

Jordan Downs, Los Angeles California

ULI ADVISORY SERVICES PANEL

Final Presentation

February 13, 2009



The Urban Land Institute (ULI) is a nonprofit research and education organization

ULI's Mission:

To promote leadership in the responsible use of land to create and sustain thriving communities worldwide



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February 8-13, 2009

The Urban Land Institute (ULI) is a nonprofit research and education organization

ULI is a:

- membership organization with nearly 40,000 members, worldwide
- representing the spectrum of real estate development, land use planning and financial disciplines,
- working in private enterprise and public service.



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The Urban Land Institute (ULI) is a nonprofit research and education organization

What the Urban Land Institute does:

- Conducts research on critical land use issues
- Provides a forum for sharing of best practices among land use practitioners and experts
- Writes, edits, and publishes books and magazines
- Directs outreach programs on local and international levels



Advisory Service Panels

- **Conducting Panels since 1947**
- **20 panels a year**
- **Provides independent/objective /candid advice**
- **Process**
 - **Review background materials**
 - **Receive a sponsor presentation & tour**
 - **Conduct 100 + stakeholder interviews**
 - **Consider data, frame issues and write recommendations**
 - **Make presentation**
 - **Produce a final report**



Panelists

Panelists

John McIlwain, Chair

Richie Butler

Vicki Davis

Rick Dishnica

Peter Elzi

Marty Jones

Stanley Lowe

Michael Maxwell

Ralph L. Nunez

John Ramirez



ULI Staff

Tom Eitler

Carrie Dietrich

Patrick Pontius

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Assignment

The panel was asked to provide strategic advice on the redevelopment of Jordan Downs

Introduction

- **Comment on the Request for Proposal(RFP)/ Request for Qualifications (RFQ) package for the redevelopment of Jordan Downs with the expressed goal of creating a :**

“Vibrant urban village that is sustainable, mixed-use, mixed income community that includes green development and encompasses all the amenities that enable communities to ‘sustain’ over the long term.”

Panel Approach to Answering the Questions

- **Vision**
- **ULI Panel Process**
 - **Vision**
 - **Market**
 - **Development Strategies/Planning and Design**
 - **Implementation**
- **Response to the Questions**

The Vision

Vicki Davis

President

Urban Atlantic

Michael Maxwell

Managing Partner

Maxwell + Partners

The Big Picture: Catalytic Transformer

HACLA Role:

- Convene and facilitate stakeholders
- Create platform for public and private investment

**Goal = Revisioning Watts as a Social, Educational,
Economic, and Environmental Sustainable
Community**



Facing the Challenges

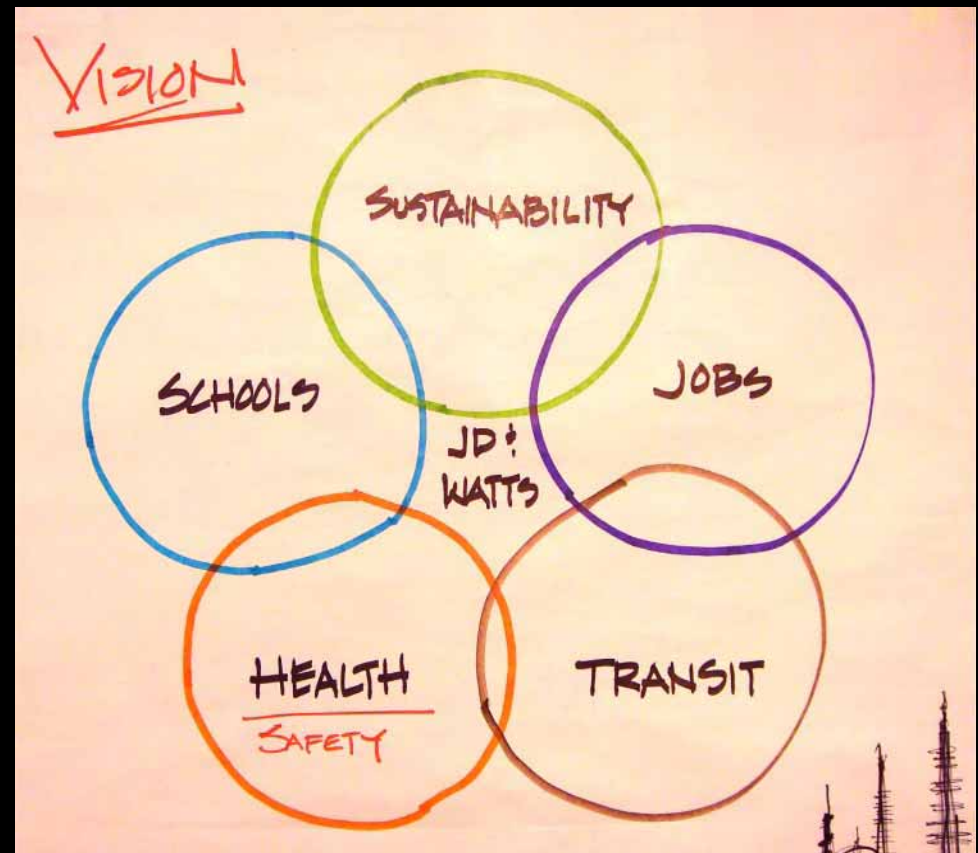
Jordan Downs can be “the transformative” event which unites the stakeholders.

- The catalytic process which can be relied upon over time
- Desire but not consensus



A New Approach

- Sustainability – Social, Educational, Economic, & Environmental
- Education
- Business & Employment
- Health
- Access & Connectivity



Sustainability



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Social Sustainability

- Proportional Inclusion
- Mutual Cultural Understanding and Celebration
- Safe and Healthy Community

Education and Economic Opportunity = Social Harmony



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Economic Sustainability

- Education
- Jobs
- Business Opportunity
- Linkages to surrounding economic opportunity



Environmental Sustainability

- Remediation / reconnection
- Renewable Resources
- Transit and connectivity
- Smart Growth / Job Rich
- Carbon Neutral as a goal



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Education

- Education as an economic engine
- Education Partnerships
- Build on existing resources – Maxine Waters Training Center



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Education

- Education focused on 21st century – sustainable jobs – technology health, services to move beyond the existing market, gray and criminal economies
- Education combined with each community as a resource
- Education for Entrepreneurship



Business and Employment

Assets in place and to be developed:

- **Strong and growing work force**
- **Connections to surrounding employment centers**
- **Local Small business support and growth**
- **New businesses for the sustainable economy – health, technology, services**
- **Career and economic wealth to replace gray market jobs**

