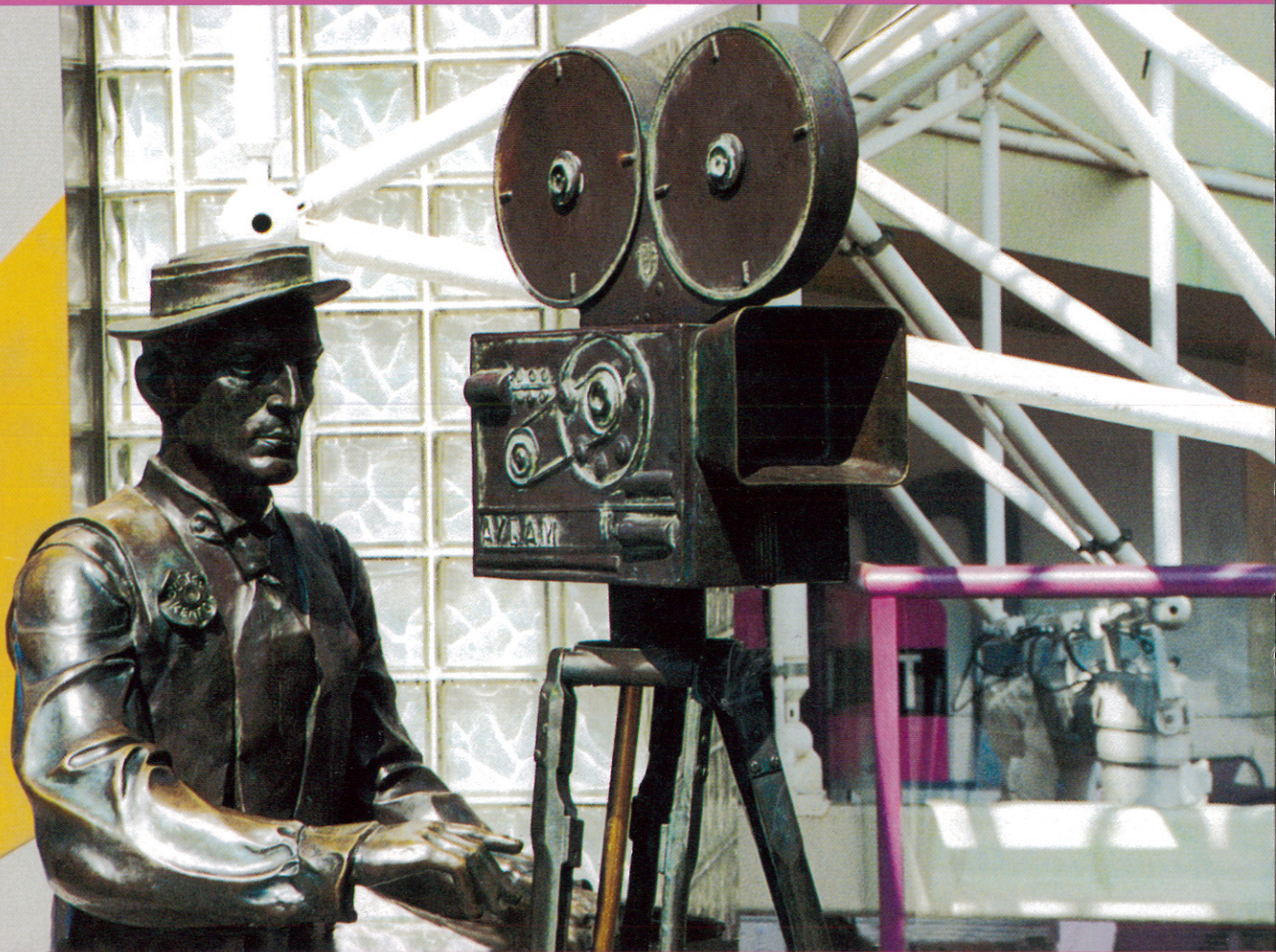


AN ADVISORY SERVICES PANEL REPORT

# Hollywood, California



Urban Land  
Institute



# Hollywood Los Angeles, California

**A Strategy for Hollywood's Comeback**

March 11-16, 2001  
An Advisory Services Panel Report

ULI—the Urban Land Institute  
1025 Thomas Jefferson Street, N.W.  
Suite 500 West  
Washington, D.C. 20007-5201

# About ULI—the Urban Land Institute

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**U**LI—the Urban Land Institute is a non-profit research and education organization that promotes responsible leadership in the use of land in order to enhance the total environment.

The Institute maintains a membership representing a broad spectrum of interests and sponsors a wide variety of educational programs and forums to encourage an open exchange of ideas and sharing of experience. ULI initiates research that anticipates emerging land use trends and issues and proposes creative solutions based on that research; provides advisory services; and publishes a wide variety of materials to disseminate information on land use and development.

Established in 1936, the Institute today has more than 16,000 members and associates from 60 countries, representing the entire spectrum of the land use and development disciplines. Professionals rep-

resented include developers, builders, property owners, investors, architects, public officials, planners, real estate brokers, appraisers, attorneys, engineers, financiers, academicians, students, and librarians. ULI relies heavily on the experience of its members. It is through member involvement and information resources that ULI has been able to set standards of excellence in development practice. 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.

This Advisory Services panel report is intended to further the objectives of the Institute and to make authoritative information generally available to those seeking knowledge in the field of urban land use.

Richard M. Rosan  
*President*

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# About ULI Advisory Services

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**T**he goal of ULI's Advisory Services Program is to bring the finest expertise in the real estate field to bear on complex land use planning and development projects, programs, and policies. Since 1947, this program has assembled well over 400 ULI-member teams to help sponsors find creative, practical solutions for issues such as downtown redevelopment, land management strategies, evaluation of development potential, growth management, community revitalization, brownfields redevelopment, military base reuse, provision of low-cost and affordable housing, and asset management strategies, among other matters. A wide variety of public, private, and nonprofit organizations have contracted for ULI's Advisory Services.

Each panel team is composed of highly qualified professionals who volunteer their time to ULI. They are chosen for their knowledge of the panel topic and screened to ensure their objectivity. ULI panel teams are interdisciplinary and typically include several developers, a landscape architect, a planner, a market analyst, a finance expert, and others with the niche expertise needed to address a given project. ULI teams provide a holistic look at development problems. Each panel is chaired by a respected ULI member with previous panel experience.

The agenda for a five-day panel assignment is intensive. It includes an in-depth briefing day composed of a tour of the site and meetings with sponsor representatives; a day and a half of hour-long interviews of typically 80 to 100 key community representatives; and a day and a half of formulating recommendations. Many long nights of discussion precede the panel's conclusions. On the final day on site, the panel makes an oral presentation of its findings and conclusions to the sponsor. At the request of the sponsor, a written report is prepared and published.

Because the sponsoring entities are responsible for significant preparation before the panel's visit, including sending extensive briefing materials to each member and arranging for the panel to meet

with key local community members and stakeholders in the project under consideration, participants in ULI's five-day panel assignments are able to make accurate assessments of a sponsor's issues and to provide recommendations in a compressed amount of time.

A major strength of the program is ULI's unique ability to draw on the knowledge and expertise of its members, including land developers and owners, public officials, academicians, representatives of financial institutions, and others. In fulfillment of the mission of the Urban Land Institute, this Advisory Services panel report is intended to provide objective advice that will promote the responsible use of land to enhance our environment.

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# Acknowledgments

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**T**he panelists and ULI—the Urban Land Institute wish to thank the Hollywood Chamber of Commerce and the American City Coalition (TACC) for inviting the panel to advise them on future development in Hollywood. The mission of the Hollywood Chamber (which was formed in 1921) is to “promote and enhance the business, cultural, and civic well-being of Hollywood.”

The Hollywood Chamber has played a major role in the revitalization of Hollywood, including pushing to form a redevelopment district in the mid-1980s, spearheading the effort to establish Hollywood’s first business improvement district, acting as a strong advocate to bring the subway to Hollywood, and facilitating the approval process for TrizecHahn Corporation’s \$615 million Hollywood & Highland project, as well as its continuing work with the Hollywood Walk of Fame.

TACC was organized in 1994. Its goal is to direct city, state, federal, and private resources to areas undergoing revitalization. TACC has cosponsored previous ULI Advisory Services panel visits to other communities, including Roxbury, Massachusetts, in 1994. In the summer of 2000, TACC proposed to the Hollywood Chamber that they jointly apply to ULI for an Advisory Services panel visit to the community.

The panel could not have proceeded without the outstanding cooperation it received from the boards and staffs of both organizations. The panel wishes to acknowledge TACC and its chairman Joseph E. Corcoran and president and CEO Phillip S. Hart, as well as the Hollywood Chamber of Commerce and its chairman Michael-Jon Smith, president and CEO Leron Gubler, and the cochairs of its economic development committee, John Tronson of Ramsey-Shilling Commercial Real Estate and Russell Joyner of TrizecHahn Corporation.

The panelists appreciate the briefing provided by Phillip Hart, Leron Gubler, and Donna DeBruhl-Hemer (manager of the Community Redevelopment Agency of Los Angeles’s Hollywood Redevelopment Project). The panelists also appreciate the interest and hospitality they received from the Hollywood community during their visit.

The Community Redevelopment Agency of Los Angeles (CRA/LA) and its staff, as well as agencies and staff from other arms of the municipal government, went out of their way to help the panel, offer guidance, and supply information on short notice. The two Hollywood business improvement districts and their directors, Kerry Morrison and Mary Lou Dudas, provided a wealth of information and were outstanding tour guides. Christi Van Cleve and the staff at Roschen Van Cleve Architects kindly provided their office space and time. Yamashiro restaurant, Off Vine restaurant, and the Hollywood Roosevelt hotel accommodated the panelists wonderfully and made their stay that much more enjoyable.

The panel also wishes to thank Alex Rose, vice chair of the ULI Los Angeles District Council, who gave the panel significant insights into the Los Angeles real estate development market, ULI Trustee Wayne Ratkovich for his ideas, and Steve Scott, creative director, Liberty Livewire Corporation, for the use of his photographs. Finally, the panelists are grateful to the more than 70 community and business leaders who participated in the interview process, providing their perspectives and sharing their experiences.

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# Foreword: The Panel's Assignment

**H**ollywood, California, is one of the most famous and recognizable locations in the world. Tourists come hoping to catch a glimpse of a celebrity and to stroll down the renowned Hollywood Walk of Fame.

Rich in history and home to a substantial number of iconic landmarks, Hollywood conjures images of a glamorous past—Clark Gable, Marilyn Monroe, lunches at the Brown Derby, and young hopefuls lingering at the corner of Hollywood and Vine. Today, most of the glitter—and the Brown Derby—are gone. This pervasive sense of nostalgia, however, still makes Hollywood an appealing place to visit.

