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Technical Advisory Panel Report

City of Anaheim and the Orange County Transportation Authority

Series: First of Three
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ULI Mission ←

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

Appendix

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Mr. Reicher holds a BS degree from University of California Los Angeles and MBA in Marketing from University of Southern California. His expertise in residential and commercial real estate has been utilized in an expert witness capacity before various boards, commissions and courts. He also is a licensed Real Estate Broker in the State of California.

Thomas Trischler

Mr. Trischler is a real estate development professional whose career spans more than 36 years. His experience includes: real estate developer, real estate economist, real estate broker, architect, urban designer, environmental and urban planner, and educator/speaker. He holds an MBA degree with an emphasis in Real Estate Economics and Finance (Urban Land Economics) from the University of California, Los Angeles (UCLA), and a Bachelor of Science in Architecture and Urban Planning from the University of Southern California (USC), as well as extensive and continual professional development coursework. He has dealt with the complete real estate project development and construction process - from acquisition, initial feasibility studies and strategic plans, through entitlement, planning and designing projects, to managing development and construction - as both a developer and consultant/fee developer. He is known for taking on and successfully resolving challenging projects and managing complex deals.

During his almost four decade career - in addition to successfully operating his own development and consulting firms for over two decades, Mr. Trischler had served with a number of development firms, including: world renown The Irvine Company, Community Planning & Development Corp., TELACU and family owned Guadalupe Builders. He has also served with several notable planning and design firms, such as: WZMH Group, A.C. Martin, DMI (now Danielian Associates) and RPA, among others. This has provided him with unusually strong experience and a unique interdisciplinary mix of expertise - bridging both the design/planning and technical side of the development industry, and its economic, financial and business side.

In 1987 Mr. Trischler formed SITUS DEVELOPMENT, to undertake land development, urban and suburban in-fill and Brownfields developments, primarily as a managing member/general partner in separate joint venture entities formed with the landowners and/or other developers and

investors, as well as serving as a fee developer. These are often joint ventures with existing property owners who want to participate in the upside of entitling their properties to the highest-and-best use, before selling to or partnering with developers who will do the physical site and vertical development. Additionally, the firm partners with major developers and investors to undertake large scale mixed-use and TOD projects, with SITUS serving as the lead or local partner. Mr. Trischler has also been involved with both SITUS and TRISCHLER ASSOCIATES, to bring private sector development projects to Tribal lands, to take advantage of the tax, business, economic, locational and other benefits of such joint private and/or public/Tribal government projects.

Earlier in 1983 Mr. Trischler formed his consulting firm - TRISCHLER ASSOCIATES, and has advised real estate developers, land owners, public and government entities on urban, suburban and new community projects totaling over 130 million square feet of mixed-use, hotel/resort, entertainment, recreational, restaurant, retail, commercial office, research & development/flex & hi-tech, and industrial projects, and more than 70,000 residential units. He also serves as a development manager/fee developer for various private owners, public agencies and Tribal entities in the consulting role.

He is a California licensed Architect and Real Estate Broker, as well as a Real Estate Economist and Urban Designer/Planner.



Table of Contents

Introduction	2
About the Urban Land Institute	2
ULI Advisory Services	2
ARTIC Technical Advisory Panel One	3
Executive Summary	3
Overview of the Preparation and Process	3
Scope of Work	4
Aerials/Maps	5
Findings and Recommendations	7
Stakeholders Comments and Observations	8
Tour Observations	8
Questions and Recommendations	8
Conclusion	13
Appendix	13
ULI Orange County TAP Panelist Biographies	14
ULI Orange County TAP Panelists and Staff	17

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Introduction

About the Urban Land Institute

The Urban Land Institute is an international, non-profit research and educational organization that serves to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. The ULI is based out of Washington D.C., and is connected throughout the Americas, Europe and Asia by a network of district councils. In North America, there are currently 63 district councils, and in Europe, there are currently 13 district councils. The ULI Orange County is the seventh largest district council, with over 1,400 members. The ULI is funded by sponsors, programs, and its members. Over 40,000 members are active in the research and education of land use planning and development issues. ULI members have access to information such as publications, case studies, and community catalyst reports. The ULI also organizes special workshops and programs geared towards people who develop and redevelop neighborhoods, business districts and communities across the U.S. and around the world. Networking is one of the primary reasons to join the ULI as professionals seek to be connected and share best practices.

The members of the ULI Orange County are community builders. They represent a range of professions from academicians to economic development officials and designers to property managers. The activities of the ULI Orange County are geared specifically towards local land use issues, but also towards issues that affect the Southern California region and California statewide. In an effort to create a forum where professionals under 35 years old could network with their colleagues or meet seasoned professionals in the industry, in 2003, the Young Leaders Group was formed. Today, nearly 30 percent of the ULI Orange County membership is involved in the Young Leaders Group.

The mission and the principles of the ULI have withstood the test of time over the past 70 years. Founded in 1936, by J. C. Nichols, the ULI has been bringing together leaders from the private and public sectors in an open exchange of ideas and experiences to improve the quality of real estate and development decisions in Orange County and regions throughout the world.

ULI Advisory Services

The Urban Land Institute is a leader in conducting research and providing information on all aspects of real estate development and land use policy. In order to maintain its status as a valued and objective source in the private and public sectors, the ULI seeks to bring together leaders from across the fields of real estate and land use policy to exchange best practices and serve community needs; foster collaboration within and beyond ULI's membership through mentoring, dialogue and problem-solving; explore issues of urbanization, conservation, regeneration, land use, capital formation, and sustainable development; advance land use policies and design practices that respect the uniqueness of both built and natural environments; share knowledge through education, applied research, publishing, and electronic media; and, sustain a diverse global network of local practice and advisory efforts that address current and future challenge.

