends looking into a signage district of some kind to allow off-site signs, which could create another source of revenue for the Goodyear Tract.

A merchandising line could have multiple benefits, such as creating a revenue stream, raising awareness outside the area, and building pride within the area.



Gateway signs could help brand and identify the site.



IMPLEMENTATION

FINANCIAL RESOURCES

The remaining question is how to pay for all of these suggested investments. The TAP is optimistic that with diligence in tracking down opportunities, there are many resources for financing the kinds of projects needed in the Goodyear Tract.

First among the range of resources available to businesses and owners within the Goodyear Tract is the value provided by real estate. Policies that support parcel assemblage and close gaps in pro formas (i.e., the calculations that determine whether a development opportunity will provide sufficient returns to warrant the investment) can increase real estates values.

Partnerships between public and private entities can increase real estate feasibility by unlocking funding for infrastructure investments including green infrastructure, signage and branding, building upgrades, seismic retrofits, and business incubation that either decrease costs to an owner or developer or increase revenue potential from completed projects.

There are also many options to minimize operational costs for businesses within the Tract to support their viability. Key to these efforts will be to increase awareness within the Goodyear Tract of the variety of City programs that support industrial and manufacturing businesses, federal grants for environmental remediation and businesses, and opportunities for small, local, and growing businesses to access capital.

The TAP also recognizes the need to expand the operational activities available at the Goodyear Tract. A parking, art, or lighting district could make positive contributions, as could be incorporated into an expanded role for the business improvement district.

CAPITAL TOOLKIT

The TAP has identified a number of specific funding opportunities for each of those purposes.

In terms of supporting capital investments, the biggest revenue opportunity may entail an Enhanced Infrastructure Financing District (EIFD). EIFDs are a relatively new investment tool that have been widely discussed in the past few years as a tool that replaces the Community Redevelopment Agency's funding that California communities formerly relied on for certain capital investments. Though new and not yet widely implemented, EIFDs offer a potential funding source for projects requiring significant public infrastructure. Many publicly lead redevelopment projects citywide are currently being evaluated as candidates for EIFDs, and an EIFD also has potential at the Goodyear Tract.

The EIFD, in effect, captures increment taxes created by increased property values in the District, and dedicates that tax increment to reinvestment in the district. It's possible that an EIFD in the Goodyear Tract could generate \$100,000 annually by the second year of its existence and \$500,000 annually by year ten. That money could be doubled if the county of Los Angeles also agrees to contribute tax increment—an idea made feasible by the proximity of the unincorporated county area located to the east of the Goodyear Tract (across Central Avenue).

The City can implement EIFDs under a “pay-as-you-go” model without voter approval. EIFDs also do not raise taxes, which make them a more palatable political proposition. An EIFD can also issue bonds, which can generate significantly more funding for major infrastructure investment, but that arrangement requires voter approval.

If property values begin to rise dramatically as investment comes into the area, an EIFD could also provide a pool of resources to support capital investments that could allow existing or entrepreneurial small businesses to withstand the impacts of commercial and industrial gentrification. An EIFD, likely in combination with other financing tools could create revenue to preserve or create spaces for incubation that could be offered at lower rents.

The capital toolkit also includes existing public resources that could be used for upgrades to infrastructure and buildings within the Goodyear Tract. The Los Angeles Department of Water and Power (LADWP) provides loans for energy and efficiency upgrades, and may be willing to upgrade electricity service to a portion of the Goodyear Tract as a pilot project to allow businesses to undertake more intensive activities. LADWP would re-coup these investments through additional utility revenues. The Los Angeles Department of Transportation has resources for traffic safety improvements as part of its Vision Zero initiative that could support streetscape improvements at the periphery of the site.

The city's Industrial Development Authority (IDA) can issue bonds on behalf of manufacturers or developers for capital projects, up to \$20 million, or 80% of the total capital investment; IDA also has a special "revolving" fund to cover other financing gaps for bond borrowers. There is also a range of small business loans offered by the Los Angeles Economic & Workforce Development Department (EWDD) and others that could be used for upgrades. Finally, the State of California distributes "cap-and-trade" funding as a major part of its policy approach to climate change that could be accessed by the city. Cap-and-trade funding offers a large, growing pool of money for projects that address environmental issues. The Goodyear Tract offers a number of opportunities that align well with the goals of the state cap-and-trade program. The TAP recommends that cap-and-trade funding be repeatedly evaluated for potential funding opportunities.