A neighborhood within the city of Los Angeles, Hollywood was a primary location of the film, music, and television industries up until the 1970s. Starting in the 1960s, entertainment companies began migrating to updated facilities farther west and north. Hollywood gradually declined and developed a crime-ridden and seedy image.

Despite this reversal of fortune, a concerted effort to renew Hollywood began in the 1970s, when the Community Redevelopment Agency of Los Angeles (CRA/LA) joined with local elected officials to respond to Hollywood's physical and economic decline. (The Hollywood Walk of Fame, begun in 1960, was part of an earlier renewal effort.) Today, after years of starts and stops (including the 1992 riots), major redevelopment projects are underway, subway stations connect Hollywood to the San Fernando Valley and downtown, and tourists continue to arrive by the millions each year.

The Hollywood Chamber of Commerce and the American City Coalition partnered to bring a ULI Advisory Services panel to Hollywood, with financial assistance from the ULI Foundation, in order to obtain an objective, outside assessment of the current redevelopment strategy as well



Location map.

as to hear about ways in which Hollywood could keep its redevelopment momentum going and simultaneously address community issues such as crime, safety, historic preservation, and transportation. With \$1.5 billion worth of commercial development now underway or on the drawing board, Hollywood clearly is on its way back to being a vibrant community. However, the neighborhood still needs to build consensus and find solutions to the problems that can accompany rapid redevelopment.

The sponsors asked the ULI panel to address how Hollywood could best build upon its new initiatives yet continue to keep its unique character and, ultimately, become a better place to work, visit, and live. The panel members—real estate development professionals from across the country—donated a week of their time to visit Hollywood and answered specific questions that the sponsors had prepared in advance. The sponsors also provided briefing materials, which the panelists received before their arrival.



Once in Hollywood, the panel members were briefed by the sponsors and CRA/LA employees and toured the study area on foot and by bus. The panel then interviewed more than 70 people, including representatives from the public sector; community, cultural, and special interest groups; and the business and real estate development fields. Panelists met continuously throughout the week to discuss their findings and to reach consensus on their conclusions and recommendations. The panelists divided their recommendations into four categories: market potential, planning and design, development strategies, and implementation of the suggested strategies.

This report records the ULI panel's conclusions and recommendations, which it presented to the sponsors during a public presentation on March 16, 2001. Although limited by time and available information, the panel hopes that the findings in this report will contribute to a continued successful redevelopment of Hollywood.

## **The Study Area**

The Hollywood Redevelopment Project area (as drawn by CRA/LA) encompasses 1,107 acres in the heart of Hollywood. Because they were on site for a limited amount of time, the panelists focused on a smaller area bounded by La Brea Avenue, Franklin Avenue, Gower Street, and Santa Monica Boulevard, which includes Hollywood's historic core and most of the new redevelopment projects. The panelists also took into consideration the diverse (and divergent) surrounding neighborhoods when forming their recommendations.

# Overview and Summary of Recommendations

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In 1913, Cecil B. DeMille, Jesse Lasky, and Samuel Goldwyn created the first full-length feature film, *The Squaw Man*, in a barn one block from the intersection of Hollywood and Vine. From these humble beginnings sprang an immense economic generator composed of vast production studios and supporting suppliers that flourished in Hollywood for many years.

With the advent of television, the studios grew even larger and the entertainment industry became southern California's major employer. Although many of the major studios have left Hollywood, it still includes many post-production and associated operations, has several restored historic theaters, and continues to attract millions of visitors annually.

Hollywood is an interesting mix of cultures and architectural styles, from the immigrant neighborhoods of east Hollywood to the upscale clubs of west Hollywood, all under the bird's-eye view of the rolling Hollywood Hills to the north. More than 200,000 people reside in Hollywood; over half of them live in apartments.

Hollywood hopes to maintain its diversity while simultaneously bringing in new businesses and restoring once resplendent buildings. The neighborhood's active community organizations' passionate commitment to Hollywood has been an important factor in the positive changes underway today.

Hollywood now is attracting the private capital that is essential to its rebirth. Over the past five years, many notable projects have emerged from abandoned or underused sites. The new Hollywood & Highland project includes a permanent home for the Academy Awards, a hotel, and a variety of retail stores.

Famous landmark restaurants such as the Pig n'Whistle are being restored and new clubs such

as the Knitting Factory are beginning to dot side streets. Hollywood contains two business improvement districts focused on revitalization and attracting entertainment-related businesses. The presence of the Los Angeles subway system and growing ridership no doubt will complement these efforts.

The panel recognizes that Hollywood has confronted and substantially addressed the problems of crime and cleanliness. It is clear that residents, workers, and visitors now feel safer and more comfortable in Hollywood's business district. Personal security is always the foundation of an area's economic and cultural renaissance. The substantial private investment currently underway is a further validation of the area's redevelopment potential.

Now is the time for Hollywood to establish a vision for and a commitment to the ongoing revitalization process. The commitment should be to cherish and nurture Hollywood's historic role—both cultural and physical—as the center of the film industry, as well as the generator of the dreams and aspirations of hundreds of millions of people around the world. The panel believes that the

The Hollywood sign, high in the Hollywood Hills, is an internationally famous landmark.





Carole Lombard and Marilyn Monroe still exist—larger than life—in some of Hollywood’s many murals.



vision for today’s Hollywood should be to create a world-class destination that documents and celebrates this history and the current activities of the film and television industries. The challenge is to use Hollywood’s unique legacy as a touchstone, and as a springboard to a future that is at least as extraordinary as its past.

To this end, the panelists advocate stronger historic preservation efforts. One heritage of Hollywood Boulevard, in particular, is its physical authenticity. Preservation will be of the utmost importance if Hollywood is to have a future as an authentic neighborhood, not just as a theme park. The vision also must include the creation of a diverse, mixed-use community offering high-quality living, working, and tourism experiences. In regard to the tourist trade, the panel suggests discouraging the current dominance of “short-term” tourism.

There are many Hollywoods—studios, industries, public, nighttime, residential—but the panel chose to focus on the public Hollywood. Revitalizing the public Hollywood will entail improving the core of the community, which undoubtedly is Hollywood Boulevard. This boulevard is and should be the embodiment of all that was, is, and can be in the Hollywood of the world’s collective consciousness. Hollywood Boulevard has an opportunity to be great, and the vision should strive to make it a memorable place. The panel recognizes that virtually everything that happens on Hollywood Boulevard will have an impact in the larger Hollywood community and, likewise, that activities elsewhere also will affect the core.

### Summary of Recommendations

Although the panelists do not offer a specific vision for Hollywood (that is up to the community), they suggest several ways in which Hollywood can keep its development momentum and identify factors that should be considered during the development of the vision and certain governance issues (all of which are presented in more detail later in this report). The following actions will have the greatest positive impact on the revitalization effort:



- *Create a privately led partnership to establish and implement a shared vision through a master plan.* The panelists noticed a splintered approach among the organizations involved in Hollywood's revitalization. A task force or partnership must be formed to streamline this process. This partnership should oversee the revitalization effort; attract the necessary resources; mobilize the required talent; identify, hold responsible, and facilitate the activities of the various organizations involved in this process; and assure the realization of Hollywood's full potential.
- *Mobilize the marketing, financial, and creative genius of the entertainment industry.* The entertainment industry and/or individual studios should participate in this partnership. They would provide a tremendous pool of resources and inspiration, and their involvement would help resolve complex land use issues.
- *Make Hollywood a vital and real community for local residents, workers, other residents of Los Angeles, and visitors by building on its extraordinary history.* Hollywood should draw upon its own history and community to create a genuine experience of place for visitors and Los Angeles residents alike. Hollywood's substantial stock of historic buildings can be transformed to house new commercial uses as well as people at all income levels, while preserving the authentic feel of the neighborhood.
- *Create a series of four discretely demarcated districts along Hollywood Boulevard.* Because Hollywood Boulevard (from Vermont Avenue to LaBrea Avenue) is three miles long, the panelists suggest creating four districts along it: one for international visitors, one for the central community, a mixed-use transit-related district, and a residential district.
- *Transform short-term tourism to longer-term tourism.* Hollywood should give the "20-minute tourist" reasons to stay much longer. Adding hotels and attractions would accelerate the trend toward longer-term tourism.
- *Conduct a comprehensive parking and traffic study.* Some studies already have been com-



The residential area around Hollywood Boulevard consists mostly of low-rise apartment buildings. More than half of Hollywood's residents live in rental apartments.





Walking down Hollywood Boulevard is a visual experience; ornate mar- quees, eye-catching storefronts, and the Hol- lywood Walk of Fame all compete for the pedes- trian's attention.



pleted, but the panel recommends that as Hol- lywood continues to grow it must take into account specific traffic needs and that a single document would aid in the master planning process.

- *Strengthen the powers of the Community Rede- velopment Agency of Los Angeles (CRA/LA).* In order to increase the effectiveness of a rede- velopment framework, the city should rein-



state CRA/LA's powers of eminent domain, extend its bonding authority, and restore the CRA/LA grant program.

- *Leverage the power of mass transit.* The sub- way system is a powerful resource for the com- munity. Hollywood can advance its revitaliza- tion efforts through transit-oriented design and public transportation incentives.

# Market Potential

**H**ollywood is recognized throughout the world as the birthplace and home of the movie industry. While the complex of studios, pre-and post-production services, talent, and capital that constitute today's movie industry has, in fact, expanded to include surrounding communities in other parts of Los Angeles, Santa Monica, and the San Fernando Valley, Hollywood remains the "brand name" location associated with the film industry.

Hollywood is a district within the city of Los Angeles. Its boundaries are variously defined, but generally the area is bounded by Melrose Avenue on the south, La Brea Avenue on the west, and Western Avenue to the east. The northern boundary encompasses several hill neighborhoods, including Laurel Canyon, Silver Lake, and Los Feliz. Together, these areas comprise a population of roughly 250,000, including 109,000 households and 130,000 jobs.

About 10 million tourists visit Hollywood annually. Yet many of these tourists, arriving for the first time, are dismayed not to find the glitz and glamour they associate with Hollywood's nostalgic image. The exodus of the studios, along with the opening of new shopping malls in other parts of the city, drew retail dollars out of the community, resulting in a loss of many local businesses, depressed property values, and the abandonment or neglect of many of the charming buildings that helped give Hollywood its character.

As a result, Hollywood became stigmatized in the eyes of many residents of the surrounding areas. Affluent communities bound the community on three sides—the Hollywood Hills, west Hollywood, and Hancock Park. To the east lie the gentrifying neighborhoods of Silver Lake and Echo Park. Despite its proximity to these highly desirable areas, Hollywood has struggled to gain ground in recent years and only now is beginning

to experience a series of large-scale redevelopment projects.

The creation of two business improvement districts (BIDs) has made a tremendous improvement in the neighborhood's security, dramatically reducing crime and drug dealing and keeping the streets clean. The completion of the Metro Rail line has added three new stops on Hollywood Boulevard, providing rapid connections to downtown Los Angeles and the San Fernando Valley.