Since 1947, ULI's Advisory Services Program has been assisting communities by bringing together panels of seasoned real estate, planning, financing, marketing, and development experts to provide unbiased pragmatic advice on complex land use and development issues. At the local level, the ULI Orange County District Council provides advisory services panels on specific issues, which are addressed in one or two days.

To ensure objectivity, members of a District Council Technical Advisory Panel (TAP) cannot be involved in matters pending before or be working for the sponsor and cannot solicit work from the sponsor during the panel's assignment period. TAP program provides the public sector with a tool to solve real estate and land use issues in a uniquely objective way. The panel's recommendations are unbiased, objective, and cannot be modified. The panel consists of professionals, who are ULI members, with expertise relative to the scope of the project. All TAP panelists are volunteering their time and expertise to participate. Sponsors request TAPs, and the district council assists the sponsor in refining the scope of the assignment and in organizing the panel's efforts. At the conclusion of the TAP, the panel issues a report with findings and recommendations to the sponsor. A fee is paid to the ULI Orange County for the TAP, which is used by the district council to further the Institute's mission to share best practices and provide educational services in local land use planning and real estate development.

sociation, OC Metro Magazine, Orange County Red Cross, Irvine Chamber, Irvine Education Foundation and YWCA. She is a member of BIA, the Urban Land Institute and the American Institute of Certified Planners.

Karen Gulley

Karen Gulley has a talent for strategy and innovative problem solving that has been honed by 20 years of experience. Her skill with all facets of community planning and design for private and public sector clients expands the opportunities for creative solutions. In recent years, she has specialized in assisting local communities with evaluating the potential for transit-oriented development associated with Metrolink and BRT. Her work ranges from vision plans to implementation strategies, each developed in a collaborative effort with City staff, transit agencies, and the public. Karen has extensive experience in specific plans, conceptual design studies, infill development strategies, general plans, military base reuse plans, and project implementation and entitlement. She also regularly facilitates public meetings and workshops. She is adept at establishing a rapport with her audience and communicating complex and often controversial issues in a clear, accurate manner. She provides expertise in project visioning and implementation, and enjoys the challenges of project processing, negotiating conditions of approval, responding to political considerations, and handling communication between stakeholders.

Peter Hersh

Peter Hersh is a Senior Land Use Analyst with the Orange County office of Cox, Castle & Nicholson LLP. Mr. Hersh has over 26 years in public and private sector planning, including land use planning, development agreements, policy planning, EIR preparation, due diligence work, entitlement work, governmental relations, community outreach, dispute resolution, and strategic planning. His experience spans pivotal, high-profile public policy matters including community outreach for a major airport expansion; and plan preparation for the MCAS El Toro Reuse Plan, MCAS Tustin Reuse Plan, San Joaquin Marsh Enhancement Plan, the Irvine Business Complex Development Plan, and the Natural Communities Conservation Plan.

Mr. Hersh served as Assistant to the City Manager with the City of Irvine and is currently Chairman of the City of Laguna Niguel Planning Commission. He is a Full member of the Urban Land Institute, serving on its

national Public/Private Partnership Council and as Co-Vice Chair of its Orange County Smart Growth Committee; and he is a member of the Marine Corps Air Station, El Toro Restoration Advisory Board, advising the Navy on base cleanup issues. Mr. Hersh is also a member of the American Planning Association.

Prior to joining the firm, Mr. Hersh served as a Project Manager with a major California based environmental and planning consulting firm, proceeded by extensive public sector experience in planning, management, and administrative capacities with three California counties and a major city. Mr. Hersh is well versed in the local government compliance aspects of planning and environmental law.

Mr. Hersh holds a Juris Doctor (Law) degree from the State University of New York at Buffalo School of Law and a Master of Urban Planning degree from New York University's Wagner School of Public Service. He is a Certified Mediator, and holds a community college teaching credential.

Robert Reicher

Mr. Reicher has been active in the real estate development industry since 1970. He has been involved in the planning, processing, development, building and marketing of major residential, resort and commercial/mixed use developments, ranging from free-standing residential income properties to large-scale, multi-use resorts and planned communities across the U.S., as well as in Canada, Japan and other Pacific Rim countries.

Mr. Reicher's areas of experience and expertise include market and financial feasibility studies of residential, retail/commercial, office, industrial, resort/hotel, and mixed use projects; creation of development, advertising and marketing plans for planned community and resort projects at various stages of project life cycle; and consumer and trade focus group studies and surveys.

Prior to joining Market Profiles, he has held positions as Manager-in-Charge of real estate consulting for Deloitte & Touche, as well as Principal with Economics Research Associates, Director of Operations for The Goodkin Group and Director of Research for a major multi-market developer/builder.

Panelists' Biographies

Carol McDermott

As a partner in Government Solutions, Ms. McDermott brings more than 30 years of experience in entitlement and community issues management to the clients of the firm. Ms. McDermott's recent experience has covered multiple agencies and communities in Orange, Los Angeles and San Diego Counties in working with elected and appointed officials, City and county staff, community, business and environmental organizations. Her strength is in directing large and small teams of professionals on complex projects.

Recent projects include a residential community in Glendora for William Lyon Homes, shopping centers in north San Diego County, in Newport Beach a 17-lot custom home community on the waterfront and a 79-home condominium for Lennar Homes adjacent to Fashion Island both approved by the Coastal Commission, as well as a mixed use project on Newport Bay approved by the City and on file with the Coastal Commission. These projects reflect the sophistication and credibility of the approach Government Solutions and Ms. McDermott use to benefit clients. In addition, Ms. McDermott provided pro-bono consulting to The Balboa Theater Foundation and obtained an approval for the restoration of a historic theater on Balboa Peninsula from the Coastal Commission. Other key clients include C.J. Segerstrom and Sons, Irvine Ranch Water District and Hoag Hospital.