Another critical source of funding is supported by South Los Angeles' designation as a federal Promise Zone. The SLATE-Z South Los Angeles Promise Zone effectively moves applications from businesses and projects within the area to the first place in line for federal resources, such as Small Business Administration (SBA) Loans, Economic Development Administration (EDA) grants, and Environmental Protection Agency (EPA) brownfield funding. The TAP recommends focusing coordinated efforts on pursuing the potential benefits of this Promise Zone designation.

The federal government offers additional programs that can generate funding for the Goodyear Tract, including the EB-5 Immigrant Investor Program, New Markets Tax Credits, and the Department of Labor's Reentry Employment Opportunities program.

EIFD: Annual Tax Increment





The TAP recommends partnering with the Mayor's Office and convening a task force of the many City departments that can facilitate the development and investment in the Goodyear Tract.

OPERATIONAL TOOLKIT

The TAP also identified and suggests several approaches to expanding the operational resources, including the aforementioned parking district, lighting district, and expanded scope for the SLAIT BID.

To maximize the potential success of businesses within the Tract, Goodyear Tract stakeholders will need to ensure that there is awareness of relevant tax incentives available from every layer of government, many of which are targeted toward small businesses and manufacturing entities. These could include the proposed Jobs and Economic Development Incentives Zones (JEDI) zone designation, under discussion by the City Council as of this TAP. JEDI could become a potentially powerful tool that packages valuable tax credits and other incentives, if approved by the City Council. Also available are both state and federal R&D tax credits and the City's Small Business Tax Exemption (<\$100,000 in annual revenue).

For the purposes of incubating new or growing businesses and supporting small businesses, there are small business loans from EWDD and many non-profits or community development financial institutions, EDA funds, and the resources provided by the California Small Business Development Corporation.

IMPLEMENTATION STRATEGIES

One of the most critical recommendations of the TAP is to identify and empower a champion for the Goodyear Tract. A project of this scale, with so many assets and so much interest to the rest of the City, requires a champion that can marshal the full, coordinated resources of the City.

The TAP recommends that Council District 9 take on the responsibility of championing the Goodyear Tract, similar to the efforts of the Bringing Back Broadway project in Council District 14.

The champion will have to call upon many disciplines, so the TAP recommends partnering with the Mayor's Office and convening a task force of the many City departments that can facilitate the development and investment in the Goodyear Tract. Council District 9 would act as the project lead and also as a point office to gain trust with local landlords and tenants. Council District 9 should also take the lead in identifying and pursuing funding opportunities. Given the regional importance of the Goodyear Tract, in one of two Promise Zones in Los Angeles, the TAP panel recommends strong coordination with the Mayor's Office and the management of each City department to ensure the success of this critical economic engine for Los Angeles. Given the proximity of unincorporated county land to the east of the Goodyear Tract, the County will also make a worthwhile partner, including on a potential Enhanced Infrastructure Financing District, as discussed above.

The task force should convene representation from each City department, but it's critical that the task of expanding the economic opportunities of the Goodyear Tract integrates the goals of each department. Departments must share plans and other information. The task force should also be accountable to the community and other stakeholders. By being accountable and delivering on promises, the task force can build trust with the community.