Several classic movie theaters, including the El Capitan, the Egyptian, and the Pantages, have been renovated and are drawing large crowds for film and live stage performances. TrizecHahn Corporation's Hollywood & Highland project will bring the Academy Awards ceremony back to Hollywood and also includes a mix of hotel, restaurant, and retail uses. Regent Properties's Sunset and Vine project will bring retail and residential uses to an area that has seen mostly single-use projects. A number of new nightclubs and chic restaurants also are reviving the area's nightlife.

The tourist trade dominates the Hollywood retail scene.





The panel suggests the development of more retail uses geared to community residents.



### The Five Hollywoods

The panelists recognize five “Hollywoods” that each play a distinct and integral role within the greater Hollywood neighborhood:

- *Movie Studio Hollywood.* Despite the loss of many of the major studios, Hollywood still provides a home base for Paramount, Raleigh, Sunset Gower, Hollywood Center, KTLA, and CBS TV studios. Hollywood remains in a central location even among the major studios that have moved elsewhere. This proximity should not be overlooked.
- *Creative/Industrial Hollywood.* Former industrial space and brownfield sites are being turned into flexible creative space for a growing number of post-production studios.
- *Residential Hollywood.* Despite widely varying housing prices, the panelists believe that ample opportunities exist to provide housing for all income ranges in a manner that can bring together the entire community. The panel believes that this is one of the most community’s most important elements.
- *Tourist Hollywood.* The tourist trade is a prevalent, inescapable part of Hollywood, and the panelists hope to see a closing of the gap between Hollywood’s image and the reality it currently presents.
- *Nighttime Hollywood.* The community’s entertainment venues and clubs draw visitors from the entire Los Angeles region and contribute to the area’s uniqueness.

The panelists considered these five Hollywoods from a short-term market standpoint and explored how local stakeholders could capitalize and expand on them.

### Office/Creative Space

Hollywood’s employment base consists primarily of film- and television-related businesses. The area is dotted with space vacated by major studios that now is filled with smaller creative firms that provide pre- and post-production services.

Most of the companies that have left the community have done so because they needed larger facilities, which are difficult (if not impossible) to develop in Hollywood. Yet the community has provided a niche for smaller, independent film-related businesses and serves as an incubator for such firms, many of which eventually outgrow their Hollywood offices and move out to Burbank or the Wilshire corridor. Hollywood’s incubator role is viable and could be expanded with the addition of more creative space.

Creative space is defined as one- or two-story buildings with open floor plans, high ceilings, direct access, and limited tenant improvements. These properties are preferred by film and new media pre- and post-production users (which make up about 40 percent of Hollywood’s employment), who need 24/7 activity, efficient access (for example, no lobby elevator), distributed services (such as HVAC), and flexible space.

The Hollywood name and address also offer cutting-edge firms an important cachet. The panel views creative-space uses as generating the primary demand for Hollywood office space, and recognizes that vacancies are low and vacated spaces lease quickly. The panel suggests that Hollywood could meet the demand for additional creative space by renovating existing structures and assembling land for the construction of new facilities near transit stops.

While some market exists for multitenant office buildings, the constrained supply limits the potential. The stock of traditional office buildings totals approximately 2.3 million square feet in 30 buildings. Studio and creative space totals approxi-



mately 6 million square feet, including converted industrial and freestanding office buildings.

Local brokers indicate that office rents in Hollywood are below replacement costs and thus would not support new construction. Some brokers, however, note that several relocation companies have signed up for rents that amortize new construction in neighboring communities when they have relocated, indicating that if the right product could be built in Hollywood, there likely would be a demand for more multitenant office buildings. Multitenant buildings could work well with a mix of uses, especially near transit.

## Residential Demand

Hollywood's residential market reflects the community's bifurcated income distribution. Homes in the Hollywood Hills sell for prices that range from \$700,000 to more than \$2 million, while homes in the flatlands are occupied primarily by middle- to low-income renters. The average family income in Hollywood in 1999 was a relatively strong \$67,000. The median income (the level that half the households are above and half below), however, was only \$35,000, indicating a strong skew toward the lower range of the income spectrum.

The homes in the Sunset and Vine project will represent the community's first significant market-rate housing development in many years. Residential developers reportedly are watching to see how these units perform in the marketplace to determine if they should pursue further development.

Schools are a constraint on marketing homes to families that will depend on public education and have the wherewithal to purchase homes in areas with better schools. Yet, Hollywood's central location and stock of historic architecture set it apart from other neighborhoods in the region. Hollywood continues to attract urban bohemians and other nonfamily households. Some convenience retail is in place that would support an influx of these types of residents.

Local jobs—dominated by film-related artistic and technical activities—pay relatively well, and the many film and creative jobs available in surrounding communities provide a larger pool of



TrizecHahn's Hollywood & Highland project, under construction during the panel's visit, includes the 3,400-seat Kodak Theatre, which will become the new home of the Academy Awards ceremony.

young, high-paid employees. These individuals and households do not seem to be represented in significant numbers in Hollywood's residential market. The underrepresentation of this group suggests a market for middle-income housing in Hollywood. This market, which primarily consists of singles and childless couples, could be well served by condominiums and apartments that offer a hip, urban character, located within walking distance of restaurants, clubs, and neighborhood commercial services. (In many markets around the country, this market segment supports a very strong market for loft development and live/work projects.) An additional advantage of encouraging this type of housing is that it could help support revitalized commercial uses along Hollywood Boulevard. It also could bridge the income and demographic gaps that currently exist between the Hollywood Hills and the flatlands.

## Retail Market

The primary retail trade area for Hollywood includes approximately 260,000 people and covers



Russ Joyner (center, pointing), of TrizecHahn Corporation and senior vice chair of the Hollywood Chamber of Commerce, gives the panel a tour of the Hollywood & Highland project.



Few high-quality hotels exist in Hollywood. Panelists suggest that a mix of traditional and boutique hotels be developed.



the area roughly bounded by the Hollywood Hills and Third Street from Beverly Hills Canyon to Los Feliz. Major apparel and hard good purchases often are made outside this area, at Beverly Center, Century City, and Glendale. Although visitors arriving on tour buses generate significant souvenir sales in the Hollywood business district, the souvenir and t-shirt shops do not serve the local community and do not keep local capital in the neighborhood. More stores should respond to residents' needs.

The Hollywood & Highland project brings over 300,000 square feet of new retail and restaurant space to the market. This project directly connects Mann's Chinese Theatre with a promenade that contains movie memorabilia and a 45,000-square-foot duty-free store. Both of these features, plus a wide array of additional shops and restaurants, should increase visitors' length of stay and purchases. The project's stores also may attract Hollywood residents who now travel outside the area to shop. To do so, however, they must offer a broad range of products, competitively priced merchandise, easy access, and competitively priced short-term parking.

Hollywood also contains numerous nightclubs, small live theater venues, and restored classic movie houses. These venues draw people from both the community's primary trade area and the entire Los Angeles basin.

### Hotel and Tourism Market

The Hollywood area has several hotels that serve international tour groups, but lacks high-quality tourist and business-class hotels. Marriott's 640-room Renaissance Hollywood hotel in the Hollywood & Highland project is a four-star hotel with a 25,000-square-foot ballroom and a restaurant operated by celebrity chef Wolfgang Puck. These features allow the hotel to compete with other top-quality Los Angeles hotels, such as the Westin Bonaventure and the Century Plaza.

While the Renaissance hotel was being completed, Marriott made arrangements with hotels in Universal City and Beverly Hills to handle the large-group demand generated by new uses. The panel suggests a comprehensive upgrade of the

Hollywood Roosevelt to a four-star hotel that would respond to emerging demand, celebrate Hollywood, and spur the expansion of streetfront retail space. If the Renaissance performs as expected, a mix of top-quality traditional and boutique hotels also could be developed.

Providing a range (in price, amenities, and size) of high-quality hotels would encourage tourists to stay in Hollywood and further patronize local businesses. Tourists' short-term stays in Hollywood (which now average 20 minutes) should be lengthened and tourists should be encouraged to use Hollywood as their base of operations rather than as a stop on their itinerary.

The community could accomplish this by discouraging tour buses (standing buses will only complicate further expansion efforts), marketing Holly-

wood as the authentic center of the entertainment industry, and widely and actively promoting events at the restored theaters. Community leaders have expressed an interest in developing a large-scale museum on the history of Hollywood and the motion picture industry. Although the studios have not yet expressed interest in joining the project, the panel recommends that this idea be pursued. This would require a feasibility study with significant future commitments to raise capital and operating funds.



# Development Strategies

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**T**he panel has been consistently impressed by the development potential of the Hollywood Boulevard corridor and adjacent areas. In order to effectively attract and leverage investment, a community must take stock its assets, of which Hollywood has many. Its most important assets, as far as development potential is concerned, are the following:

- *Regional centrality.* Within a seven- to eight-mile radius of Hollywood and Vine reside 2 million residents of Los Angeles—more than the entire populations of Philadelphia and Detroit. This enormous population base boasts enviable demographics and includes some of the metropolitan area’s most affluent neighborhoods—the Hollywood Hills, Los Feliz, Hancock Park, and Beverly Hills. This population base creates a potential demand that, if realized, could—over time—more than double the demand for a variety of goods and services along and adjacent to Hollywood Boulevard.
- *Access to mass transit.* Few communities in the United States, and certainly none elsewhere in Southern California, have three subway stations at their front door. The existing subway and light-rail systems, which connect to a widespread bus network, provide Hollywood with regional access superior to that of any other community in the Los Angeles basin.
- *An ability to serve multiple constituencies.* Hollywood is one of the few communities in metropolitan Los Angeles and even nationwide that has 24-hour-a-day vitality and street life. It has the potential to serve a multiplicity of needs, incomes, and lifestyles, from the wealthy homeowners of Hollywood Hills to the residents of the more modest rental flats surrounding Hollywood Boulevard. A relatively recent addition to this vitality is the nightlife for which Hollywood is becoming increasingly famous.
- *A committed community.* The panel was impressed by the degree of civic interest demonstrated by residents and businesses alike. Both groups demonstrated strong and enthusiastic dedication to the future of the Hollywood. The panel recommends that the organizations spearheading the redevelopment of Hollywood tap into the communities’ motivation and interest.
- *Involved city and local organizations.* Led by such groups as the local BIDs, the Hollywood Chamber of Commerce, and CRA/LA—not to mention a host of city and social service organizations—the community is armed with committed organizations whose energy, skills, and talents will be essential to implementing the panel’s recommendations.
- *Healthy real estate markets.* The Los Angeles area, along with the rest of the nation’s major metropolitan areas, has enjoyed a remarkably healthy residential and commercial real estate market during the past several years. A healthy balance between supply and demand, upticks in rental rates and sales prices that have far outpaced inflation, and remarkably strong leasing and sales rates have fueled a sense of optimism and a flow of capital into real estate. Hollywood clearly has benefited from these national trends, with markets, values, and the velocity of sales and leasing activities at near record levels.
- *Historic buildings.* A number of architectural treasures can be found along and adjacent to Hollywood Boulevard. Some have been lovingly restored to their original grandeur; others still await renovation. This proud architectural heritage is unrivaled anywhere in the metropolitan area. Few cities anywhere in the United States have such a remarkable inventory of art deco theaters and commercial buildings, which create an ambiance virtually impossible to replicate.