Access/Connectivity/Linkages

Assets:

- Location and transportation access
- Transit
- Connectivity



Health

- Integrated model of care
- Primary, clinic and urgent services and
- Jobs



Assets to Celebrate Watts

- People
- Culture
- Family and Community
- Location
- Workforce



Market Potential

E. Peter Elzi, Jr.
Principal
THK Associates, Inc.

Watts Area



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Population and Households

Historical and Projected Population and Households in the Watts Environs, 1980-2023

	1980	1990	2000	2008	2009	2013	2018	2023	Average Annual Percent Change			
									1980-2009	1990-2009	2000-2009	2009-2013
Population	54,817	64,157	69,636	80,133	81,511	87,022	93,911	100,800	1.4%	1.3%	1.8%	1.6%
Households	16,606	16,989	17,339	19,522	19,800	20,913	22,304	23,695	0.6%	0.8%	1.5%	1.4%
Household Size	3.30	3.78	4.02	4.10	4.12	4.16	4.21	4.25				

Source: Claritas iXpress, & THK Associates, Inc.

Housing Conditions

Housing Unit by Type in the Watts Environs, 2008-2023

Household Type	2000		2009		2013		2018		2023		Average Percent 2000-2009
	Housing Units	% of Total	Housing Units	% of Total	Housing Units	% of Total	Housing Units	% of Total	Housing Units	% of Total	
1-Unit Attached	2,125	11.1%	2,341	11.0%	2,469	11.0%	2,633	11.0%	2,797	11.0%	1.1%
1 Unit Detached	10,661	55.5%	11,802	55.5%	12,471	55.6%	13,298	55.6%	14,126	55.6%	1.1%
2 Units	1,044	5.4%	1,152	5.4%	1,215	5.4%	1,296	5.4%	1,377	5.4%	1.1%
3 to 19 Units	4,255	22.1%	4,678	22.0%	4,930	22.0%	5,257	22.0%	5,584	22.0%	1.1%
20 to 49 Units	429	2.2%	510	2.4%	552	2.5%	589	2.5%	626	2.5%	1.9%
50 or More Units	612	3.2%	662	3.1%	693	3.1%	739	3.1%	785	3.1%	0.9%
Other	99	0.5%	108	0.5%	114	0.5%	121	0.5%	129	0.5%	1.0%
Total	19,227		21,252		22,444		23,934		25,423		
Tenure of Housing Units											
Owner-Occupied	6,876	35.8%	7,842	36.9%	8,313	37.0%	8,865	37.0%	9,417	37.0%	1.5%
Renter-Occupied	10,463	54.4%	11,983	56.4%	12,723	56.7%	13,568	56.7%	14,412	56.7%	1.5%
Vacant	1,888	9.8%	1,428	6.7%	1,407	6.3%	1,501	6.3%	1,594	6.3%	-3.1%

Source: Claritas iXpress, & THK Associates, Inc.

Household Income

Household Income in the Watts Environs, 2008-2013

Household Income	2000		2009		2013		2018		2023		Average Annual Percent Change	
	Households	% of Total	Households	% of Total	Households	% of Total	Households	% of Total	Households	% of Total	2000-2009	2009-2013
Less than \$15,000	6,088	35.0%	5,500	27.8%	5,306	25.4%	5,064	22.7%	4,822	20.4%	-1.1%	-0.9%
\$15,000 - \$24,999	3,360	19.3%	3,160	16.0%	3,107	14.9%	3,041	13.6%	2,975	12.6%	-0.7%	-0.4%
\$25,000 - \$34,999	2,499	14.3%	2,696	13.6%	2,782	13.3%	2,889	13.0%	2,996	12.6%	0.8%	0.8%
\$35,000 - \$49,999	2,286	13.1%	3,066	15.5%	3,183	15.2%	3,329	14.9%	3,475	14.7%	3.3%	0.9%
\$50,000 - \$74,999	1,927	11.1%	2,651	13.4%	2,993	14.3%	3,421	15.3%	3,849	16.2%	3.6%	3.1%
\$75,000 - \$99,999	745	4.3%	1,314	6.6%	1,558	7.4%	1,863	8.4%	2,168	9.1%	6.5%	4.4%
\$100,000 - \$149,999	310	1.8%	1,020	5.2%	1,401	6.7%	1,877	8.4%	2,353	9.9%	14.2%	8.3%
\$150,000 - \$249,999	164	0.9%	254	1.3%	397	1.9%	576	2.6%	755	3.2%	5.0%	11.8%
\$250,000 - \$499,999	35	0.2%	113	0.6%	136	0.7%	165	0.7%	194	0.8%	13.9%	4.8%
\$500,000 or More	1	0.0%	27	0.1%	50	0.2%	79	0.4%	108	0.5%	44.1%	16.9%
Total	17,415		19,800		20,913		22,304		23,695			
Household Income:												
Average	\$32,654		\$40,102		\$45,936		\$55,424		\$64,911		2.3%	3.5%
Median	\$22,799		\$28,889		\$32,345		\$41,109		\$49,873		2.7%	2.9%

Source: Claritas iXpress, & THK Associates, Inc.

Housing Demand

ESTIMATED HOUSING DEMAND IN THE WATTS ENVIRONS

	Households	Annual Change	Housing Unit Demand	Ownership	Single Family	Townhome Condo	Rental Multi-Family
2009	19,800	254	267	94	61	33	174
2010	20,073	273	288	101	65	35	187
2011	20,350	277	292	102	66	36	190
2012	20,631	281	296	103	67	36	192
2013	20,913	282	297	104	67	36	193
2014	21,184	271	285	107	72	35	178
2015	21,459	275	289	108	73	35	181
2016	21,737	278	293	110	74	36	183
2017	22,019	282	297	111	75	36	185
2018	22,304	285	300	113	76	37	188
2019	22,576	272	286	114	80	34	171
2020	22,850	275	289	116	81	35	174
2021	23,128	278	293	117	82	35	176
2022	23,410	282	296	119	83	36	178
2023	23,695	285	300	120	84	36	180
Annual Average	21,742	277	291	109	74	35	182
Total	--	4,149	4,367	1,638	1,108	530	2,729

Source: THK Associates, Inc.