The Council District should also pursue a partnership

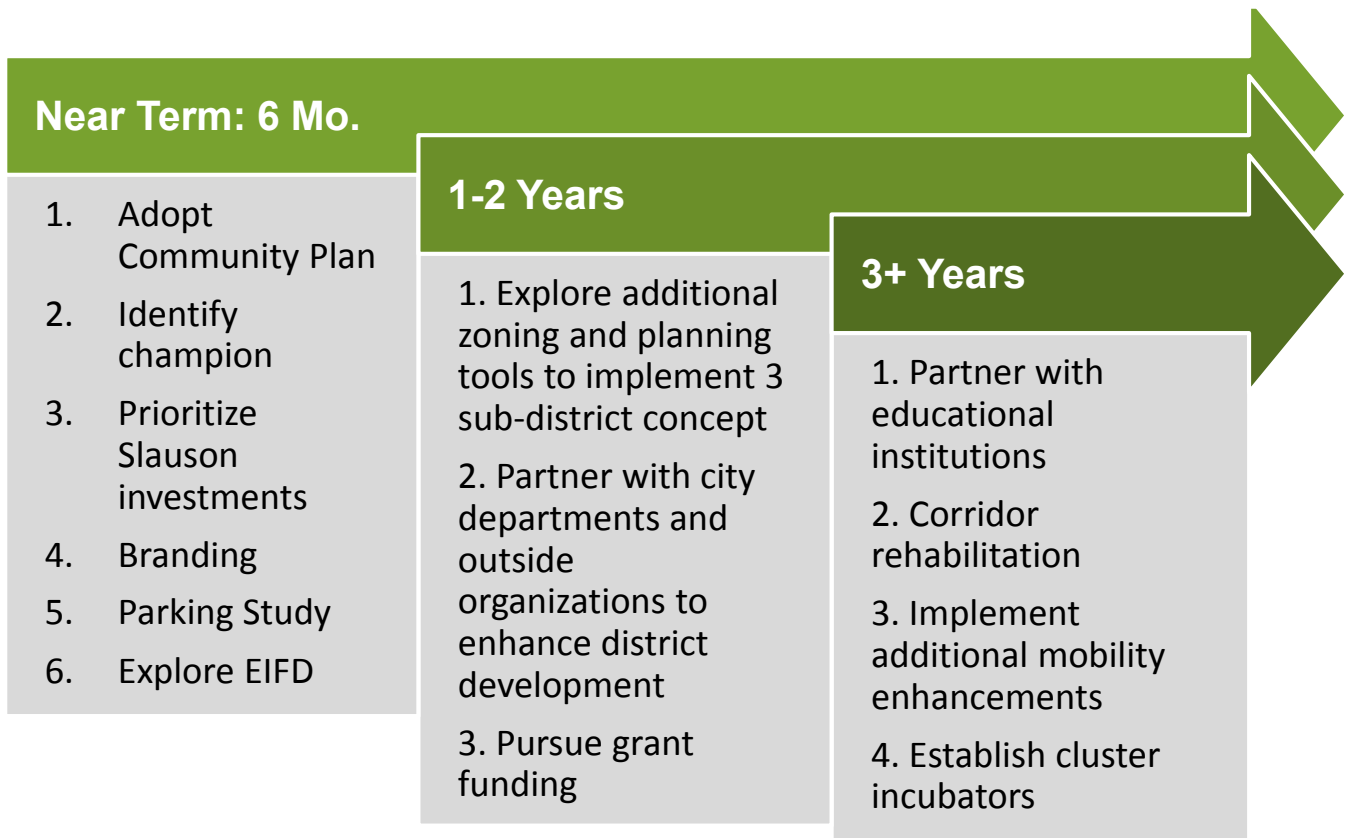
with external organizations. Because redevelopment of the Goodyear Tract will have an impact far beyond its boundaries, there will be ample incentive for outside partners to participate and invest. Many non-profit, educational, or independent organizations are charged with doing the holistic work described by these TAP recommendations—focusing on employment, sustainability, transit and mobility, and safe routes to schools.

The benefits of an external partnership are many. Outside partners may have access to state and other grant funding that can leverage city or other resources at the Tract. An external organization committed to one or more projects within the Goodyear Tract also can provide a consistency of vision (beyond political or economic changes), the ability to hold and leverage assets, and access to a wide range of external funding sources.

A non-profit organization could also help create an industrial manufacturing incubator or manufacturing space, attracting new companies and industries while bolstering existing companies and industries. Local educational institutions like USC, FIDM, and LA Trade Tech could also activate some of the space in the Goodyear Tract and provide a platform for the Goodyear Tract's next generation of companies.