As a former Corporate Officer and Vice President of Entitlement and Community Relations for The Irvine Company, Ms. McDermott directed entitlement projects and community relations programs for the nation's largest master planned urban environment on almost 54,000 acres of land it owned in Orange County. Her long career also includes experience as a staff member in the Planning Department of both a small City and the County of Los Angeles.

Ms. McDermott's community involvement includes serving as a Board Member of the Pacific Club, Board Member of Irvine Health Foundation, former Board Member of Hoag Hospital, past Chairman of Irvine Medical Center, former Board Member of the Orange County Performing Arts Center, and the Laguna Canyon Foundation, and a wide variety of civic and charitable organizations. She has been widely honored, receiving awards from the Sales & Marketing Council of the Building Industry As

ARTIC Technical Advisory Panel One

Executive Summary

A technical advisory panel comprised of five local ULI members met with the City of Anaheim and the Orange County Transportation Authority (OCTA) in September 2008 regarding the proposed Anaheim Regional Transportation Intermodal Center (ARTIC). The City of Anaheim and OCTA asked the panelists for feedback concerning the current state of the proposed development and how to best capitalize upon the strengths of the project. After interviewing local stakeholders and touring the proposed area, the panel found no opposition to the project. In fact, many stakeholders, especially local employers and developers, wanted to see the project completed as soon as possible as Anaheim is in need of better transportation options. ARTIC has generated much excitement in the community and the panel believed that the City of Anaheim and OCTA must do as much as possible to keep the momentum of the project going.

The panel's main recommendations were:

- The City and OCTA should now start to form public/private partnerships that would help generate momentum. The City and/or OCTA should enter into a public/private partnership with a developer or a consortium to develop the project site
- Start marketing ARTIC now to potential customers such as lead tenants and others
- ARTIC must offer seamless connections to other destinations (resorts, convention center, employers, airports)
- Conduct an additional market data report that focuses on the transit corridors affected by ARTIC
- ARTIC should be promoted to encourage longer stays in Anaheim and
- ARTIC should have iconic design and community gathering/reception space
- Many of the proposed site's weaknesses, such as the starkness of the Santa Ana River, can be mitigated
- Begin an outreach campaign with local stakeholders and community service groups to inform and educate about the vision for the project, proposed timeline, and potential benefits
- Check into any regulations that are required for direct freeway access to the site.

Overall, the panel was impressed with the efforts and accomplishments of the ARTIC sponsors and believed it would be a crucial element in Orange County's maturation from suburban to urban.

Overview of Preparation and Process

On September 11-12, 2008, ULI Orange County held a Technical Advisory Panel (TAP) for the City of Anaheim and the Orange County Transportation Authority (OCTA) that focused on possible development ideas regarding the proposed Anaheim Regional Transportation Intermodal Center (ARTIC). The ARTIC is planned as a world-class transportation gateway and mixed-use activity center on a 16-acre site owned by OCTA and the City. The City and OCTA asked the panel to suggest enhancements to existing plans so that the full value of the site may be captured. Specifically, panelists were asked to comment on the study area's market demand, a potential mix of uses, strengths and opportunities, as well as how to create an effective community outreach plan.

ULI Orange County assembled a team of five land use professionals to study the site and offer recommendations to the City on how best to address several questions related to the ARTIC project. Carol McDermott, Principal, Government Solutions, chaired the panel and led a team of experts with backgrounds in urban planning and design, mixed-use development and market analysis. A list of the panelists and their biographies are included at the end of this report.

Over a two-day period, the TAP was tasked with how to improve the positioning of the proposed ARTIC site so that the multi-modal transportation project will attract a wider range of users and be used to its full potential. The City of Anaheim, in conjunction with OCTA, developed a scope of work that included six specific questions and prepared a thorough briefing book that was provided to all of the panelists. The first day of the TAP consisted of an informational presentation by the sponsors, stakeholder interviews and a sponsor-led tour of the study area, which included the ARTIC site and the surrounding vicinity. The panelists reconvened on the second day to refine their recommendations and offer a presentation of their findings to the sponsors.

The panelists interviewed 19 local stakeholders, who were a mix of county staff, private sector real estate development professionals, transportation providers, local property owners and event operators listed below:

Transportation Providers:

- Maureen Al Harake, *Regional Planning Branch Chief*
California Department of Transportation - District 12
- Jeff Dickman, *Regional Recreational Trail Coordinator*
Orange County Flood Control
- Diana Kotler, *Executive Director*
Anaheim Resort Transit
- Dan Leavitt, *Deputy Director*
California High Speed Rail Authority
- Mary Montgomery, *Principal Officer*
Amtrak
- Alan Murphy, *Airport Director*
John Wayne Airport
- Francisco Oaxaca, *Manager, Media & External Affairs*
Southern California Regional Rail Authority (Metrolink)
- Paul Taylor, *Deputy Chief Executive Officer*
Orange County Transportation Authority
- Marcus Collins, *General Manager*
Ayres Hotel
- Donna Kelly, *Vice President of Community Development*
Lennar Corporation
- Lou and Jason Schmid, *President and Owner*
JT Schmid's Restaurant
- Ben Seybold, *Senior Vice President*
CB Richard Ellis
- Tom Zanic, *Senior Vice President*
New Urban West

Event Operators:

- Chris Lowe, *Director of Government Relations*
Disney Resort
- Ken Longenecker, *Project Manager, Trade Show Operations*
National Association of Music Merchants (NAMM)
- Mark Podolski, *Executive Vice President of Convention Sales & Marketing*
Anaheim Visitor and Convention Bureau
- Greg Smith, *Executive Director*
Anaheim Convention Center

Local Developers:

- Alice Angus, *Planning Director*
City of Orange

The panelists synthesized what they heard from the stakeholders along with their impressions of the briefing materials and site tour in order to create a PowerPoint presentation of their findings and recommendations. This report includes the findings of the panel. The final report was drafted by a report writer, who attended both days of the TAP. All the TAP panelists participated in editing the final report. The City and OCTA are encouraged to follow-up with the panelists for additional elaborations on the findings and recommendations.