- *Major redevelopment projects.* Hollywood is fortunate to have a number of major projects whose completion promises to change the character as well as the uses along and adjacent to Hollywood Boulevard. The largest of these is TrizecHahn's recently opened Hollywood & Highland project. Its major hotel and theater, retail complex, and banquet facilities promise to change forever the character of the street. Nearby, another 100,000-square-foot retail complex and 300 market-rate apartments, the proposed expansion of the Capitol Records complex, and several other proposed developments speak well for investor and developer confidence in the future of downtown Hollywood.
- *The return of Oscar.* The new 3,400-seat Kodak Theater, an important component the Hollywood & Highland project, will serve as the first permanent home for the Academy Awards ceremony. When broadcast to an international audience of hundreds of millions of viewers, this ceremony will provide instant worldwide recognition for the area and will create further opportunities for tourism.

## Strategic Development Considerations

The market potential section of this report described some of the short-term market demand in Hollywood. The panel's suggested development strategies echo these conclusions. The panel believes that the community's vision for a revitalized Hollywood should include the following elements:

- *Multifamily housing.* The panel foresees a demand for 500 to 1,000 multifamily housing units at various price points. This includes market-rate and affordable, new and rehabilitated projects. Ideally, residential projects will contain a mix of affordable and market-rate units. These units would appeal largely to young adults and should make use of the significant existing building stock. Rents could be as high as \$2.00 to \$2.50 per square foot per month.
- *Additional hotels.* Hollywood should plan for new upscale boutique hotels and should reha-



Hollywood has three Los Angeles subway station stops within its boundaries. The Hollywood and Vine station displays vintage cameras (below left) and film reels donated by motion picture studios; a marquee (left) sits atop its elevators.

bilitate existing hotels, such as the Hollywood Roosevelt.

- *Creative office buildings.* As mentioned earlier, creative office space is in demand. This type of office use will have a continuing appeal to the movie industry. Rents could range from \$1.50 to \$2.50 per square foot per month.
- *Retail space.* For the short term, the panel believes that any new retail development should serve the existing residential community. Over the next few years, the community should carefully gauge the success of the retail space at the Hollywood & Highland project and then should determine an appropriate longer-term retail strategy. The panel noted the overabundance of t-shirt shops and encourages the community to employ zoning and other redevelopment tools to curtail these types of uses.

As the Hollywood community works toward a vision and decisions about the types of buildings and uses that it would like to see (and that the market will bear), the panel suggests that it keep



Panelists suggest that Hollywood implement sign and design ordinances to reduce visual clutter and remove inhospitable roll-down barricades.



in mind the following tools, rules-of-thumb, and strategies:

- *Recognize the strength of Los Angeles as a preferred location for investment.* Investment money flows into few American cities as it does into Los Angeles. Investors (both domestic and foreign) are enthusiastic about the city's economy, strength, viability, and future prospects. Hollywood has shared and will continue to share in this trend, and should make the most of it.
- *Encourage small-scale infill development and redevelopment.* Hollywood has many buildings that cry out for rehabilitation; others could be demolished and the land put to better use. The panel recognizes central Hollywood's fragmented landownership pattern and realizes that assembling large amounts of land for infill development can be difficult. However, even small, well-designed projects make a large difference in a neighborhood.
- *Develop incentives to encourage residential rehabilitation.* The panelists see remarkable potential in this area. Housing in Hollywood should accommodate households with a range of incomes. Hollywood and Los Angeles should use incentives such as density bonuses, historic preservation and low-income tax credits, grants, guarantees, and low-interest loans to encourage residential redevelopment. The community and the city have a tremendous amount of resources that can be used to accomplish this, and involved parties should educate themselves on additional state and federal programs.
- *Keep safety issues in the forefront.* Crime in Hollywood has decreased by 50 percent since the formation of the Hollywood Entertainment District (one of the community's two BIDs) in 1996. The panel encourages both BIDs to maintain safety as a top priority.
- *Market Hollywood to city residents.* Visitors and local residents have markedly different perceptions of Hollywood. Tourists come for the nostalgia, while Angelenos stay away. To avoid becoming a monolithic tourist attraction, Hollywood should reach out and make the com-

munity a magnet for those who live in the region as well for tourists.

- *Create more special events programming.* In addition to increased marketing efforts, Hollywood should increase the number of special events—street performances, concerts, art exhibitions, and festivals—held in the community.
- *Convert the 20-minute tourist to a half-day (or longer) tourist.* Hollywood has some great places to visit, but it could use even more. Existing attractions are not always effectively marketed. For example, when some of the panelists wanted to see *Forever Hollywood*, a short film on the history of Hollywood, at the Egyptian Theatre, they found it difficult to determine when the film was showing and how to get tickets. (They enjoyed the film and recommend that it be promoted more effectively.) Hollywood could take advantage of its many talented residents to develop sophisticated marketing campaigns that encourage visitors to stay longer. Streetscape, lighting, signage, and façade improvements all would appeal to both tourists and local residents. The panel strongly emphasizes that Hollywood should control and manage the flow of tour buses to encourage longer visits by tourists.
- *Create a transit overlay district.* The subway system is a tremendous resource for the community, although it is not always recognized as such. Hollywood should maximize the development potential around the subway stations; by doing so, it also will stimulate use of the system.
- *Encourage a better mix of retail offerings.* Hollywood should work with property owners to develop ways in which to provide a better



Hollywood Chamber of Commerce CEO Leron Gubler (third from right) gives panelists a tour of Hollywood Boulevard and the surrounding area.

array of community-serving retail uses. It should pursue entrenched and absentee landlords in order to create a coordinated leasing strategy that works for both visitors and residents of varying income levels.

- *Enforce design standards and encourage historic preservation.* Hollywood's architecture is an immediately recognizable asset and its preservation should keep Hollywood genuine and diverse, especially in a period of rapid redevelopment.



# Planning and Design

The panel believes that it is not an overstatement to say that Hollywood Boulevard should be the embodiment of all that was, is, and can be in the collective consciousness of the world's image of Hollywood. The physical fabric of the street, its ambience, and its adjoining structures create a “stage set” on which one can explore the history of both the virtual and the physical Hollywood. It also allows one to recall the mystique of the individuals who created the film and television images that have energized and excited the imagination of the entire world. This excitement has, for nearly a century, transcended the separateness of cultures, countries, and individuals, celebrating the imagination, laughter, and resilience of all. Through the continuing evolution of radio, television, stage, and recordings, it continues to inspire generations yet to come.

The “legend and glamour of Hollywood” draws 10 million people per year to Hollywood Boulevard.

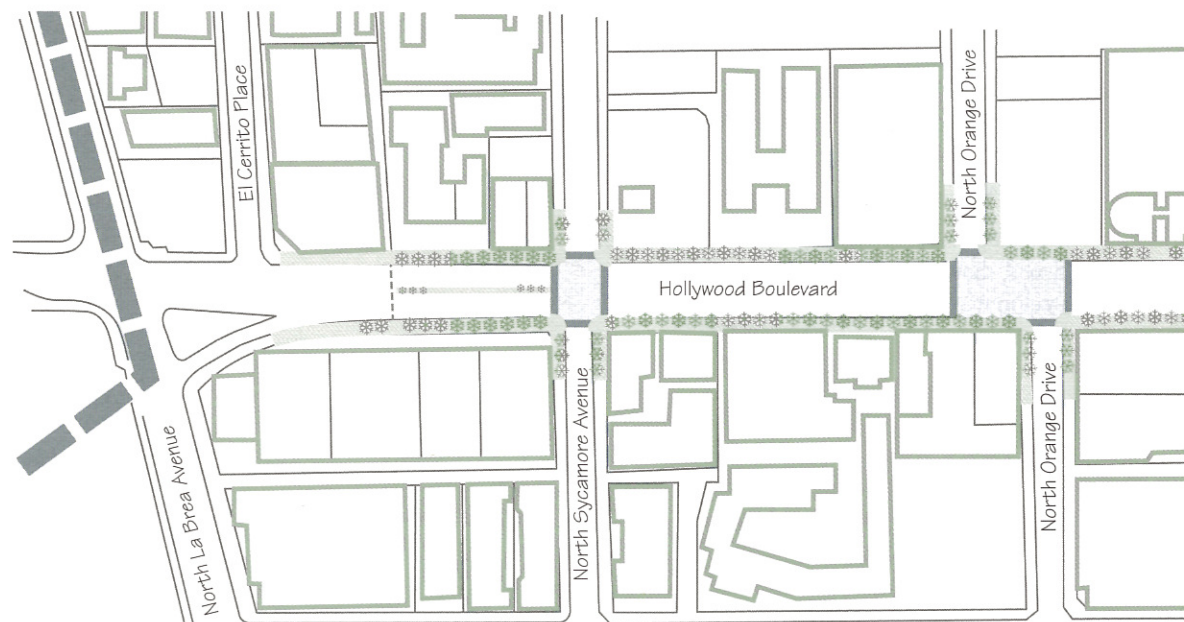
The challenge is to ensure that these visitors' expectations are exceeded, not disappointed. Their memories of time spent in Hollywood must be enhanced (as they have not been in the recent past or the present).

The physical fabric of the boulevard can contribute to the quality of those memories. Many of the panel's comments and recommendations come either directly or indirectly from the Hollywood Boulevard District Urban Design Plan or from discussions with members of the community. The panel hopes that the following comments will be understood as a desire to focus, illuminate, and encourage the implementation of those parts of the plan that seem most important to the panel.

## Differentiation/Segmentation

Hollywood Boulevard is simply too long—nearly three miles long from La Brea Avenue on the west to Vermont Avenue on the east—to develop

Hollywood Boulevard International Visitors District concept plan.