In terms of capabilities, the partner non-profit should have capacity to support both entrepreneurship and real estate activities. The non-profit organization should also be able to apply for and spend grant funding, and they should have organizational knowledge of the desires and needs of the community in and around the Goodyear Tract.

The final questions then: Who will be the Goodyear Tract's champion, and which organizations will be that champion's partners?



IMPLEMENTATION TIMELINE

The TAP suggests a strategic, chronological approach to the exploration and implementation of these ideas.

Near Term (six months)

1. Adopt the Southeast Los Angeles Community Plan.
[The TAP notes that the Community Plan was, in fact, adopted by the City Council between the days of the TAP and the publication of this final report.]
The Planning Department has put a lot of effort into planning this area, and is expected to eliminate the MR1 code in this area. The TAP's assessment is that end of the MR1 zoning designation will allow for increased flexibility.
2. Identify a champion in CD9 office (existing personnel or new hire) and partners in the Mayor's Office and other city departments. This is the most important step to take in the near term.
3. Prioritize the investments on Slauson Avenue, building on the Metro River to Rail project.
4. Begin work on a coordinated branding campaign.
5. Launch a parking study to understand the parking situation for the purpose of eventually deciding on parking tools.
6. Explore the possibility of an Enhance Infrastructure Financing District (EIFD). Supplement this exploration with messaging that an EIFD is not a tax increase.
7. Explore the ownership of the abandoned railway spurs to identify future opportunities for district uses.

Mid-Term (one to two years)

1. Explore additional zoning and planning tools to implement the three sub-district concepts described by this report. The focus of these efforts should be on placemaking more than zoning.
2. Begin to partner with city departments and outside organizations to enhance the development of the Goodyear Tract.
3. Pursue grant funding to supplement tax increment from the EIFD.
4. Establish a lighting and landscape district.
5. Review parking enforcement.
6. Identify a path for infrastructure and environmental improvements through the state Cap and Trade program and the PACE program.

Long-Term (three-plus years)

1. Partner with educational institutions.
2. Rehabilitate corridors to make the area more walkable and accessible. Continue to implement wayfinding and branding.
3. Implement additional mobility enhancements, creating ways to cut through the long blocks that make up the Goodyear Tract. The priority should be on creating pathways for pedestrians.
4. Establish cluster incubators to form groups within the industries. Link branding to these industry clusters.