Scope of Work

ARTIC is a proposed transportation and mixed-use activity gateway located in the City of Anaheim that will when fully developed offer travel via train, car, intercity bus, taxi, paratransit, resort fixed-guideway, airport shuttle and high-speed rail. The project will be located on a 16-acre site owned by OCTA and the City of Anaheim, which served as the County's vehicle maintenance lot. To the north, the site is bounded by Katella Avenue and by the Santa Ana River channel on the east. On the south and west, the property abuts the State Route 57 freeway and Douglass Road (see figure A). In addition to State Route 57, the site is located in proximity to four other major freeways—Interstate 5 and State Routes 91, 55, and 22. It is also adjacent to the Los Angeles to San Diego (LOSSAN) corridor, one of the busiest passenger rail corridors in the nation. Metrolink trains will provide high frequency service by operating 30 minutes headways in this corridor by 2010. In addition, Amtrak Pacific Surfliner trains operate along the LOSSAN corridor and California High Speed Rail (CHSR) is planning a route connecting Anaheim and San Francisco at the ARTIC site.



However, the panel recommended that the City now begin to formulate an outreach plan that includes dialogue with all local and state agencies that are involved, adjoining property owners and stakeholders and community interest groups such as the chamber of commerce, business councils, and services groups (e.g. Kiwanis Club). These parties, especially the community interest groups may, through the outreach process, become advocates of ARTIC and help spread the word about the importance of the project. The panelists urged the City to include stakeholders that were not present at the TAP, such as the Anaheim Angels and Ducks management, in the outreach process and in future ARTIC TAPs.

The panel observed that existing interagency working relationships are successful. The City and OCTA should expand communications with the City of Orange, County of Orange, County Flood Control, regional transportation providers and representatives from John Wayne, Los Angeles International, and Ontario International airports. It is especially important that the airports work with the City and OCTA to find transportation solutions through ARTIC.

During the interview process, a Caltrans representative told the panelists that the City will need to obtain state legislation to allow direct freeway ramps into parking structures and the project itself, otherwise this preferred type of access may not be feasible. The panel recommends that the City look more closely at state legislation for allowing direct freeway ramps into the site, if necessary, begin the legislative process as soon as possible, as a direct freeway ramp could be an important element of ARTIC and the process requires a long lead-time.

Conclusion

The ARTIC project promises to change forever how Orange County grows and prospers. Orange County can no longer develop as a low-density suburb. The county has matured and reached build out. The availability of developable land is shrinking and if the county is going to continue to prosper, it must change its development patterns and embrace density and transit-oriented development. ARTIC will form the cornerstone of Orange County's new "downtown" and become a large part of Anaheim's identity. Residents and visitors to Anaheim will no longer have to travel by car to access the many

recreational amenities of the City. ARTIC's multi-modal purpose will give users options that were previously unavailable. It will help cut vehicle miles traveled, ease traffic congestion and provide seamless connections between destinations. ARTIC's mixed-use features will provide a range of exciting uses and a state-of-the-art reception venue will provide a gathering place for visitors and residents. It will also increase the City's visibility and increase the appeal of planning a convention or an extended stay in Anaheim due to connections to airports and venues. All this is possible and more, but the City and OCTA must immediately take action steps to keep the project's momentum going. Local businesses want to believe that the project will be completed in the near future. The City and OCTA should initiate partnerships with these groups to explore potential needs and possible deals. Simultaneously, the City and OCTA should begin their outreach campaign to other stakeholders and community groups. The current lack of opposition to the project should help this effort.

Additionally, the City should commission a full market study as soon as possible. The market study would include a discussion of ARTIC's impacts on the market and explore "linear" rather than concentric boundaries. A new market study will help refine what types of uses will be appropriate to ARTIC that was not addressed in the draft market data report commissioned.

The City and OCTA have accomplished a tremendous amount so far with their planning for ARTIC. However, they must keep the momentum going despite state funding uncertainties and an economic downturn. ARTIC will happen, but the community must stay engaged. This, in turn, will help drive ARTIC forward.



Findings and Recommendations

Proximity to existing parking: There is currently a perceived parking problem in the Platinum Triangle. However, the panelists noted that much of the parking near the site is underutilized during the day and that the parking could be reconfigured to be more viable, especially after the project is built.

Opportunities at northwest corner: The panel believes it is advantageous that the sponsors will have the ability to use the City-owned parcel on the site's northwest corner for future development phases. Additionally, the potential realignment of Douglass Road should be explored to allow for better access to the site.

Air rights: The panel encouraged ARTIC's sponsors to consider building in ARTIC's air rights in order to help capture more of the site's value.

Weaknesses of the site

The panel believed that the negative factors in the SWOT analysis could be overcome by the following means:

Continue strategic land assembly: The sponsors should keep in mind that they have a willing seller (which can be rare) and that they can make use of the City-owned parcels on the Honda Center site. Additionally, acquiring the adjoining properties mitigates the narrow frontage on Katella and the limitations of widening Douglass Road will be desirable for commercial mixed-use.

Partnering: The sponsors should form partnerships with the nearby property owners in order to help with land assembly and access issues.

Mitigate the unattractive aspects of the river: The nearby Santa Ana River and bike path are not appealingly landscaped and will make for a bleak view from the ARTIC project. The panel suggests planting native landscaping and creating ways in which to beautify the area.