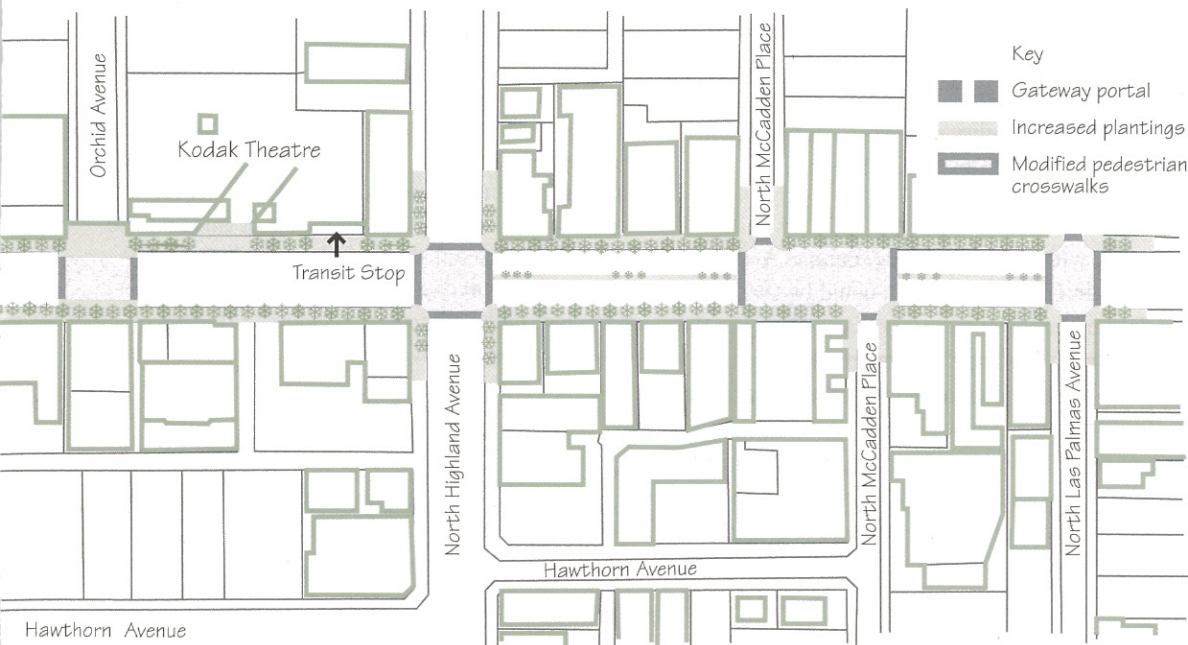
one coherent theme and feel for its entire length. The panel therefore recommends that it be subdivided into a series of discrete segments to create the following four separate and identifiable districts along it:

**An International Visitors District**

Beginning at La Brea Avenue and running east to Las Palmas Avenue, this westernmost district

contains most of Hollywood’s tourist destinations, including such landmarks as Mann’s Chinese Theatre, the renovated General Cinema Hollywood Galaxy Theatre complex, the Hollywood Entertainment Museum, the Egyptian Theatre, TrizecHahn’s Hollywood & Highland project, and an extensive inventory of retail shops and restaurants that cater almost entirely to tourists. The district also includes the Metropolitan Transit

Hollywood Boulevard district plan.







One example of a possible portal sign that could be placed at the eastern and western ends of Hollywood Boulevard.

Authority (MTA) subway station at Highland Avenue. While the panel recognizes that the average visitor's stay in Hollywood is very brief, the panelists believe that enhancing and upgrading the character and quality of Hollywood Boulevard will result in an average stay that will be measured in hours rather than minutes.

Tourist-oriented activities will be the key to keeping people in the area longer. The panel believes that these activities must include an active and energizing street experience, a film experience, an expanded choice of retail shops, and places where visitors can get at least a bite to eat. Because of the availability of transit, higher-density development is appropriate in this zone.

#### **A Central Community District**

This area, which runs from Las Palmas Avenue east to Cahuenga Boulevard, should be thought of as a "seam" between two very active zones to the west and east. It should be devoted largely to lively retail and dining activities that cater to the needs of Hollywood's residential communities: the Hollywood Hills and the Franklin Avenue/Yucca Street corridor to the north and the Flats to the south. Facilities such as drycleaners and drug stores could be successful immediately, while boutiques, a deli, a wine and cheese shop, and similar shops should be added in the future.

A number of attractive buildings line both sides of this part of Hollywood Boulevard, some of which might be historically significant. Redevelopment efforts should respect the scale, historic character, and diversity of this urban fabric and should restore building facades, thereby making the district more appealing to pedestrians. Low-scale development is most appropriate in this zone.

#### **A Mixed-Use, Transit-Related District**

This area, which runs from Cahuenga Boulevard east to Gower Street, includes the legendary Hollywood and Vine intersection. Although this intersection's physical presence has been diminished by time, in its place has emerged a new vitality, currently epitomized by the rebirth of the Pantages Theatre (now home to a live theatrical version of Disney's *The Lion King*).

The new, handsome, clean, and accessible MTA subway station directly across the street from the Pantages will draw an increasing number of patrons, particularly in the evening, as they recognize how convenient and affordable Metro Rail travel is. This area also contains a number of other live performance and entertainment venues, including nightclubs along Cahuenga Boulevard and several small theaters on Sunset Boulevard, just to the east of Vine Street.

A new mixed-use development planned for the intersection of Sunset and Vine will include several new retail shops as well as some 300 units of market-rate housing and approximately 800 parking spaces. To the north, the proposed mixed-use redevelopment of the area surrounding the Capital Records building at Hollywood and Vine also should add to the life and ambience of this historic part of the city and should help visitors to recall its perceived heyday. Because of the availability of transit, higher-density development is appropriate for this zone.

#### **An Eastern Residential District**

Traveling eastward from Gower Street to Vermont Avenue, the character of the neighborhood changes rapidly, becoming increasingly residential. After the third MTA subway station at Western Avenue, Hollywood Boulevard extends farther east to Vermont, where it bends to the south and merges into Sunset Boulevard.



Residential uses should be strongly encouraged in this district, which contains two additional MTA stops to the south of Hollywood Boulevard on Vermont Avenue, one at Sunset Boulevard and the other at Santa Monica Boulevard. While these stops primarily serve two major institutions, Children's Hospital of Los Angeles and Los Angeles City College, they also serve the residential communities of East Hollywood.

### Gateways

The panel recommends that two major gateways and two minor gateways be designed and constructed to identify and celebrate these four districts. Major gateways should be located at the eastern and western portals of the active districts—one at Gower and the other at La Brea. The two minor gateways should be located at Cahuenga and Las Palmas. The panel believes that these gateways should bridge Hollywood Boulevard. Initially, the gateways could consist of lightweight banners or wire structures, which later would be replaced with more permanent installations.

### Streetscape

The gateways should be only an announcement of the active and vital new street life in each of the districts. The panel envisions the districts as unified by their visual quality, yet differentiated by their functional character. The Hollywood Walk of Fame and its star-studded sidewalks are a wonderful tribute to the gifts that thousands of individuals have contributed to the lives and the collective memory of anyone who has ever seen a movie. This tradition should continue long into the future.

The panel recommends several changes to the pedestrian environment that would enhance the experience of everyone who “walks the Walk”:

#### Street Trees

Hollywood Boulevard currently is characterized by an awkward mixture of tree types planted in no consistent pattern. The panel believes that the tight spacing of extremely tall palms along the western “entry” to the boulevard should not be extended down the street. Instead, the panel recommends alternating the palms with a much



Panelists noticed that only one or two old-fashioned street lights remain and suggest replacing the current “cobra head” style with this more traditional design.

lower shade tree, such as the jacarandas already found farther east. These lower trees provide an extremely important amenity: shade! They can be planted and pruned to accentuate signage and facades without visual competition.

#### Street Lighting

The panel strongly recommends replacing the extremely bright “cobra head” highway lights with the more traditional street lights, like the one near La Brea, that apparently once lined Hollywood Boulevard. These traditional street lights should become the standard for the boulevard. Street lighting along the boulevard currently is geared to automobiles; the panel believes that it should be reoriented to better serve pedestrians.

#### Pedestrian Crosswalks

By conventional standards (particularly for a street with no median), the approximately 75-foot-wide Hollywood Boulevard is extremely wide. While a permanent median might present problems for the boulevard's periodic parades and other street celebrations, a temporary median



Hollywood lacks green-space and good “people-watching” spots. As shown in the rendering at right, Hollywood’s empty lots (below right) could be transformed into public spaces that provide shady respites.



STEVE SCOTT



STEVE SCOTT

could be created with movable planters. This would make the street more attractive and easier for pedestrians to cross.

In addition, making modest modifications to the sidewalk at major intersections could establish a better balance between meeting the needs of pedestrians and automobiles. Since curbside parking is allowed (at the bargain rate of five cents for six minutes), there are dedicated parking lanes on each side of the street. Extending the crosswalk into the street by ten feet on each side would reduce the effective width of the crossing by almost a third. Using a special paving material (in lieu of blacktop), both at the crosswalk and within the intersection, also would enhance significantly the quality of the street and assist in “traffic calming.”

### Specialty Lighting

Because of Hollywood’s history and reputation, the panelists were surprised to find that Mann’s Chinese Theatre seems to be the only property that capitalizes on the imagination of theatrical lighting. The panel strongly encourages other property owners to incorporate the beauty and

excitement of lighting to enhance the visual quality of their buildings and to attract visitors.

### People Watching/Celebrity Statues

Without doubt, but unrealistically, nearly all visitors hope to see a celebrity during their stay in Hollywood. At night, the club scene provides ample evidence of this hope, as many visitors dress up in hopes of being admitted to a club while others just stand nearby, surveying the scene.

Visitors frequently photograph two celebrity statues—of Charlie Chaplin and Buster Keaton—that sit along the street near the Hollywood Entertainment Museum. As a result, the legacy of these entertainers is preserved in the memories of those individuals. The panel encourages the expansion of this concept to include a wide range of celebrities, both living and deceased.

### Movie Productions

The panelists were delighted to be able to at least glimpse the set-up for a film production during their all-too-brief stay. The spotlights, vintage cars, and sense of anticipation and excitement all contributed to their positive memories of Hollywood. Because of this experience, the panel discussed the idea of searching for an individual or group that could be charged with the responsibility of “producing” Hollywood Boulevard, “dressing” the street and creating the impression that the actors might arrive at any moment.

### Live Entertainment

To keep the “buskers” from dominating the street, Hollywood must establish policies and practices that encourage and support particular types of live street entertainment. One possibility is to engage and license unknown actors to portray famous actors and other historical figures from Hollywood’s past.

### Special Events

Hollywood’s physical setting needs to support a wide range of special events throughout the year. The Academy Awards will be one of the highlights.

### Signage

The panel reviewed the recommended guidelines that were transmitted to the city council last Sep-



tember, based on a study prepared by Sussman/Prejza & Company. While these guidelines are somewhat controversial, the panel strongly supports them and believes not only that they respect the history and tradition of Hollywood, but that they also will contribute to the creation of a lively and exciting environment.

In addition, standard directional and street signs need to be coordinated. Ideally, these signs should be distinctive, recalling and celebrating Hollywood's history and its unique character.