Housing Demand continued

HOUSING DEMAND BY PRICE RANGE IN WATTS ENVIRONS AND AT JORDAN DOWNS ENVIRONS

	Annual Demand	Percent	Jordan Downs Environs Capture Rate	Annual Units	Total Units by 2023
Single Family					
Under \$250,000	26	35.0%	30.0%	7.8	116
\$250,000 - \$349,999	22	30.0%	30.0%	6.6	100
\$350,000 - \$449,999	18	25.0%	25.0%	4.6	69
\$450,000 - \$549,999	4	5.0%	25.0%	0.9	14
\$550,000 and Above	4	5.0%	25.0%	0.9	14
Total	74	100.0%	28.3%	21	313
Townhome/Condo					
Under \$250,000	14	40.0%	25.0%	3.5	53
\$250,000 - \$349,999	11	30.0%	25.0%	2.7	40
\$350,000 - \$449,999	7	20.0%	25.0%	1.8	27
\$450,000 - \$549,999	4	10.0%	25.0%	0.9	13
\$550,000 and Above	0	0.0%	25.0%	0.0	0
Total	35	100.0%	25.0%	9	133
Rental-Multi Family					
Under \$560 per month	64	35.0%	25.0%	15.9	239
\$560 - \$829	45	25.0%	35.0%	15.9	239
\$830 - \$1,109	36	20.0%	35.0%	12.7	191
\$1,110 - \$1,389	18	10.0%	35.0%	6.4	96
\$1,390 and above	18	10.0%	35.0%	6.4	96
Total	182	100.0%	31.5%	57	860

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Retail Demand Estimate

RETAIL DEMAND ESTIMATE	
Population	
2009	81,511
2023	100,800
Households	
2009	19,800
2023	23,695
Median Income	\$28,889
Adjusted Income	\$43,334
Percent of Income Spent on Retail	\$13,000

Retail Dollar Volume in Watts	
2009	\$257,400,990
2023	\$308,036,185
Sales per Sq. Ft.	\$400
Supportable Sq. Ft. in Watts	
Sq.Ft.	
2009	643,502
2023	770,090
Jordan Downs Market Share	
2009	96,525
2023	115,514

Source: Urban Land Institute; Dollars and Cents of Shopping Centers and THK Associates, Inc.

**PRELIMINARY RECOMMENDED LAND USE PROGRAM FOR RE-DEVELOPMENT OF THE JORDAN
DOWNS ENVIRONS OVER A FIFTEEN YEAR TIMEFRAME, EXCLUSIVE OF 700 REPLACEMENT UNITS**

Land Use	Number of Units	Percent of Total	Density	Acres	F.A.R.	Square Feet
Residential						
Rental Assisted, Under \$1,109 per month						
One Bedroom	180	17.6%	--	--	--	--
Two Bedroom	150	14.6%	--	--	--	--
Three Bedroom	210	20.5%	--	--	--	--
Four Bedroom	60	5.9%	--	--	--	--
Sub-Total	600	58.5%	18.0	33.3	--	--
Ownership Assisted						
One Bedroom	20	2.0%	--	--	--	--
Two Bedroom	40	3.9%	--	--	--	--
Three Bedroom	25	2.4%	--	--	--	--
Four Bedroom	15	1.5%	--	--	--	--
Sub-Total	100	9.8%	15.0	6.7	--	--
Rental - Market*, over \$1,109 per month						
One Bedroom	60	5.9%	--	--	--	--
Two Bedroom	100	9.8%	--	--	--	--
Three Bedroom	30	2.9%	--	--	--	--
Four Bedroom	10	1.0%	--	--	--	--
Sub-Total	200	19.5%	18.0	11.1	--	--
Ownership - Market*						
One Bedroom	25	2.4%	--	--	--	--
Two Bedroom	69	6.7%	--	--	--	--
Three Bedroom	25	2.4%	--	--	--	--
Four Bedroom	6	0.6%	--	--	--	--
Sub-Total	125	12.2%	6.0	20.8	--	--
TOTAL RESIDENTIAL	1,025	100.0%	14.2	71.9	--	--
RETAIL/COMMERCIAL	--	--	--	8.8	30.0%	115,000
PROFESSIONAL/OFFICE	--	--	--	3.4	40.0%	60,000
CIVIC/ GOVERNMENT						
Schools	--	--	--	19.0	--	--
Civic (Security, Municipal, etc.)	--	--	--	10.0	--	--
R.O.W., Parks, Open	--	--	--	28.3	--	--
Sub-Total	--	--	--	57.3	--	--
TOTAL **	1,025	--	14.2	141.5	--	175,000

* may require incentives to attract residents for at least ten years until overall conditions improve

** yields are net densities and exclusive of the 700 replacement units

Source: ULI Briefing Book - Jordan Downs and THK Associates, Inc.

Land Use Recommendation



Market Analysis Conclusion

The research of market conditions and market potentials indicates that there is demand for a variety of residential product now and into the future.

Summary of Land Uses:

- Residential = 1,025 new units
- Retail = 115,000 square feet
- Office/Flex = 60,000 square feet

Market Analysis Conclusion

We must look “Beyond Boundaries” to make the redevelopment of this vital and promising area a reality.

Development Strategies/Planning and Design

Rick Dishnica
President
The Dishnica Company, LLC

Marty Jones
President
Corcoran Jennison Companies

Ralph L. Nunez, RLA, ASLA
President/Design Principal
DesignTeam Limited

Development Strategies

- **Vision**
- **Current and Future Market**
- **Community Assets**

Comprehensive Neighborhood Strategy

- Jordan Downs
- Gonzaque
- Imperial Courts
- Nickerson Gardens
- Surrounding Neighborhoods

Development/Design Principles

- One- for – one replacement of 700 public housing units
- No displacement of existing residents
- Mixed income and mixed use in the new community
- Employ residents