The City owned "Bone Yard": This area located to the east of the river is in direct view from the ARTIC project and currently contains heavy-equipment surrounded by a chain link fence. The panel recommends that this area be screened initially, but ultimately redeveloped as part of the improvement of the river area.

Question of funding: Multi-modal transit is crucial to the success of ARTIC but large amounts of funding are needed and joint development revenues are limited on site. However, OCTA is a well respected partner and this should be viewed as a strength.

The panel offered two additional ideas that the sponsors may want to keep in mind as they develop the site. First the ARTIC building(s) should be sited and constructed so as to avoid the intrusion of noise from the nearby freeway traffic, as well as insulated from the noise of the trains. Second, the sponsor must design parking for near-term demand with potential for future reuse and allocation to other uses. As public transit becomes more available in Anaheim, there may a decline in the number of cars and the associated need for parking. The City will need to monitor parking needs and supply depending on future development plans. Parking will need to fit current demands, but the panel recommends that these parking uses be built so they may be used differently in the future (as parking demands decrease). The City should also develop a parking strategy for the site that includes not only adjoining parking lots but also parking areas in the whole Platinum Triangle. Additionally, the sponsors may want to consider off site parking solutions where appropriate (for example, use could be made of the leased land east of the Honda Center) and use shuttles.

6. What are the components of a successful outreach plan and the criteria to evaluate a properly executed outreach plan? When should the City and OCTA initiate an outreach plan in order to gauge and manage community expectations?

The ARTIC site is fortunate in that, it appears from interviewing the stakeholders, is not controversial among Anaheim residents and businesses. The panel did not observe any opposition to the project, which is both unusual and beneficial. This may change as the project advances, but development of the site will mostly likely not have any negative impacts on nearby residents or businesses. A general public outreach campaign is not immediately needed. Outreach involving the public should take more of an informational and promotional approach rather than a campaign that tries to determine and mitigate the opposition.



Figure A

ARTIC Technical Advisory Panel One

The ARTIC site is located at the eastern edge of Anaheim's "Platinum Triangle"—an 820-acre area that is expected to emerge as Orange County's "downtown." In a shift away from Anaheim's traditional low-density suburban planning, the district promotes mixed-use projects that provide high-density urban housing, retail and office development. The area plan also identifies opportunities for open space and market-driven development to create an integrated, pedestrian-friendly urban environment with enhanced connectivity between the Anaheim Resort and the Platinum Triangle. Angel Stadium of Anaheim and the Honda Center are also within the Platinum Triangle and in the immediate vicinity of the ARTIC site.

The ARTIC station is designed as a successor of the existing 25-year old passenger-rail station adjacent to the Anaheim Stadium. The new ARTIC station will include existing and planned expansion of Metrolink service, Bus Rapid Transit (BRT), City-initiated extensions to Metrolink (Go Local program), and potentially California High Speed Rail and California Nevada Super Speed Train as well as a potential mix of commercial, office and residential uses. In November 2005, the OCTA Board of Directors approved a comprehensive funding strategy, which allocated \$60 million for Regional Gateways and High Speed Rail. Currently, the funding for the ARTIC is allocated through the Project T funding program. Simultaneously, the City is pursuing plans to encourage transit-friendly housing and supporting commercial and retail in the Platinum Triangle. Development has commenced in the Platinum Triangle, with over 9,000 residential units and 1,500,000 sq. feet of commercial and office space pending, approved or under construction. The City and OCTA are now positioned to take advantage of the unique opportunity of coordinating uses in the Platinum Triangle with the intermodal transportation gateway for Orange County.

However, Orange County, after decades of suburban-scale, low-density development, is beginning to implement increased densities and transit-oriented design. Population growth, the scarcity of developable land and the increased demand for alternative forms of transportation have led Orange County to change its development patterns and consider initiatives such as ARTIC. The ARTIC project is not only unique because it will host several forms of transit in a county that was predominately auto oriented, but it will also serve as the focus of dense new "downtown" for Anaheim and all of Orange County. ARTIC will be the first development of its kind in Orange County and its sponsors will be navigating "new territory" with

its planning and execution. Not only will the ARTIC serve residents and business travelers, it will address the needs of the region's tourism sector, as Orange County attracts more than 45 million domestic and international visitors annually. ARTIC's planners hope to create a world-class intermodal center similar to those in Miami, Houston, San Francisco, Tokyo and London but understand that the project must fit within a framework appropriate to its particular market. The City and OCTA sought help refining the ARTIC development plan and asked the TAP to suggest strategies that would be helpful before a RFP process is initiated. Specifically, the sponsors asked the panelists to consider the following questions:

1. What factors are likely to significantly influence market demand for retail, office, hotel and residential uses in The Platinum Triangle, and at the ARTIC site?
2. What are the appropriate balance and mix of uses in the context of the greater area, (i.e., ARTIC Site, 'Sportstown' Site, City of Orange, etc.)? (Look at the market demand from a big picture perspective.)
3. How might the ARTIC site vision (transit oriented destination, gathering place, civic place, iconic design) be positioned and marketed to capture more than its fair share of demand in the retail, office, hotel or residential markets? What relevant examples can be cited from transit developments in other jurisdictions around the world?
4. What might be an appropriate mix of commercial development for the ARTIC site given the vision as articulated by the City and OCTA? Are there additional elements not identified in documents to date? How might this impact development phasing at the site?
5. What are the strengths and opportunities of the site, and how should the disadvantages of the site, if any, be mitigated to maximize potential?
6. What are the components of a successful outreach plan and the criteria to evaluate a properly executed outreach plan? When should the City and OCTA initiate an outreach plan in order to gauge and manage community expectations?