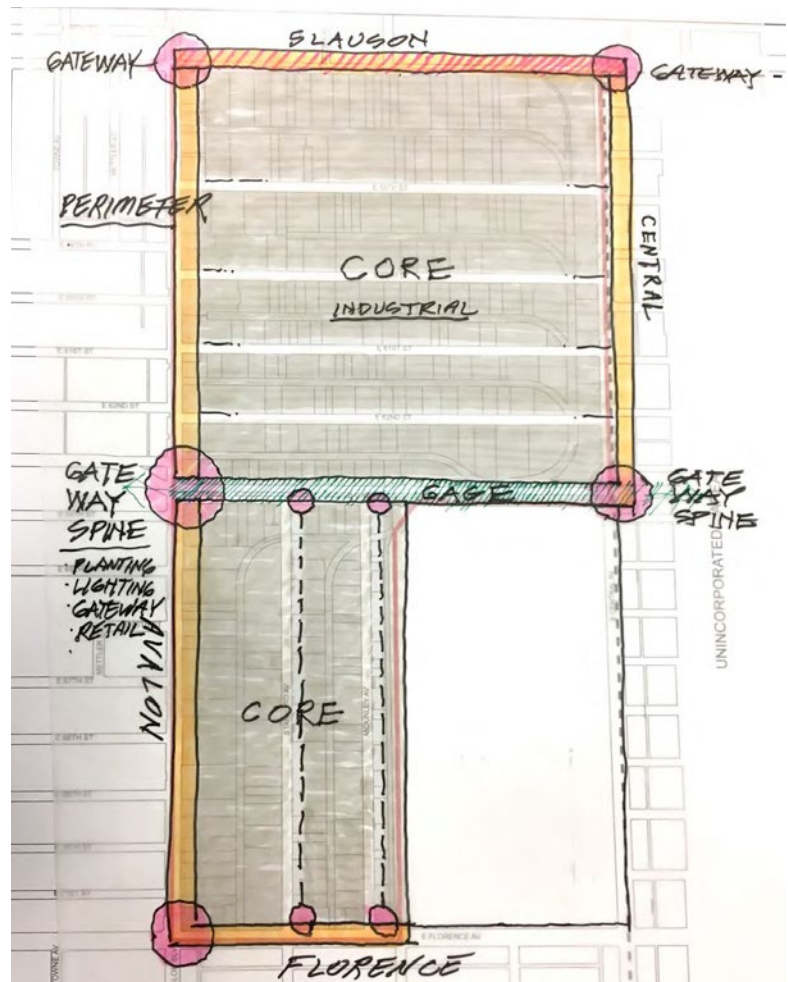
CONCLUSION

The TAP does not recommend any changes that could disrupt the fundamental role of the Goodyear Tract in the City's economy. The TAP wants to ensure that the employment base is protected as the area evolves in coming years and decades, and that the Goodyear Tract continues to provide a steady source of jobs for people that live in South Los Angeles.

Achieving these goals will require maintaining existing industrial uses while also expanding the capacity of current operations and identifying new opportunities. Increased investments in infrastructure of the building stock shouldn't displace existing industrial and manufacturing businesses.

Expanding the capacity of the Goodyear Tract to support additional business activity would benefit the vibrancy of the neighborhood, but more importantly it would benefit the surrounding community by providing additional employment opportunities to a wider range of businesses. In some ways, the status quo of the Goodyear Tract does not benefit the people who live and work in the area nearly to its potential—poor walkability, high rates of poverty, and poor environmental impacts can be improved without driving out existing residents and businesses.

The TAP does not envision the Goodyear Tract as the next Silicon Beach-type community or the next Arts District. The Goodyear Tract can and should remain the singularly productive and accessible industrial environment it is today, and a strong, sustainable resource for the people of South Los Angeles.



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:

Councilman Curren D. Price, Jr.

Jamie Brooks

Alicia Valadez

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Stephen Duprey

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PANEL CHAIR BIOGRAPHY

ANDREW FOGG

Partner, Cox, Castle Nicholson, LLP

Andrew Fogg is a partner with Cox, Castle & Nicholson LLP, where he is a member of the Land Use and Natural Resources team. Andrew represents private developers and public agencies in all aspects of land use and entitlement law, including compliance with the California Environmental Quality Act. Andrew focuses his practice on urban infill and transit oriented development projects, but has worked in virtually every sector, including retail, office, multi-family residential, medical, hospitality, planned communities, and industrial. Andrew is a Los Angeles native; he grew up in the nearby neighborhood of Ladera Heights, where his parents still live. Andrew received his BA from UC Berkeley and his law degree from UC Davis.



PANEL MEMBER BIOGRAPHIES

RYAN ALTOON

Executive Vice President, AndersonPacific

Ryan Altoon is Executive Vice President with AndersonPacific, LLC, a Los Angeles- based real estate company focusing on entitlement and development of mixed-use infill projects that are transit-oriented and sustainable, creating livable and walkable communities.

Anderson Pacific currently manages over \$1 Billion in projects in key Downtown areas throughout California. Mr. Altoon has over 15 years experience in real estate, strategic planning, management and finance. He is responsible for overseeing all projects for the firm, financing and asset management. Prior to joining AP he worked at George Smith Partners, a real estate investment bank and financing company, where he was responsible for underwriting debt and equity packages for acquisitions, development and refinancing.

Prior to GSP he was Managing Director of GFX Center, a design and reprographics firm he founded, serving the international real estate clientele of a professional services firm. GFX facilitated and produced entitlement, zoning, marketing materials for myriad product types, including: retail, office, residential, institutional, transit and master plans.

Mr. Altoon also served as a Business Manager for Altoon + Porter Architects, LP. Mr. Altoon received a MBA from the University of Southern California, a Certificate of Architecture from the Harvard Graduate School of Design, and BA in Business/Economics and Art History from the University of California, Santa Barbara. He is a LEED AP, ULI-LA Advisory Board member, Chair of the Downtown Long Beach Alliance, and President of the Greater Toluca Lake Neighborhood Council.