### **Building Design, Design Review, and Historic Preservation**

The Hollywood Boulevard District Urban Design Plan (which was initiated in March 1986 and later reviewed in March 1993) addresses design control issues. The plan is thorough and well constructed and has been used as a guideline by CRA/LA since its inception. It is about to be accepted by the Los Angeles City Council as the legal guiding document for development in the district from LaBrea Avenue to Gower Street.

This design plan has served as a guide for the city's design review board to evaluate proposed projects in Hollywood. Projects not funded by the city have been reviewed by CRA/LA staff but do not consistently go through the formal design review process.

The panel believes that all projects should be formally reviewed and should meet the same architectural guidelines. Consistent review and adherence to the plan will help ensure that all buildings, including those of historic interest, will enhance and meet the standards of the National Register of Historic Places.

The panel strongly endorses the design guidelines and emphasizes the following excerpt from the plan: "New development and remodeling of existing development must respond to the predominant characteristics of architecture along the Boulevard. Specific design solutions are described based on the prevailing building forms along the Boulevard.



Crowds are ever present outside Mann's Chinese Theatre, one of Hollywood's many restored theaters.

Alternative and creative solutions are encouraged; but they must respond to the character of the architectural history of the Boulevard and its surrounding area and not impact the character of the district."

The panel also endorses the following objectives of the design guidelines: encourage the preservation, restoration, and appropriate reuse of historically or architecturally significant structures; assure that new development is sympathetic to and complements the existing scale of development; provide pedestrian-oriented street-level retail uses; encourage entertainment-, theater-, and tourist-related uses; provide adequate parking for new and existing uses; and reinforce and enhance the existing pedestrian environment.

Based upon its review of this urban design plan and its guidelines, and discussions with planners from CRA/LA and members of the city's design review board, the panel believes that the plan and guidelines now in place meet many of the current objectives. However, the panel believes that the



Parking is a controversial yet illusive issue in Hollywood. The panel recommends that Hollywood undertake a comprehensive traffic and parking study.



plan should be updated and coordinated with recent overlay plans to assure consistency.

### Traffic, Parking, and Transit

One of the most controversial and illusive issues that the panel explored was the appropriate availability of parking in close proximity to demand. The panel learned that a variety of privately and publicly funded parking studies have been conducted. CRA/LA recently initiated a study aimed at identifying both supply and demand as well as an indication of possible parking spaces, but has decided not to pursue it.

The most recent document regarding parking available to the panelists (dated January 20, 2000) is titled *Report to Agency Commissioners on a Public Parking Concept for the Hollywood Redevelopment Project*. After discussing concepts, it outlines next steps, which the panel believes must be taken, in order to define the basis for making decisions regarding real parking supply and demand. The report defines these next steps as follows:

- *Update the parking inventory developed by Kakua Associates in summer 1997.* Substantial

changes that have occurred in the past two years need to be assessed in terms of overall parking supply, occupancy, and rate structure.

- *Conduct a focused demand analysis.* A new survey of parking demand must take into account recent trends in infill development. This analysis will be instrumental in determining the appropriate sizes of and locations for key parking facilities in the area between the two anchor corridors and will place the initial emphasis on the Cahuenga corridor, where the existing parking supply (especially for monthly users) appears to fall particularly short of demand.
- *Conduct access and traffic analyses.* Environmental impact reports and approved mitigation monitoring programs for each of Hollywood's new catalytic projects have largely mitigated these projects' traffic and circulation impacts. However, a comprehensive analysis of the overall parking, traffic, and land circulation systems and their patterns of use could identify areawide improvements that might be needed to accommodate further growth in Hollywood.
- *Update the transportation plan.* Working closely with the local department of transportation and the community, CRA/LA drafted a transportation plan for Hollywood in the early 1990s. This plan will be updated and completed for consideration and approval by the CRA board consistent with the January 20, 2000, report on public parking.

The panel believes that the proposed transportation plan must address a number of basic issues. It must:

- Identify various categories of demand as well as time frames for each specific use category; for example, daily employment and nightclub entertainment.
- Determine possibilities for shared parking, as spaces become available for different uses at various times of day.
- Determine parking costs related to comparable costs for similar uses in other areas of Los



Angeles and to availability and walking distances from proposed demand sites.

- Gather information about existing public and private parking facilities and their guidelines for use. The panel understands that no long-term leases are available in public parking facilities and suggests this be looked into.
- Determine the impact on parking and traffic flow of new developments (such as the Hollywood & Highland project) and the increase in tourist bus traffic.
- Obtain an in-depth analysis of present traffic movement to determine, first, how traffic flows through various intersections today and, second, what impact future developments will have on traffic flow. This study also should explore the potential impacts of traffic-moving devices (for example, instituting morning-to-afternoon lane changes, installing additional turn lanes, creating more one-way streets, and timing traffic lights more responsively).
- Consider a variety of traffic-calming devices, especially in areas with heavy automobile and pedestrian traffic.
- Explore the relationship of tour buses to street life. These buses currently are accepted as part of the Hollywood Boulevard environment. As the street becomes active with a larger variety of attractions that will generate longer stays, it may be critical to the vitality of the street to park tour buses in adjacent, less invasive areas. Visitors could travel to and from their tour buses via festive shuttles and a large variety of other “fun” people movers ranging from rickshaws to old stagecoaches to whatever else the Hollywood imagination can conceive.

The panel believes the large investment made by the MTA—although it was questioned by many during the process of integrating the Metro Rail system into the existing infrastructure—will prove to be one of the greatest boons to the revitalization of Hollywood Boulevard and the entire Hollywood community.

The Hollywood and Vine and Hollywood and Highland stations are two of the most attractive

rail stations built in recent years. They generate a feeling of expansiveness and excitement as well as positive expectations for the rider. The connection of these two critical sites to others in the Los Angeles area will, the panel believes, continue to generate new riders and become a daily service to many of the people who live, work, and visit in the Hollywood Boulevard area.

When traffic congestion increases, as it will, Metro Rail will become even more of an asset. If it is marketed appropriately, it has the potential to become a major tourist convenience, serving many who wish to visit multiple sites over a period of several days without the burden of renting a car or riding a tour bus. The MTA has an opportunity to develop tourist packages in conjunction with a variety of major destinations that will create more attractive options than those available today.

The MTA also has the capacity to build major parking facilities at outlying stations, so that present drivers who are potential riders will have the option of driving to a nearby station and riding Metro Rail rather than facing the long commutes and snarled traffic congestion that will continue to frustrate people throughout Los Angeles. The three Metro Rail stations along Hollywood Boulevard also will create new opportunities for nearby housing and office buildings, enabling potential residents and office tenants to use transit for their daily commute.

### Adjacent Streets

The panel advocates recognizing the importance of the streets that intersect and surround Hollywood Boulevard. Two cross streets—Highland Avenue on the west and Vine Street on the east—are particularly important, not because of their widths or the vehicular traffic they carry, but because they intersect Hollywood Boulevard near MTA stations.

Pedestrian circulation along these streets should be actively encouraged by locating retail shops at street level, ideally without interruption along the length of the street for a full city block both north and south of Hollywood Boulevard. Along Vine, this retail activity can be extended to Sunset



Boulevard and, eventually, to Santa Monica Boulevard.

The parallel boulevards to the south, Sunset and Santa Monica, also are particularly important, both as vehicular corridors through the city and because of the activities that line the sides of each. These activities will change over time, perhaps more quickly along Santa Monica as a result of the establishment of the Hollywood Media District (Hollywood's second BID).

To the north, the Franklin Avenue/Yucca Street corridor seems well established as a vital and lively residential area, and its residents' needs must be addressed. Traffic on Franklin during the evening rush hour is of specific concern. Selma

and Hawthorn avenues also have real potential to enhance this area's residential character.

Numerous small streets intersect Hollywood Boulevard and other smaller streets run parallel to it. Specific guidelines must be created for the development and character of these streets, many of which seem particularly well suited for residential uses, including renovation, infill projects, and new construction.

# Implementation

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**B**ased on its market information, development strategies, and planning and design recommendations, the panel suggests that Hollywood create a framework to better implement the redevelopment approaches and strategies that it may choose to employ.

The panelists were struck by the large number of “actors” or agencies involved in planning Hollywood’s future. Panel members counted a dozen businesses, nonprofit groups, and state agencies holding a stake in the future success of Hollywood (and believe that even more may be involved).

These parties include the Los Angeles Planning Department, the Hollywood Neighborhood Councils, the Hollywood Chamber of Commerce, the American City Coalition, the Community Redevelopment Agency of Los Angeles, the Hollywood Entertainment District and the Hollywood Media District (Hollywood’s two BIDs), the Metropolitan Transit Authority, and the local department of transportation, as well as numerous neighborhood associations, historic preservation organizations, and social service providers. Although having this many interested parties offers some benefits, it also can lead to the duplication of efforts, conflicts, disagreements, inefficiencies, and delays.

In addition to the large number of players, the panelists identified quite a number of plans, proposals, studies, maps, and strategies developed by various public and private sector organizations. These include but are not limited to CRA/LA’s Hollywood Redevelopment Project Area Plan; the Hollywood Chamber of Commerce’s Economic Development Study and Urban Design Committee plans, and the city of Los Angeles’s comprehensive zoning plan.

In addition, CRA/LA currently is working with newly hired consultants to develop a retail strategy that will determine which types of retail tenants it should attempt to attract with a targeted

retail incentive plan; the chamber of commerce, both BIDs, and CRA/LA all are studying parking needs; and the local department of transportation and the MTA have formulated plans that address the impact of transit and traffic on Hollywood.

Many of these plans have been developed and adopted (or not, in some cases) more or less in isolation from each other. They have not been integrated into a single comprehensive, long-term master plan that embodies a collective “vision” of Hollywood. While a few plans have existed for many years, many have never been formally adopted by the city or even by the appropriate organization.

Similarly, the projects now being developed in Hollywood have been planned and put together on a piecemeal basis. Hollywood has benefited from the economic boom of the 1990s, but its future is still very fragile. In order to help ensure Hollywood’s future, the panel strongly encourages a coordinated planning effort to keep the momentum focused and coherent.

## Create a Master Plan

Hollywood cannot rely solely on market forces. It must take control its own destiny. Now is the time for Hollywood to articulate a shared vision that will guide its development for the 21st century.

The panel proposes the creation of a master plan that incorporates the disparate existing plans and espouses one commonly shared vision. Master plans are useful because they offer a sense of predictability to investors, property owners, and residents alike.

A master plan is a single document that provides a vision, ties together ideas, identifies the types of development that may or may not be in the best interest of the community, and offers a long-term benchmark for community improvements. All of



Panelists interviewed more than 70 community members, local government representatives, and business leaders during their stay in Hollywood.



the community's stakeholders could refer to this single document, instead of the multiple plans now located at different city agencies and organizations. A master plan also will simplify the development approval process. When an investor proposes a project, he or she will know the rules of the game.