Additionally, the sponsors may want to brand ARTIC with a better name. ARTIC is a very efficient but rather utilitarian acronym and the project name should reflect its status as a dynamic destination. The panel suggested that ARTIC could remain as the name of the station if need be, but the larger transit-oriented development should have a different and more commercially appealing name (ARTIC could be named "ARTIC at [name of transit oriented development]"). The new title would most likely be devised by a marketing firm and does not have to be an immediate priority.

4. What might be an appropriate mix of commercial development for the ARTIC site given the vision as articulated by the City and OCTA? Are there additional elements not identified in documents to date? How might this impact development phasing at the site?

The panel encouraged the City to immediately broaden their definition of mixed-use for the ARTIC site. Include as much flexibility as possible in the zoning and entitlement process so as to ensure that a range of uses can be included and to help attract appropriate and profitable uses as the project matures. A full market study, as previously stated, should also be commissioned in the near future. The new market study should include residential demand analysis, consider the uniqueness of the project and offer a better local context than the current marketing data report does. This will help identify the best mix of uses for the site.

Overall, the specific uses for the ARTIC site are not important in themselves, but it is important how they come together. The retail, office, residential and entertainment options must be complimentary and, as a whole, serve to draw users. The uses must not only attract transit riders, but also bring in customers during non-rush hours (afternoons, evenings, and weekends). The uses should be, for the most part, adult-oriented and be similar in feel to such projects as Santana Row in San Jose, CA; Americana at Brand in Glendale, CA; and The Grove at Farmer's Market in Los Angeles, CA. All of these destinations contain a lively mix of uses that attract customers throughout the day and night and especially on the weekends. Although ARTIC is not yet at the stage where specific uses can be whole-heartedly recommended, the panel suggested that the sponsor consider including an arts cinema, an ice rink and boutique retail or retail that serves an identified market niche all designed to

attract adults for the most part as opposed to catering mainly to children and adolescents in order to have greater appeal.

5. What are the strengths and opportunities of the site, and how should the disadvantages of the site, if any, be mitigated to maximize potential?

The panelists unanimously agreed that the City of Anaheim and OCTA have successfully championed and envisioned the ARTIC project. The site has its challenges and the sponsors have done a commendable job overcoming many of those challenges. The panel identified several strengths and some weakness concerning the site. The strengths, should be built upon as much as possible and the weaknesses can, in the panel's opinion, be mitigated.

Strengths of the site

ARTIC is a unique model for multi-modal service integration: The ARTIC project is ambitious, but includes the transit options that Orange County so desperately needs in order to thrive economically and maintain the current quality of life. The plans for ARTIC will continue to draw positive attention and funding and perhaps, even more funding as the sponsors continue to position the project.

Freeway access and visibility: The site is quickly accessed from State Route 57 and is in close proximity to Interstate 5 and State Routes 91, 55, and 22. ARTIC, especially if it makes use of iconic architectural features, will be easily seen from the nearby freeway.

A gateway to Anaheim: The site is located at the eastern edge of Anaheim and is close to the City of Orange. ARTIC's site will serve as an exciting and important entrance feature to the City when approaching from the east via train, Katella Avenue or when exiting off of State Route 57.

Proximity to sporting and event venues: The Honda Center and Angel Stadium are within walking distance and this should be promoted throughout the marketing process.

Findings and Recommendations

outside to take advantage of Anaheim's climate. Rockefeller Center in New York City, for example, has dynamic outdoor space surrounded by a mix of uses. Moreover, it has a local, national and international draw and serves as part of New York City's identity.

OCTA and the City of Anaheim were encouraged to immediately start building ARTIC's identity and connectivity to local users. The current slowdown in the economy can actually be strategically leveraged by the continued planning and commitment to further develop the ARTIC, although at a slower pace perhaps, which will help establish ARTIC's identity. Furthermore, when the economic recovery begins, the ARTIC will be poised for success because of the commitment to the project through the economic slowdown and creation of its identity. Also, by marketing the project to potential customers will help generate continued excitement and interest in the project. Offer incentives, such as discount travel passes on current transit lines, to residents in Southern California; promote train travel as a way for local residents to visit Disneyland and other Anaheim venues; design and implement a way-finding signage campaign in the Platinum Triangle that will carry over once ARTIC is built; and create a public awareness campaign that promotes the use of transit and the vision for ARTIC.

The panel also encouraged the City and OCTA to begin marketing ARTIC immediately to not only local participants but to national and international sports organizations, corporations and tourism groups. ARTIC, due to the planned range of uses, will have a very broad base of appeal and this should be capitalized upon as soon as possible. Not only will this serve to keep the project's momentum going, it will also help tailor the vision for ARTIC, as potential users provide feedback regarding their needs and expectations. The City and OCTA must start identifying participating developers and businesses as soon as possible. Investment-grade developers have long-term views and the important ability to attract global capital (the dollar is currently weak and this could be an opportunity to bring in outside investors). Potential tenants should fit within the final ARTIC vision and having international partners and tenants would be ideal.

The analogues listed in the briefing materials are all relevant examples to ARTIC. The panelists stated that ARTIC should contain elements from other successful transit stations such as event venues (within the station and nearby) and convenient access to retail, office and entertainment uses. Additional examples that have proved successful and may apply to the ARTIC development:

PROJECT	LOCATION	ELEMENTS	WEBSITE
Union Station	Washington, D.C.	Multi-modal, retail and event venues within station	www.unionstationdc.com
Downtown Silver Spring	Silver Spring, MD	Multi-modal, direct access to world-famous American Film Institute (AFI) theater, and located in a suburban downtown that is increasing its density	www.downtownsilverspring.com
Mockingbird Station	Dallas, TX	High-end retail, rental lofts, office space, independent arts cinema and has the highest density population within three miles of any mass transit station in Texas	www.mockingbirdstation.com
Atlantic Station	Atlanta, GA	Former brownfield, nearby mixed-use development	www.atlanticstation.com
Victory Park	Dallas, TX	Multi-modal, access to sporting venues, high-end residential, hotel and restaurants and a community gathering place	www.victorypark.com
Union Station	Denver, CO	Multi-modal, will soon be the hub of Denver's new Fas Tracs rail network and is currently being redeveloped as a mixed-use destination	www.denverunionstation.org
Lindbergh City Center	Atlanta, GA	Mixed use, direct access to MARTA	www.carterusa.com/flyersHTML/Lindbergh.html
Americana @ Brand	Glendale, CA	Not transit related, however, it contains a dynamic mix of uses and has boosted Glendale's regional reputation	www.americanaatbrand.com

Findings and Recommendations

Stakeholder Comments and Observations

On the morning of September 11th, the panelists spent approximately three hours interviewing City staff, property owners, and transportation providers. All five panelists met with groups of stakeholders over three different sessions. This allowed panelists to get a general understanding of different community perspectives on ARTIC.

The panelists found, that among the stakeholders present, there is unanimous support for ARTIC. Many stated that ARTIC has the potential to become a model, mixed-use project that will serve to enhance not only the Platinum Triangle but Orange County as well. As one of the first large scale mixed-use, transit oriented development projects in the county, ARTIC will aid Anaheim's transition from suburban to urban.

Several stakeholders commented that ARTIC passengers should be able to arrive at ARTIC by bicycle, walking, or bus and, moreover, passengers should experience "seamless connectivity," i.e., users should be able to easily switch their mode of transportation at ARTIC in order to reach their final destination. For example, if passengers were coming from Los Angeles to visit Disneyland, the passengers should be able to take a train from Los Angeles' Union Station, arrive at ARTIC and then board either a shuttle or other form of transportation that would take them directly to Disneyland. Similarly, ARTIC should offer connections to Los Angeles International Airport, John Wayne Airport and perhaps Ontario International Airport. Some stakeholders observed that access to Anaheim from local airports is difficult due to traffic congestion and this negatively affects Anaheim's ability to draw conventions and large-scale meetings. Several stakeholders commented that ARTIC, by creating improved connections, would increase Anaheim's appeal to national and international visitors and certainly be crucial to future economic development. European and Asian travelers have come to expect efficient rail transit and ARTIC will be an added incentive to visit Orange County.

Stakeholders did not directly comment on what types of commercial uses they would like to see in ARTIC, but stated that there is a need for a sophisticated, well-designed event venue that could hold large receptions and events. An event "hall" could be part of ARTIC and provide a combination of indoor and outdoor space for special occasions. The space, as well as ARTIC itself, should have an iconic design that will

not only attract visitors, but serve as part of ARTIC's brand. ARTIC's air rights can also be used for future development and this could feature iconic architectural elements.

The local developers interviewed stated that ARTIC was one of the main reasons that they chose to invest in the Platinum Triangle. They said that ARTIC and the Platinum Triangle will have a mutually beneficial relationship. However, ARTIC is not yet far enough along to realize the actual benefit, and many stakeholders are in need of immediate transportation solutions near their projects due to traffic congestion and a lack of transit options. Disney, for example, would like to see improved transit options that would help get their employees to and from work. Some interviewees went so far as to say that they would not be opposed to elevated transit running in front of their properties, which the panelists found encouraging. Stakeholders would like to see ARTIC have immediate and far-reaching connections, but understand that the only certainty at this point is expanded Metrolink service within Orange County and the existing Amtrak service. The initial facility will include both existing and expanded Metrolink service, existing fixed route bus, BRT and Amtrak. The site may have the potential to serve High Speed Rail, Magnetic Levitation (MAGLEV), and People Mover system. The panel noted that Anaheim Resort Transit is ready and eager to serve ARTIC.

Other stakeholders pointed out perceived problems around the ARTIC site and within the Platinum Triangle. There is currently a parking shortage in the area, which ARTIC may be able to alleviate. However, the pedestrian access and security in and around the event venues needs to be improved. One stakeholder stated that there are currently not enough complementary uses in the Platinum Triangle. Specifically, the area has too much residential either approved or under development and not enough new commercial development.

The panelists observed that not all of the stakeholders seemed fully informed of the ARTIC development plans (the Schmid's were not aware of the nature of the interview and were uncertain about working with the City) and that some stakeholders were not present (such as management of the Anaheim Angels, representatives from the Honda Center, and a staff member from Orange County Flood Control). The Schmid's stated that they are willing to sell their property to the City which is

Findings and Recommendations

adjacent to the project site. The Ayers Hotel, expressed an interest to be the operators of a hotel within ARTIC. The panel noted that the cities of Anaheim and Orange seem to have differing development objectives and because the site is so near the City of Orange, this could cause difficulties in the future.

Tour Observations

During their site tour, the panelists found that the site characteristics (e.g., highway noise, the starkness of the river area, and some access issues south of the railroad tracks) may present development challenges. However, the City's plans for the site, specifically the zoning, are flexible enough to accommodate most constraints. The panelists observed that the City-owned, northwest corner at Douglass and Katella allows for long-term development flexibility, as well for access improvements to the site. Additionally the county owned/City leased site northeast of the Honda Center could be improved to include structured, shared parking. The area along the Santa Ana River is aesthetically unappealing and could be improved by working with the County flood control agency to plant attractive landscaping and improve the trail. The City owned land on the east of the river (or "Bone Yard") is also visually unattractive and should be either screened or redeveloped.

Questions and Recommendations

1. What factors are likely to significantly influence market demand for retail, office, hotel and residential uses in The Platinum Triangle and at the ARTIC site?