MICHAEL BOHN

Principal, studioneleven.

AAs principal and design director, Michael Bohn, AIA, is responsible for both architectural, landscape and urban design within the Studio. He is a licensed architect and urban designer with over 25 years' experience.

Michael's urban design experience includes visioning for downtown Long Beach, which serves as the foundation for guiding development around light rail transit within the next 15 years. He has also led the master plan for the Long Beach Civic Center revitalization to reconnect City Hall, the Main Library and Lincoln Park back into the city by integrating the adjacent pedestrian-friendly block structure into the site, adding prominent civic buildings and reactivating the park with a public green, retail kiosks and a children's area.

Michael recently completed a senior housing, transit-oriented development in Long Beach situated at one of the most significant transit nodes in the city. The development includes 42,000 square feet of neighborhood-serving retail at street level and 356 residential units. Landscape experience includes park design for playgrounds, urban farms; various tree planting efforts for the Long Beach Unified School District; and the design of complete streets that incorporate bike facilities, medians and pedestrian bulb-outs.

RICHARD BRUCKNER

ret. County of Los Angeles

Director of Regional Planning for Los Angeles County since February 2010. The Department of Regional Planning provides advance planning, current planning, and land use regulation enforcement for the unincorporated area of Los Angeles County which has a population of approximately 1,000,000. Director of Planning & Development for the City of Pasadena 1999 to 2010. Responsibilities included citywide economic development, planning, building, code enforcement, cultural affairs, real estate, and the management of eight redevelopment projects areas. Served as the Deputy Executive Director of the Community Development Department for the City of Anaheim, California.

CAROLYN HULL

Vice President of Industry Cluster Development, LAEDC

Carolyn Hull is the Vice President of Industry Cluster Development at LAEDC. She oversees strategies, programs and staff to build capacity in the export-oriented industries in which L.A. County has productive and/or comparative advantages, such as: aerospace, advanced transportation, biosciences, entertainment/digital media, and trade and logistics. Focused development of industry clusters – as a key organizational unit for understanding and improving performance of regional economies – can unleash incredible growth potential when used as an approach that cuts across the traditional fields and tools of economic, community and workforce development, helping to enhance their effectiveness. When key industry clusters flourish, well-paying jobs are created and the increased economic activity generates greater opportunity and prosperity for all.

Previously at LAEDC, Ms. Hull was focused on partnering with the public sector in Los Angeles County to plan and implement real estate and financing transactions that attract investment and retain and grow Los Angeles County's employment base, including projects such as Altasea Marine Research Park.

Before joining LAEDC, Ms. Hull was the Chief Financial Officer at Genesis LA. Genesis LA is a real estate based investor that directs its capital and strategic advisory services to projects located inner city communities throughout Los Angeles County. Prior to joining Genesis LA Ms. Hull was the South Los Angeles Regional Administrator for the Community Redevelopment Agency of the City of Los Angeles (CRA/LA).

THOMAS JANSEN

Director, HR&A Advisors

Thomas Jansen is a Director with HR&A Advisors, an industry-leading consulting firm that has provided strategic advisory services for some of the most complex real estate development projects across North America. Thomas joined HR&A in 2014 and leads the creation of real estate development, open space and implementation strategies that are at the intersection of the public and private sectors. Prior to joining the firm, Thomas worked in the Netherlands, preparing market analysis and conceptual planning for projects in Europe, Asia and the Middle East.

Currently, Thomas is managing the creation of the City of Los Angeles' first economic development strategy, which will likely address a range of initiatives that leverage public-sector resources to grow the local economy and support expanded economic opportunity for all of the City's residents. Thomas recently completed a series of analyses to test the capacity of one or more Enhanced Infrastructure Financing Districts ("EIFDs") to fund proposed Los Angeles River revitalization efforts. Thomas has also directed a number of projects for HR&A in the United States and abroad that have explored public-private partnerships to finance and implement impactful urban projects.