Development/Design Principles

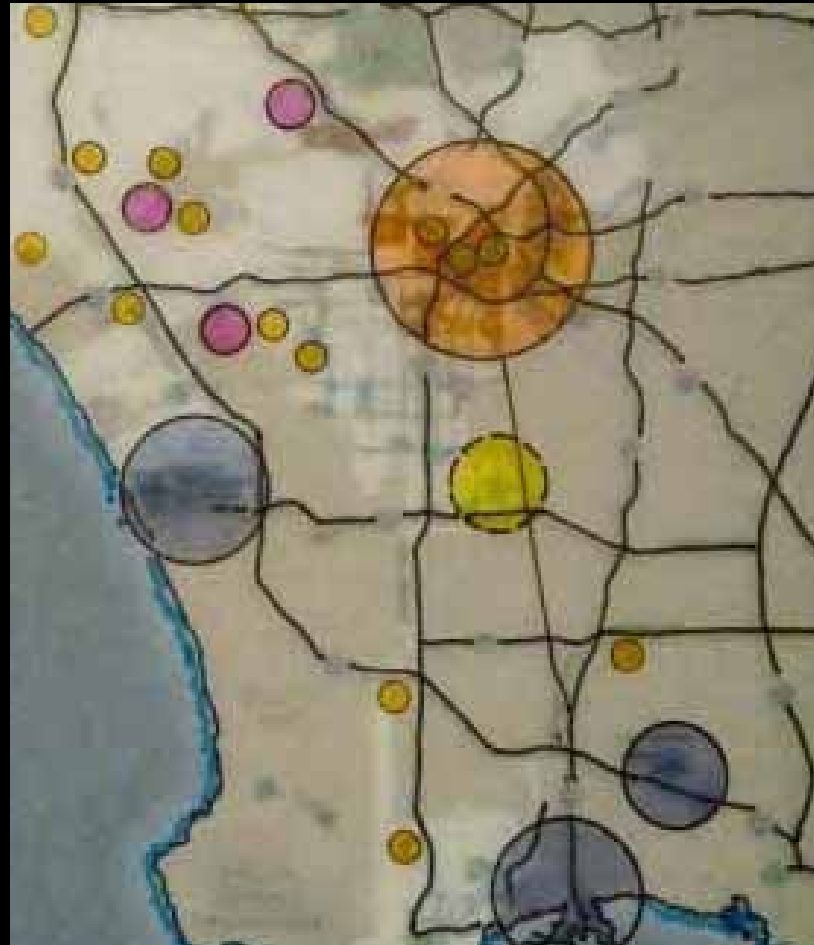
- **Environmental sustainability**
 - LEED neighborhood development standards
 - energy efficiency
 - water conservation
 - solar energy
 - xeriscaping
- **Safety and security for all residents**
- **High quality community facilities, amenities and open space**

Development Strategies



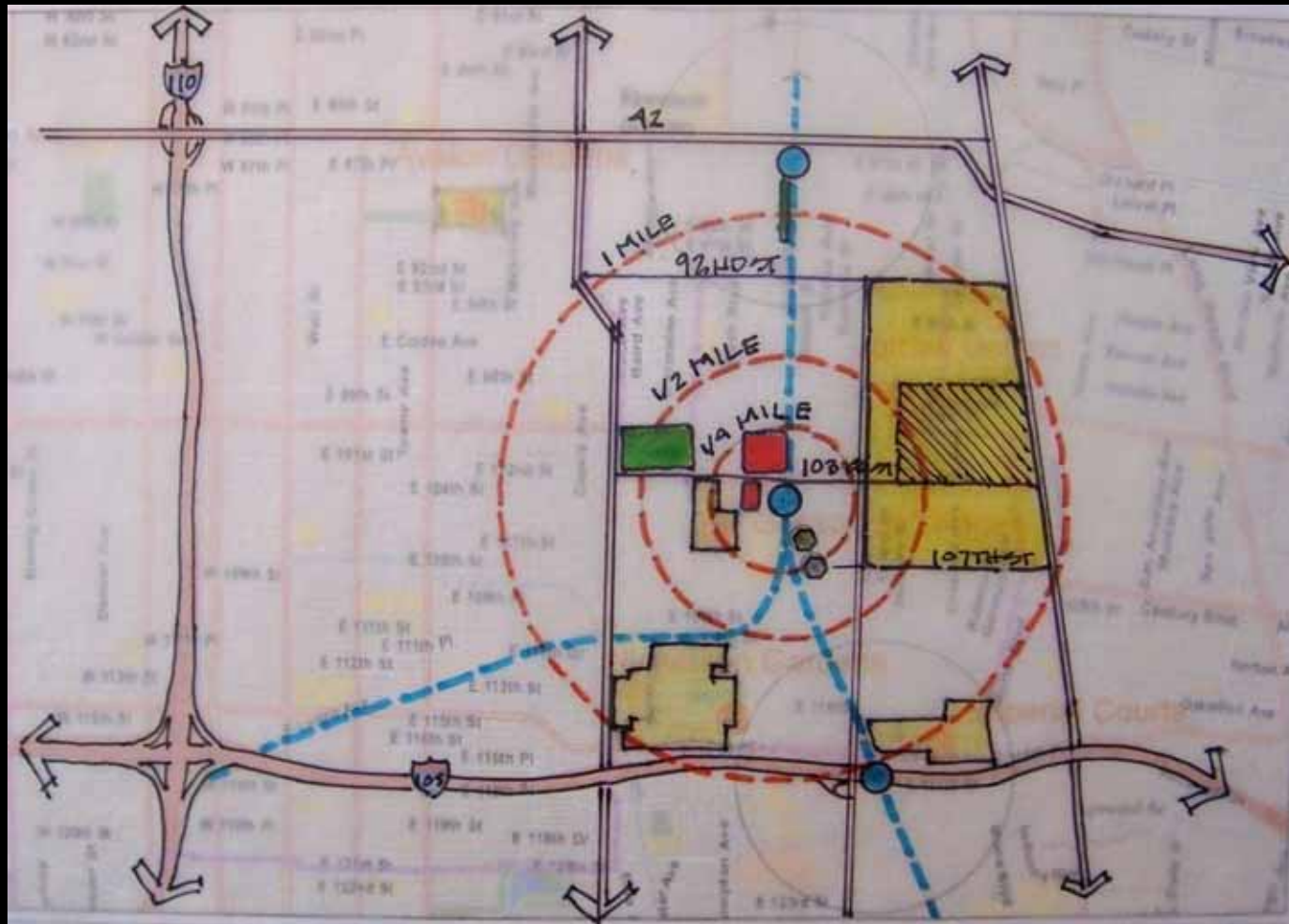
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Development Strategies