The single biggest factor affecting future market demand is an eventual economic recovery. The current economic downturn has wreaked havoc on the banking and real estate development industries and little can be expected to happen until the beginnings of a market rebound. However, the cost and time of lengthy commutes and the recent rise in gas prices has caused many people to increasingly use public transportation. Metrolink has seen a 15 percent rise in ridership over the last year and this is mostly due the high cost of fuel. The ARTIC station and the housing/jobs mix in the Platinum Triangle will be an enticement to those who see the value in shortening their commutes and/or taking public transportation. ARTIC should not only appeal to commuters, but a broad base of customers that includes residents and tourists.

The City and OCTA should promote a sense of confidence in the community that ARTIC will soon become a reality. Many of the stakeholders commented that ARTIC does not seem "real enough" and were skeptical of a short-term completion date. The plans for ARTIC attracted many developers but because ARTIC has been on the drawing board for over ten years, there is some uncertainty as to when it will be built. Many recognized the benefits of ARTIC to the Platinum Triangle. The panel suggested that representatives of the Platinum Triangle (which includes the City, OCTA, and developers) and ARTIC work together synergistically to help determine mutual goals. Additionally the City and OCTA should now start to form public/private partnerships that would help move the project along and create a sense that the project is indeed in motion. An immediate step that would also convey a sense of moving forward would be to establish a feeder service at the existing train station (and would carry over to ARTIC) that would connect to airports and event venues. The proposed feeder service can be improving existing connections or establishing either a private bus service or City operated service.

The current economic climate has caused several uncertainties which may affect the expansion of Metrolink service. In November, California voters approved the initial funding for High Speed Rail. The availability of Metrolink and High Speed Rail will certainly be factors in ARTIC's appeal. However, ARTIC should offer as many transportation services as possible over time and the City together with OCTA need to continue with their planning by determining the providers, the modes of transportation, the types of connections and the destinations. The current train station serves to move riders in and out of Anaheim, but the ARTIC should not only be a destination in itself, but offer seamless connections to many different destinations. ARTIC is planned to start with basic types of service and gradually grow to include differing modes of transit that will open new markets over time (e.g., connections to the Anaheim Convention Center hotels from LAX via ARTIC and eventually rail to Las Vegas.)

2. What are the appropriate balances and mixes of use in the context of the greater area (i.e., ARTIC Site, 'Sportstown' Site, City of Orange, etc.)? (Look at the market demand from a big picture perspective.)

ARTIC is not yet at the stage where specific uses can be suggested. However, the panel encouraged the City to not only keep the current zoning flexible, but to make sure the entitlements are flexible enough to allow for office, hotel, retail and residential uses that may be desired in the future (although residential uses are not currently expected on the ARTIC site they should be allowed). Similarly, a hotel may not be planned for the immediate future, but the City should set up the framework to eventually include one. This flexibility will help OCTA and the City to capture the full value of the land.

The panel observed that the draft market data report included in the briefing book was not comprehensive enough and lacking important details. Specifically, the sponsors should be aware that:

- The report is a compilation of syndicated data and forecasts from outside sources and does not include any original analysis of economics or demand based on local market area parameters
- The SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis does not examine the impact of the ARTIC project itself, which will have an effect on the dynamics of the area and may create demand for certain categories of product that are not recommended by the analysis. The analysis did not fully consider the impacts of the ARTIC project resulting in an understatement of project demand and consequently value.
- Virtually all of the negative factors in the SWOT analysis can be overcome by planning, strategic land assembly, siting of specific elements of the land plan, strategic alliances with neighboring properties, and partnering/cooperation with other developers in the Platinum Triangle area (see question five).

The panel recommended that the market data report be reexamined and a new study undertaken that includes an assessment of transit corridors that will be associated with ARTIC. The current report uses the traditional market analysis method of concentric circles around the project site. However, ARTIC's potential market stretches out linearly along transit lines and includes other cities and stations and therefore these areas should be considered as within ARTIC's influence.

Other transit stations, such as the analogues listed in the briefing book, have viable mixes of uses and could serve as both cautionary and inspirational examples for ARTIC. The panel cited stations in New York

City (Grand Central), Atlanta (Atlantic Station) and Washington, DC (Silver Spring, MD and Union Station) that contain a mix of uses within and are in proximity to high-density residential, office and entertainment. The ARTIC project can learn from the successes of other stations, but can also position itself on the leading edge by incorporating new technology and capitalize on global trends such as sustainability and green building. This will also serve to draw a wider range of users and tenants.

Using the Disneyland resort model, ARTIC should be marketed as a way to promote longer stays in Anaheim. Before Disney developed its hotel/resorts, visitors would only stay one or two days in the park. However, the resort now allows people to stay for extended periods of time and capture more revenue.

International visitors/tour groups should be encouraged to come from different parts of California to Anaheim by rail. Tour packages should include rail passes and visits to Anaheim's sporting and entertainment venues.

3. How might the ARTIC site vision (transit oriented destination, gathering place, civic place, iconic design) be positioned and marketed to capture more than its fair share of demand in the retail, office, hotel or residential markets? What relevant examples can be cited from transit developments in other jurisdictions around the world?

In order to capture the full potential of the site, ARTIC should not be described, designed or operated as merely a "pass through" or purely utilitarian transit station. The panel agreed that ARTIC's vision should be that of a "world class" multi-modal facility containing a variety of uses and experiences. Ideally ARTIC would have a sophisticated iconic design that would aid in branding not only the station, but also the City of Anaheim.

The current concept plan envisions ARTIC as a regional landmark with quality design and flexible indoor/outdoor boundaries. The panel whole-heartedly encourages this vision. The panel emphasized ARTIC should also contain the public event and gathering space for the local market and beyond. As some stakeholders stated, Anaheim is in need of mid-size, sophisticated reception space and ARTIC could be the ideal location. The space could be partially indoors and also open up to the