The panel believes that now—before CRA/LA's eminent domain powers are reauthorized, the CRA itself is reauthorized, and a new city council member is elected—is an ideal time for Hollywood to begin to prepare a master plan. Once the

new council member is in office, he or she should be involved with the master plan process.

## Create a Partnership/Task Force

The panel strongly recommends the immediate formation of a task force or partnership to oversee the creation of the master plan. The panel suggests that Hollywood Chamber of Commerce take the leadership role in this partnership, because the chamber is the community's broadest-based private sector organization and the panel believes that the partnership's driving force should come from the private sector. The partnership itself, however, should be an umbrella organization that includes public sector leaders and city council members as well as local business leaders. The panel suggests that members of the entertainment industry also be strongly encouraged to participate in this endeavor.

The partnership would not “control” Hollywood's redevelopment, but rather would be the “keeper of the vision.” It would inspire new ideas, ensure coordination, and be Hollywood's champion. With a master plan and a partnership in place, the community can expect to experience less reaction and more action concerning new developments.

Once in place, the partnership can assist in the redevelopment effort in the following ways:

- Issue a request for proposals (RFP) for a nationally recognized urban design firm to act as a consultant and to bring together all of the groups and the existing plans to create a new master plan. This should be the partnership's first priority. A charette process that broadly involves members of the community typically is used to create a master plan.
- Issue an RFP for a partnership-led marketing campaign. The partnership would not actually carry out this campaign, but it should oversee a single marketing effort that promotes to the public the message that “Hollywood is a great place to live, work, and visit.”
- Promote Hollywood as historically and culturally significant to city and state governments.



- Identify funding initiatives, incentives, and sources of money and talent available from the private sector, the city, the county, and the state. The partnership also should tap the talents of local individuals, companies, and organizations.
- Organize and lead workshops for prominent local and national developers. These workshops would expose these developers to the opportunities that exist in Hollywood and the developers could, in turn, offer their impressions.
- Gather stakeholders together every few years to review the progress and relevancy of the master plan.

### Consider Transit-Oriented Mixed-Use Development

CRA/LA and the MTA are working jointly on the development of an RFP for the potential development of a substantial amount of land around the Pantages Theatre and the Hollywood and Vine subway station. The panel recommends that this RFP be postponed until early 2002 so that it can include the types of development specified in the proposed master plan for Hollywood. This will ensure that development around the station will be compatible with the new vision for Hollywood. The panelists believe that this will not significantly delay development, because eminent domain powers will not be in effect until after the beginning of 2002. If the master plan process is put on an expedited schedule, it could be in place by spring 2002. (The panel also discourages any additional public RFPs for development projects until the master plan is finalized. Again, this will allow development plans to be linked with the master plan and consistent with its vision. It will not delay the private development projects currently being approved and negotiated.)

To address the development around the Hollywood and Vine station, as well as around other stations, the master plan should consider including the following tools, which aid in the implementation of transit-oriented development (TOD):

- *A market-based site and phasing plan.* First and foremost, the TOD plan must be realistic



The panel suggests that tour buses, which disrupt traffic flows and contribute to “short-term” tourism, be discouraged from dominating Hollywood streets.

from a market perspective. At a minimum, the plan should be accompanied by a financial pro forma that demonstrates the project’s viability and a staging program that details how various elements will be sequenced.

- *Land assembly.* Enough land needs to be assembled to allow the development of a project that is large enough to be economically viable.
- *Infrastructure investment.* To attract sufficient private capital, it may be necessary to make substantial infrastructure improvements, not only to improve the appearance of the area and enhance development potential, but also to demonstrate a bona fide public commitment to turning the area around.
- *Shared parking.* Plentiful parking at transit stations can reduce the need for (and thus lower the cost of constructing) parking for nearby commercial developments. Parking facilities used by office workers in the daytime can be shared by entertainment users in the evening.
- *Expedited permits and reviews.* A policy of fast tracking the review and approval of TOD projects can be a strong attraction to developers who have experienced firsthand the problems of red tape.
- *Direct financial participation.* Such participation could include the issuance of tax-exempt bonds, low-interest loans, loan guarantees, and/or equity participation.

The panel also suggests that the city consider instituting housing subsidies for people who live



The Hollywood Roosevelt, rich with history and supposedly haunted by the ghost of Montgomery Clift, should be upgraded to a four-star hotel.



within a prescribed distance of Hollywood's subway stations and for Hollywood residents who do not have cars.

### Identify Parking Issues and Alternatives

Some people consider parking to be a problem in Hollywood. Yet the panel found no comprehensive study assessing current parking inventory, demand, and projected need. As discussed more fully in the planning and design section of this report, the panel suggests that Hollywood should arrange for a comprehensive study as part of the master planning process. This study also should identify strategic areas for new parking structures.

Hollywood should consider developing parking facilities at each end of the community and using a trolley or jitney system to shuttle tourists, employees, and residents into Hollywood. This would provide an easy, fun form of transportation that would add to the tourism experience while simultaneously easing traffic congestion. The Hollywood Entertainment BID could operate the trolley program; parking revenues could contribute

toward its funding. The MTA, DOT, and CRA/LA also could provide grants for a pilot trolley program lasting one or two years.

### Form a Special Events Administration

Although no one agency or organization is specifically charged with planning and implementing special events in Hollywood, several such events do take place regularly, including the annual Hollywood Christmas Parade (produced by the Hollywood Chamber of Commerce), Hollywood Walk of Fame events (also administered by the Hollywood Chamber), and the independently produced annual Hollywood Film Festival. Some spontaneous events also take place on Halloween and New Year's Eve. The panel believes that the community should have a "Hollywood special events" administrator who organizes, plans, implements, obtains permits as necessary, and works with an events committee (with representatives from businesses, cultural and arts organizations, the entertainment industry, and residents) to promote events consistent with the vision and plan for Hollywood Boulevard.

### Address Regulatory Issues

Master plans are an intersection of private and public sector influence and ideas. Entrepreneurs and businesses can be a driving force behind the revitalization of Hollywood. With the right amount of public framework, great ideas can be realized. Reviewing, analyzing, and adjusting the powers of public agencies will improve their effectiveness. The panel suggests several actions that would enable agencies with regulatory powers to contribute most effectively to the revitalization effort:

- *Reinstate CRA/LA's power of eminent domain.* The agency's eminent domain authority expired in 1998 and must be reinstated. The panel understands that the process of reinstatement is underway, but emphasizes the importance of this power. Although eminent domain should be used judiciously, the mere existence of the power can be enough to make possible the rapid, private assembly of land for future development.



- *Extend CRA/LA's bonding authority.* The allowable life of CRA-issued bonds must be extended to 30 years. CRA/LA's ability to issue bonds over a 30-year period is critical to financing projects, acquiring land, and implementing other elements of a master plan.
- *Reinstate and expand CRA/LA's grant program.* Successful grant programs for new and expanded business downtown must be reinstated. The grant program should be expanded and reengineered to include facade and storefront renovation and restoration projects. This grant program, which could be administered by Hollywood's BIDs, also could include residential renovation and restoration projects.
- *Allow increased height and floor/area ratios (FARs) near transit stops.* Amendments should be adopted to CRA/LA's Hollywood Redevelopment Project Area Plan that would make it more like the Vermont/Western Station Neighborhood Area Plan, which permits increased height and larger buildings for mixed-use and residential projects near subway stations.
- *Introduce zoning incentives.* The plan amendments suggested above also should encourage mixed-use and residential adaptive use projects north and south of Hollywood Boulevard.
- *Expand the functions of the BIDs.* Hollywood's BIDs should take on more marketing functions, including promotion, advertising, and public relations, and should oversee the proposed shuttle services. They also should be given the responsibility of event permitting and coordination and code enforcement. (Municipal code enforcement can be ineffective.) The BIDs should be vested with the power to issue citations for property maintenance and zoning violations. (A carrot-and-stick approach encourages owners to upgrade their properties and discourages neglect.) The panel also believes that the lives of the Hollywood BIDs should be extended.

### Involve New "Actors"

The Hollywood community should reach out to involve new parties in its plans to revitalize Hol-



Sculptures of Dorothy Dandridge, Mae West, Anna May Wong, and Dolores Del Rio stand watch over Hollywood's easternmost edge.

lywood. The Academy of Motion Picture Arts and Sciences's recent agreement to come to Hollywood bodes well for this effort, and the community should solicit support from the academy—as well as from film, television, and recording studios—to develop museums, production facilities, and other venues relating to American popular culture.

The panel also suggests that the community involve celebrities in advocating for and leading the revitalization effort. Some of the most recognized names in the world live in and around Hollywood, and these people could become valuable resident activists and spokespeople for their neighborhood.

### Ensure the Continuance of Social Services

In order to keep Hollywood diverse yet safe, social services should be continued and integrated more comprehensively into the overall revitalization implementation effort. These services are critical to reducing crime and drug use, to maintaining the community's quality of life, and to developing an involved citizenry. Strategies that



have been successful in other communities include collecting and networking the ideas and energy of devoted social service workers and providing modalities to encourage and support their efforts on an ongoing basis. The community should:

- Identify and contact as many of the groups working to better the quality of life for Hollywood core residents as possible;
- Publicize and host a series of public forums at which all interested groups could come together to share ideas, programs, and strategies;
- Provide an avenue for ongoing communication and support among these groups (for example, an Internet chat room, a tag-team phone plan, or a “buddy” system);
- Identify and eliminate overlapping services and fill in any gaps in services; and
- Document these social services recommendations and present them to the partnership for further action.

### Maximize Creative Resources

Hollywood should identify and utilize the vast pool of creativity residing and working there. The community should not only showcase and encourage its residents’ artistic endeavors; it also should put their talents to work on behalf of the greater community. It should:

- Identify and contact as many artists or artists’ groups living and/or working in central Hollywood as possible;
- Publicize and host a series of public forums at which all interested artists could discuss ideas, programs, and strategies for sharing their work and talents within the district;
- Provide an avenue for ongoing communication and support among these artists and groups; and
- Document the groups’ recommendations for presentation to the partnership for further action.

### Leverage the Possibilities of the MTA

The community should work to facilitate both visitors’ and residents’ abilities to travel to and from Hollywood independently, conveniently, and comfortably. It can do so by partnering with the MTA, Los Angeles World Airports (the city’s aviation authority), the Renaissance Hollywood hotel, local theaters, and other destination attractions to publicize the shuttle service available from Los Angeles International Airport (LAX) to the nearby Green Line Aviation station and then, through two transfers, to the Red Line to the Hollywood and Highland or Hollywood and Vine station for convenient access to Hollywood Boulevard attractions and accommodations.

While this service should appeal to subway-savvy tourists, easier access via MTA would be preferable. The community also should collaborate with the MTA to designate Hollywood-bound shuttles or Metro Rapid buses and, perhaps, to offer shuttle bus service directly to a Red Line station or even to Hollywood, thus making it easier for residents and visitors alike to travel to and from Hollywood.