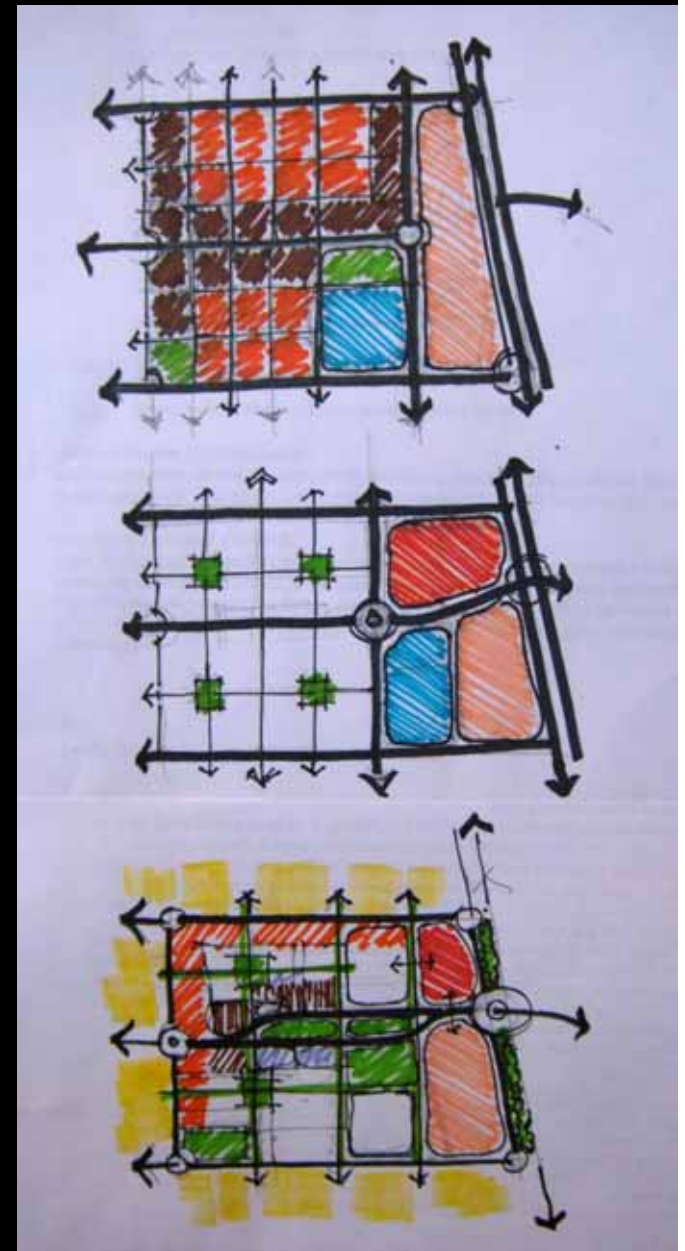
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Development Strategies



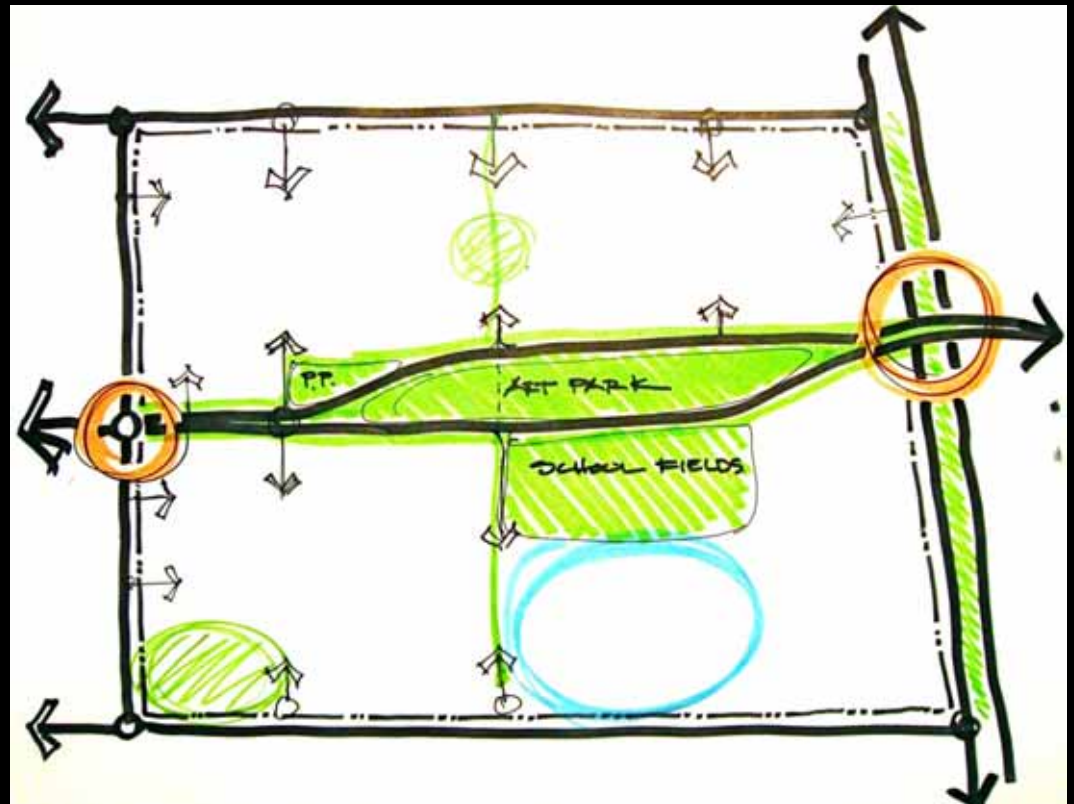
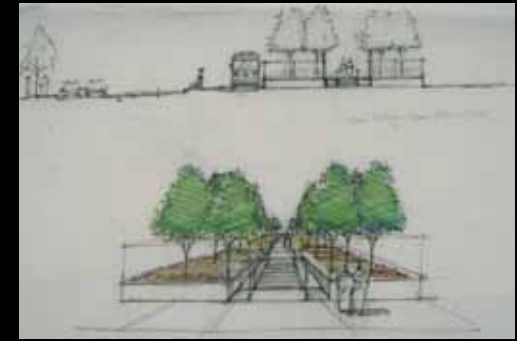
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Development Strategies