TAYLOR NEIMAN

Real Estate Consultant, RCLCO

Taylor Neiman works as a Real Estate Consultant at RCLCO across all their practice groups, providing objective third-party analysis and portfolio management services to clients nationally. Taylor joined the firm full-time in June 2017 after earning his MBA from UCLA Anderson School of Management with a specialization in Real Estate.

Prior to graduation Taylor had interned at RCLCO and with the Real Estate Investments team at LACERA, a local pension fund consistently ranked in the global top 100 largest pension funds by AUM. He began his real estate career five years prior with his first equity investment here in Los Angeles. Taylor dabbled in commercial real estate in the eastern US and then subsequently co-founded a private real estate partnership to continue investing in local real estate, focusing on multifamily equity investments near emerging transit corridors in the greater LA area.

He is an active member of ULI Los Angeles and sits on the TAP and YLG Programs Committees. Taylor earned a B.S. in Chemistry with a minor in Economics from Harvey Mudd College, is an avid world traveler who has visited 13 countries on 4 continents, and is a licensed skydiver with nearly 50 jumps to date.

JACK ROSENBERG

Vice President, Lee & Associates

Jack Rosenberg has more than 39 years of experience in Commercial Real Estate. His background in sales, Leasing, Management and asset management translate to enhanced skills that prove invaluable to his clients. Jack is an expert in the “art o” of managing deals from the beginning to the conclusion. While the initial terms of any transaction are in black and white, within the lease or sales agreement there are many factors that will continue to have an effect on what happens after the lease is signed ot escrow closes.

Jack has worked in multiple markets along with firms in Sacramento, Orange County and Los Angeles County. He is past President of the NAIOP- Los Angeles and Chairman of the Los Altos YMCA Board. Jack is also involved with numerous other Boards. He previously was a candidate for the Long Beach City Council and remains very active in local and state wide politics.

CLIFFORD SELBERT

Cofounder of Selbert Perkins Design

As cofounder of Selbert Perkins Design, a multidisciplinary, international design firm, Clifford Selbert has expanded his landscape architecture talent to encompass art, design, and communications in the built environment.

For more than 3 decades, Selbert Perkins has created iconic landmarks, environments, and experiences, including the dramatic Gateway at Los Angeles International Airport. His creativity and strategic approach have resulted in national and international recognition for design excellence. His award winning work can be seen worldwide, including the Americas, Asia, India, and the Middle East. Selbert Perkins design has offices in Los Angeles, Boston, Chicago, and Shanghai.

STEFFEN TUROFF, AICP

Principal and Department Head, Walker Parking

Steffen oversees Walker's urban and parking planning, financial, technology and operations-related studies for public- and private-sector clients served by our Los Angeles, San Francisco and Seattle offices. Steffen also serves as a planning and policy resource for our consultants and clients across the country, the Middle East and Asia as necessary.

ELIZABETH WENDELL

Architecture Consultant

Elizabeth Wendell, a licensed architect and LEED BD+C accredited professional, is committed to creating uplifting and powerful places that are sustainable and deeply interconnected to their surrounding community. This philosophy fuels her practice, which provides design services for a variety of project types as well as consulting and design expertise on complex urban issues like the advent of the autonomous vehicle. Her work at prior firms Gensler, Morphosis, and Graft include notable award-winning urban, institutional, and civic buildings like the Academy Museum of Motion Pictures (LA), the Denver International Airport Extension, the Emerson Los Angeles Center (LA), the Perot Museum of Nature and Science (Dallas), and celebrated architectural proposals like the US Embassy in London, Seoul Performing Arts Center in Korea, and King Abdullah Energy Research Center in Saudi Arabia. She is a member of the ULI Advisory Board for the LA District Council, Vice-Chair of the Women's Leadership Initiative, a member of the TAP committee, and part of the national Working Group on Driverless Cars.



TAP Panelists (Left to Right): Jonathan Nettler, Andrew Fogg, Michael Bohn, Jack Rosenberg, Elizabeth Wendell, Thomas Jansen, Ryan Altoon, Richard Bruckner, Taylor Neiman, Steffen Turoff, Clifford Selbert, and James Brasuell.

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 – 2,000 here in the Greater Los Angeles 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 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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