### Set Up an “Emergency Preparedness for Success” List

In light of Hollywood’s rapid development and its excellent potential for further development, the panel suggests that the Hollywood partnership compile and distribute a list of contact information for providers of services such as transportation, water, sanitation, traffic control, parking enforcement, and local hotel operators that could provide overflow space and services.

## Conclusion

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The panel believes that Hollywood is in a prime position to formulate and realize a vision for Hollywood Boulevard. The combination of the Hollywood Chamber of Commerce's leadership, strong city council representation, dynamic market forces, cachet, and history already has brought a tremendous amount of investment to Hollywood. The community has the potential both to recapture its title as the entertainment center of the world (and leave behind its broken-down reputation) and to become an even more attractive and diverse place to work and live.

The next step is to formulate the vision. The panel encourages the Hollywood community to consider these basic but important ideas during the visioning process:

- *Hollywood does not exist in isolation.* The image of Hollywood—and particularly of its business core—is the nation's and the world's image of Los Angeles. The realization of the Hollywood image therefore must be among the city government's highest priorities. The achievement of the area's full potential should be a goal shared by all of the citizens of Los Angeles. Securing the commitment of all citizens and city government itself must be an important and early objective of the revitalization effort.
- *Hollywood is an essential part of the local economy.* Hollywood is more than an image or a spot on a tourist map. It occupies an important niche in the city's and the region's economies. Its health is essential to the future of the entire Los Angeles region.
- *Hollywood contains some of the world's most creative minds and talents.* The very industry that Hollywood symbolizes is home to a rich resource of innovation and invention. To date, the community has not significantly tapped or

deployed this talent. An important part of the panel's implementation strategy is to mobilize this deep pool of creativity to address the urban design, streetscape, lighting, architectural, and marketing challenges facing the community and work toward resolving them in the world-class manner that Hollywood itself knows how to do best. The return of the Academy Awards to Hollywood, for example, offers an outstanding opportunity to involve the Academy of Motion Picture Arts and Sciences in the revitalization effort.

The panel has proposed several initiatives that should go a long way toward creating a lively and vibrant downtown. The panel was impressed not only by the physical assets of the district, but by the commitment and the energy shown by all parties involved. Their long-term dedication leads the panel to conclude that the revitalization of Hollywood will be a huge success.

Over the years, Hollywood—both the town and the abstraction—has been maligned, worshipped, dismissed, and adored, much like the actors who have populated it. Acting as its own superagent, Hollywood has negotiated a spectacular comeback. To paraphrase the words of Norma Desmond, "Tell Mr. DeMille Hollywood is ready for its close-up now."





## About the Panel

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### Carl Weisbrod

*Panel Chair  
New York, New York*

Weisbrod, an attorney, founded and is president of the Alliance for Downtown New York, Inc., a business improvement district (BID) that was established to spearhead the revitalization of Lower Manhattan. With an annual budget of \$15 million, the Downtown Alliance is the largest BID in the United States. In addition to providing traditional services such as sanitation and security, it also promotes the economic development of the area, improves tourist services, markets downtown, and addresses transportation needs.

Prior to becoming president of the Downtown Alliance, Weisbrod was president of the New York City Economic Development Corporation, the city's nonprofit agency for economic development. Under Weisbrod's leadership, EDC represented the city in the transactions that kept Morgan Stanley, Prudential Securities, and Bertelsmann, among other major firms, in New York. He negotiated the redevelopment of the U.S. Open Tennis Center, the creation of the new Pathmark supermarket in Harlem, and the development of the *New York Times* printing plant in Queens, the largest industrial investment in the city since World War II.

Weisbrod consults internationally on economic development matters and also serves as an adjunct assistant professor at Columbia University's Graduate School of Architecture, Planning and Preservation. He is a director of Tarragon Realty Advisors, a publicly traded REIT that owns 15,000 affordable apartment units throughout the country, and is also a trustee of the Ford Foundation.

Weisbrod graduated from Cornell University and New York University School of Law.

### Charles Berling

*Evergreen, Colorado*

Berling heads his own real estate development and consulting company, Berling Equities, LLC. A real estate veteran with more than 25 years of experience, he has been responsible for developing more than 6 million square feet of Class A office and mixed-use projects in major U.S. markets. Berling also has been a principal and vice president of portfolio development for BetaWest, Inc., vice president of real estate for the Tejon Ranch Company, and vice president of development for Glacier Park Company and Homart Development Company. He graduated from Princeton University and is a member of the University of Colorado Real Estate Council.

### Lewis Bolan

*Washington, D.C.*

Bolan is a real estate economist and development consultant with 30 years of professional experience. He is the cofounder of Bolan Smart Associates, Inc., the independent real estate consulting affiliate of the national commercial brokerage firm of Grubb & Ellis.

Bolan was formerly vice president of Real Estate Research Corporation, director of its Washington, D.C., office, and head of its investment advisors services division. A planner as well as an economist, he also served as director of planning for Victor Gruen International, a European-based planning and design firm. He is an adjunct professor of real estate at Johns Hopkins University and is a board member of Lambda Alpha, an honorary land economics society. Bolan is a graduate of Columbia University and the University of Illinois.

## Lawrence Dully

*Portland, Oregon*

Dully is principal of the Dully Company, a real estate consulting and development firm that focuses on complex private and public development projects. His expertise includes area planning, development strategies and negotiations, and project management. His specialties include large urban projects, commercial, housing, and park projects.

In the 1980s and 1990s, Dully was director of development for the Portland Development Commission and led the city's nationally acclaimed redevelopment program. Dully holds a master's degree in planning from the University of Southern California and a bachelor of architecture degree from the University of California at Berkeley, and has completed the executive management program at the University of Oregon.

## Mark Feinknopf

*Atlanta, Georgia*

As the former CEO and chairman of the board of Feinknopf Macioce Schappa Architects, Inc., in Columbus, Ohio, Feinknopf became a nationally acknowledged leader in the professions of architecture and urban design as well as a central Ohio community leader. He presently is co-president of Sacred Space, Inc., the urban design consultant to the Metropolitan Atlanta Rapid Transit Authority (MARTA), where he is responsible for transit-oriented development planning.

Feinknopf received a bachelor of science degree from Yale University and a master's degree in architecture from the Harvard Graduate School of Design. He taught architectural design at the Ohio State University for five years and has conducted seminars, given lectures, and written about the relationship between downtowns and their communities.

## Nancy Graham

*West Palm Beach, Florida*

Graham currently is president of Urban Principles, LLC, a strategic urban redevelopment con-

sulting service for cities and developers. She also is involved in the development of urban infill projects in numerous locations.

Graham was elected the first "strong" mayor of West Palm Beach in 1991 and continued to serve as the city's mayor until 1999. Under her leadership, West Palm Beach experienced a renaissance and became a leading cultural and entertainment venue. After stepping down as mayor, Graham became president of the Palm Beach division of Watermark Communities, a developer of master-planned resort communities, where she was responsible for all aspects of development, including planning, design, and permitting for seven communities totaling more than 3,000 acres in Palm Beach County.

Graham has received numerous national, state, and local awards, including the U.S. Conference of Mayors' City Livability Award and the 1000 Friends of Florida Community Steward Award. *Newsweek* magazine listed her as one of the top 25 mayors in the country and she has been the subject of feature stories in *Working Woman* magazine and the *New York Times*. Graham recently served on Florida governor Jeb Bush's Growth Management Study Commission, which was charged with reviewing and making recommendations for updating the state's growth management laws.

## W. Easley Hamner

*Cambridge, Massachusetts*

Hamner is a senior principal in the Stubbins Associates, an architectural and planning firm that he joined in 1967. His professional career has been devoted largely to the creation of large-scale, memorable urban mixed-use environments that enhance the city, create value, and engage the imagination. This experience began with the Citicorp Center in New York and continued with assignments in Boston, Nashville, Charlotte, San Francisco, Singapore, Kuwait, Taipei, China, Korea, and Greece. He is currently principal-in-charge of the largest hotel complex in the world, the Venetian in Las Vegas. Mixed-use facilities are his primary design interest, and he is particularly intrigued by the effects that emerging tech-



nologies are having on the fields of communication, entertainment, education, and shopping.

Hamner holds a master in architecture degree from Harvard University's Graduate School of Design, a bachelor in architecture degree from North Carolina State University, and a certificate from the Ecole de Beaux Arts Americaine in Fontainebleau, France.

### **Neisen Kasdin**

*Miami Beach, Florida*

Kasdin is mayor of Miami Beach as well as an attorney and chairman of the urban development group at Gunster, Yoakley, and Stewart, P.A., in Miami. He served as a city of Miami Beach commissioner for six years and was first elected mayor in November 1997. Kasdin is a member of the Metropolitan Planning Organization for Miami-Dade County. He has served on the boards of numerous civic and governmental organizations, including the City of Miami Beach Planning Board and the Miami-Dade County Performing Arts Center Trust.

Kasdin has taken a leadership role in the creation and expansion of the city's historic districts and the revitalization of South Beach. He has taken a primary role in controlling and guiding growth on Miami Beach, having sponsored legislation assuring the compatibility of new development with existing neighborhood conditions. He also oversaw the creation and implementation of successful public/private projects that have extended the city's revitalization. Kasdin received a bachelor of arts from Northwestern University and a juris doctor from the University of Florida.

### **Cynthia Moe**

*Atlanta, Georgia*

As co-president of Sacred Space, Inc., the urban design consultant to the Metropolitan Atlanta Rapid Transit Authority (MARTA), Moe consults with MARTA on transit-oriented development, concentrating on neighborhood relationships and healthy pathways to understanding among developers and neighborhoods. She has encouraged

sensitivity to and inclusion of creatively detailed greenspaces that include civic art.

Moe earned a BS in business education from the University of Florida and recently earned an MFA from the University of Georgia. For 20 years she has directed Stepping Stone Art Studio, an urban Atlanta community art school where she also has taught and maintained her own painting, sculpting, and writing studio. Some of Moe's writing and painting have focused on the interface between the developer and the farmer. She was involved in the creation of the recent documentary on that subject, *A View from Malabar*, produced by Ohio State University.

### **James Musbach**

*Berkeley, California*

Musbach is a managing principal with Economic and Planning Systems, a land economics consulting firm with offices in Berkeley, Sacramento, and Denver. He has more than 20 years of experience as a consulting land economist and has been involved in the planning and implementation of projects throughout the United States, ranging from large-scale master plans and complex redevelopment projects to individual real estate projects and the formulation of land use policy. He has developed innovative approaches to marketing and financing and frequently writes and speaks about urban economic issues.

Musbach is program cochair for the Golden Gate chapter of Lambda Alpha, an honorary land economics society, and a charter member of the Congress for the New Urbanism. He holds degrees from San Diego State University and the University of California at Berkeley.