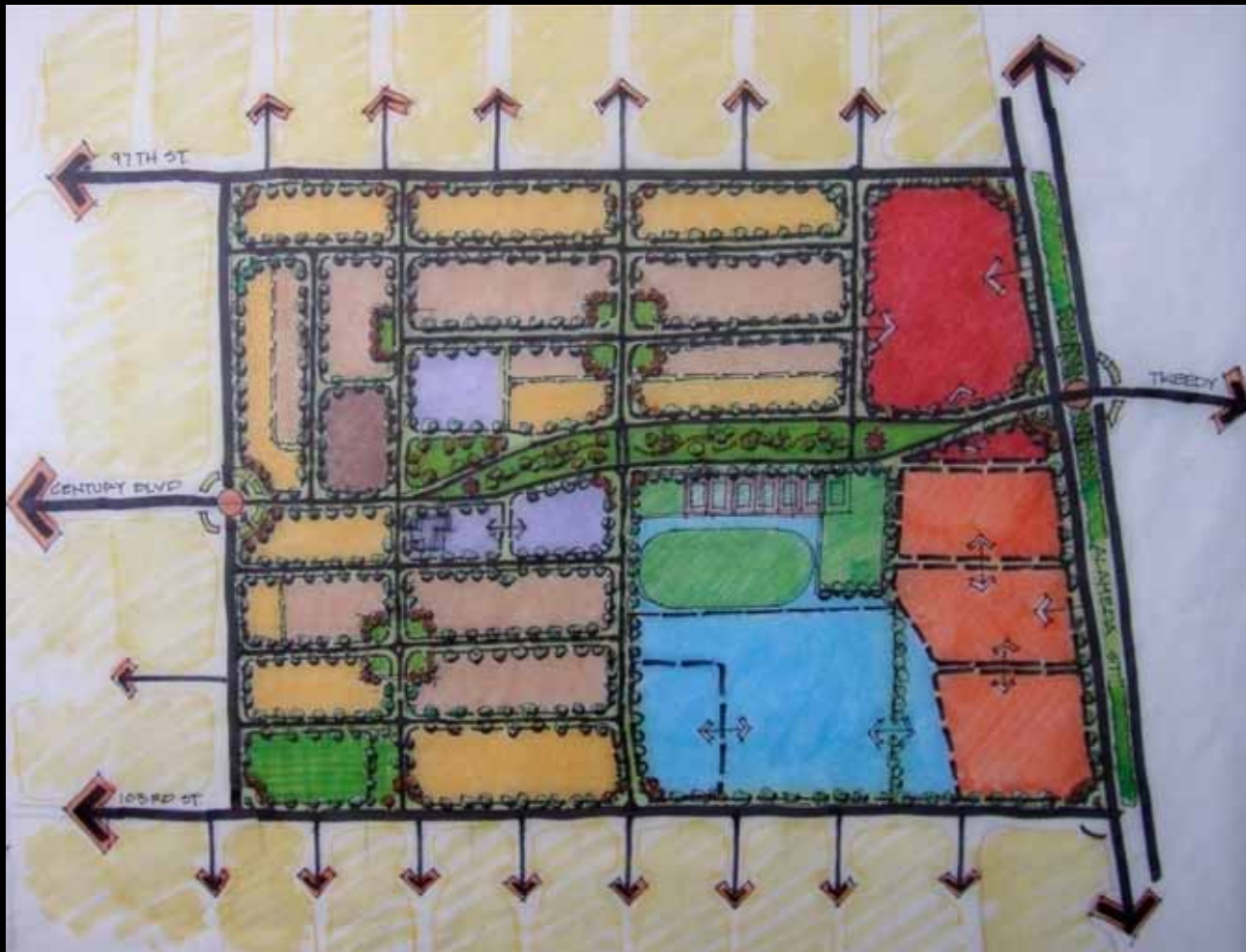


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Development Strategies



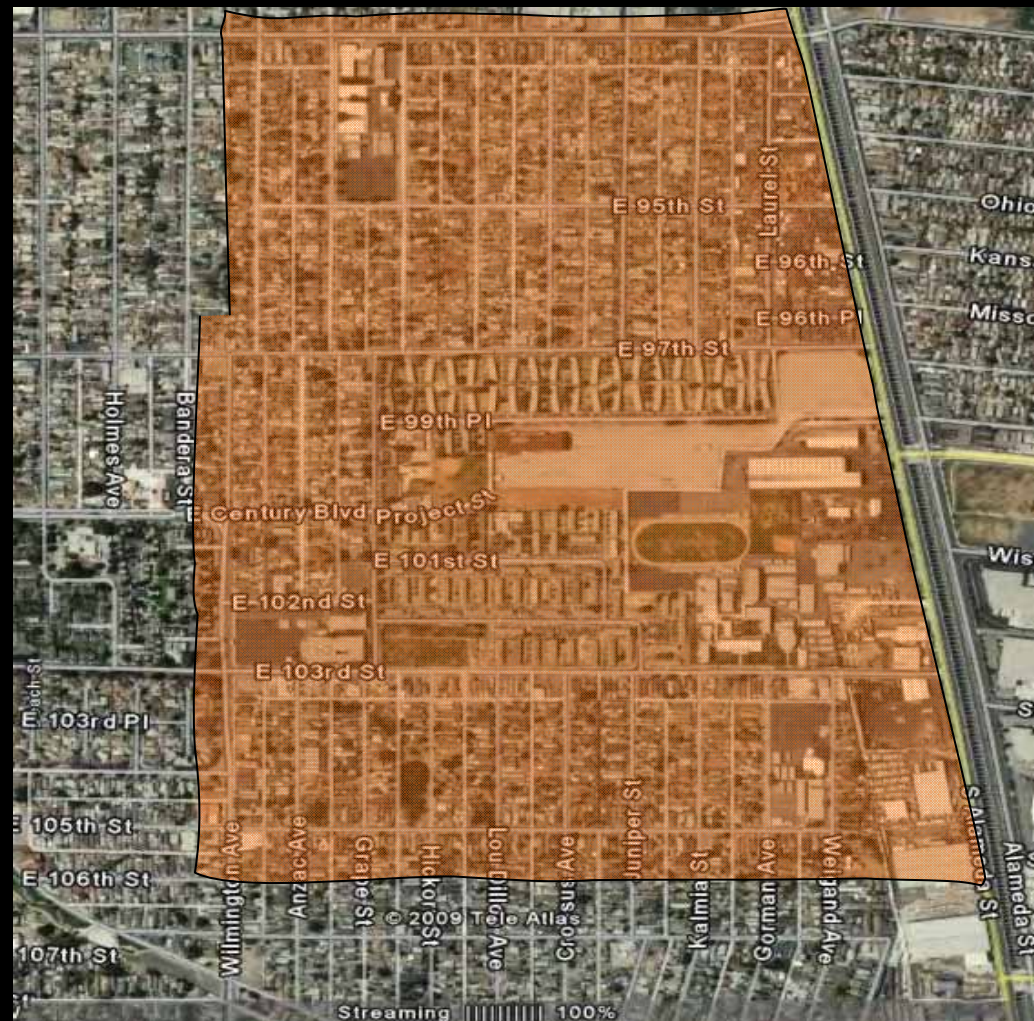
Development Strategies



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Jordan Downs + Neighborhood

- Not an Island
- New Boundaries
 - 92nd,
 - Wilmington
 - 107th
 - Alameda



Jordan Downs On-site Density

HACLA Goal:

- 2,100 units**
- Land Area Available for Residential: 38 acres**
- Density: 55 Dwelling Units per Acre – 4 story buildings**

Panel Recommendation:

- Density: 25-30 Dwelling Units per Acres**
- 950-1140 Housing Units**
- 2-3 Story Townhouse and Garden Apartments**

Land Use Summary

- Residential
 - 1,100 on-site
 - 200 off-site
- Commercial
 - 115,000 retail
 - 60,000 office
- Infrastructure
 - Main Street
 - Connector Streets
 - Bus Line
- Open Space
 - Pocket Parks
 - Main Street Green
 - Shared HS Athletic Field
 - Community Garden
- Community Facilities
 - Management Office
 - Community Building
 - Pre-School
 - Ball Field and Gym
 - Maintenance Facility



Phasing Ideas

- **Concept Only**
- **Neighborhood Input**
- **Community Plan**

Phase 1

PHASE 1: 120 units senior

2 acres

Century Boulevard
Bus Line re-routing

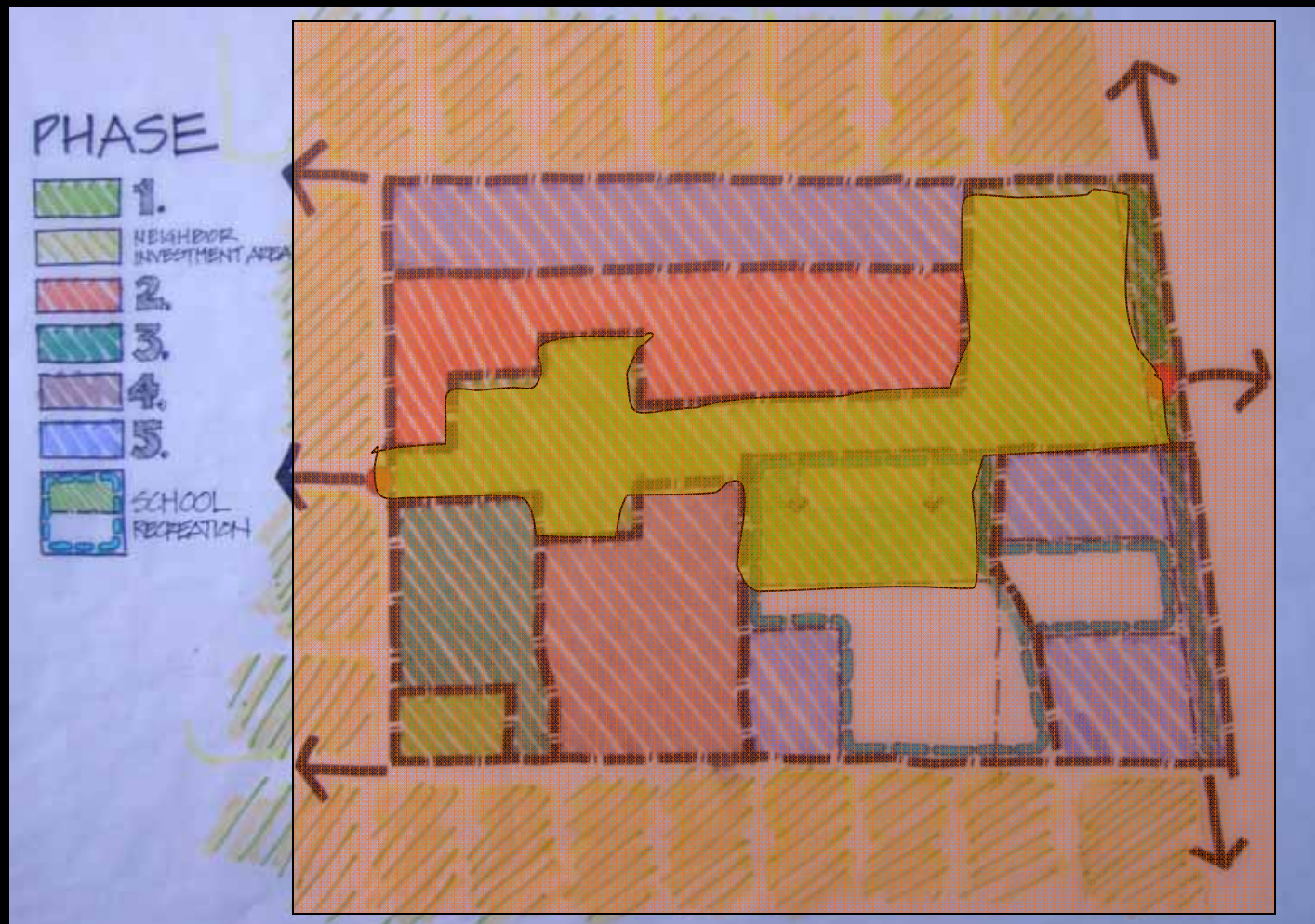
Remediation of new site

Commercial pads (build
on demand)

Community Facilities –
Preschool/gym/ball field
/maintenance facility

Open Jordan athletic
fields to community

Off-site Neighborhood
acquisition/rehab

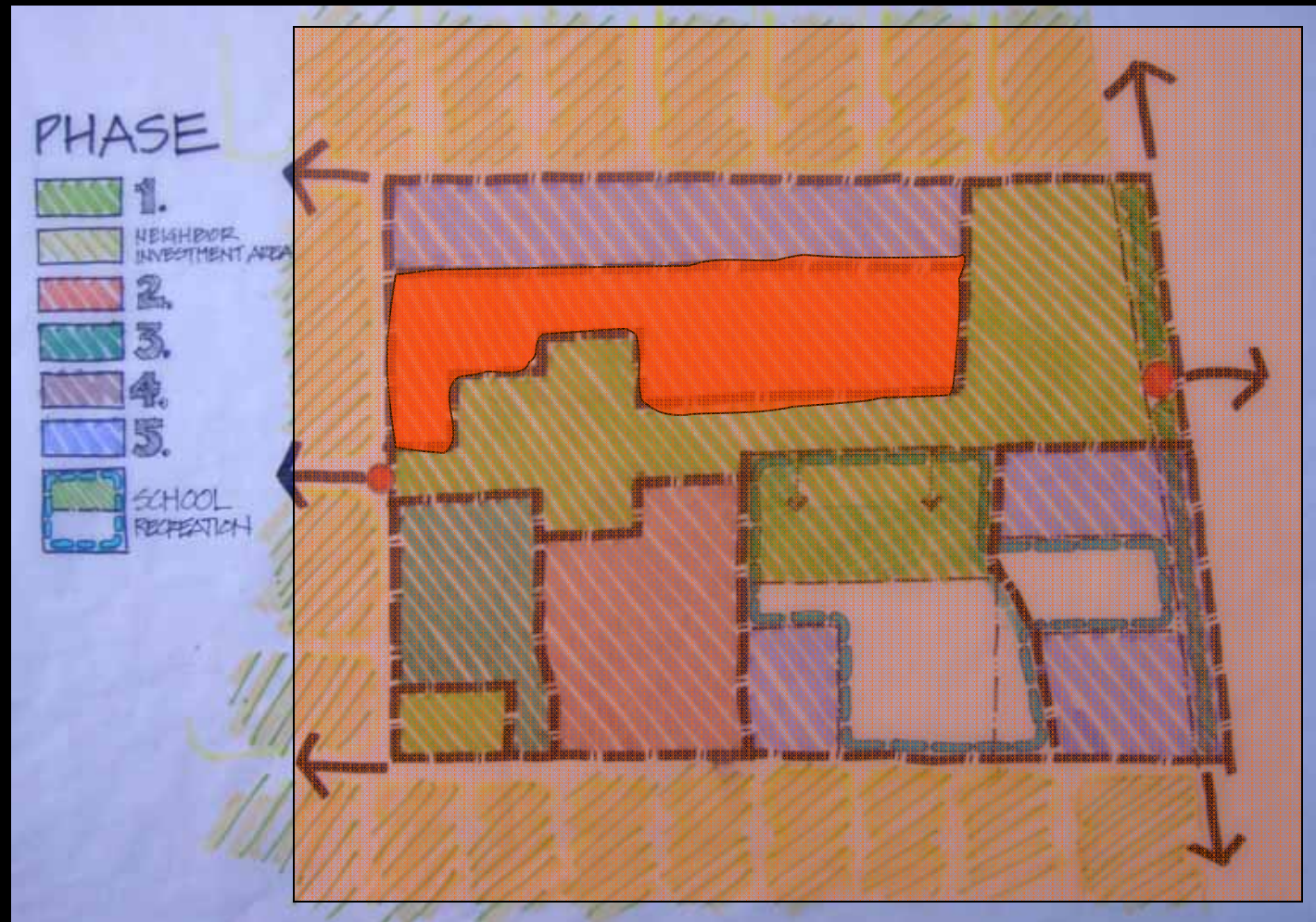


Phase 2

**PHASE 2:
280 units @
35units/acre**

8acres

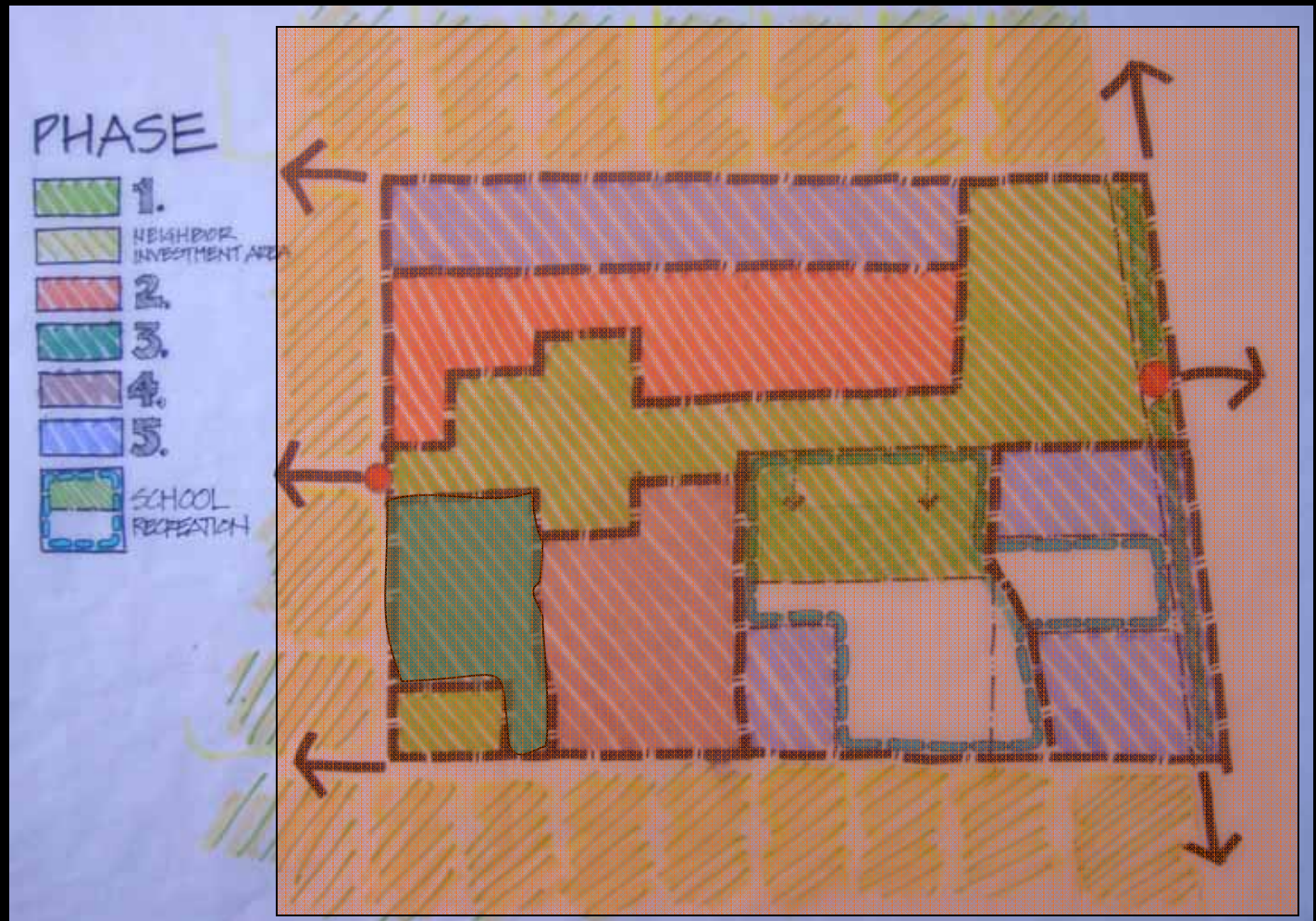
**Off-site
Neighborhood
acquisition/
rehab
/construction**



Phase 3

**PHASE 3:
140 units @ 35
units/acre**

**4 acres
Off-site
Neighborhood
acquisition/
rehab/
construction**



Phase 4

PHASE 4:
160 units @ 20
units/acre

8 acres

Management

office/communit
y building

Community
service

commercial

Off-site
Neighborhood
acquisition/reha
b/construction



Phase 5

PHASE 5:
320 units @ 20
units/acre

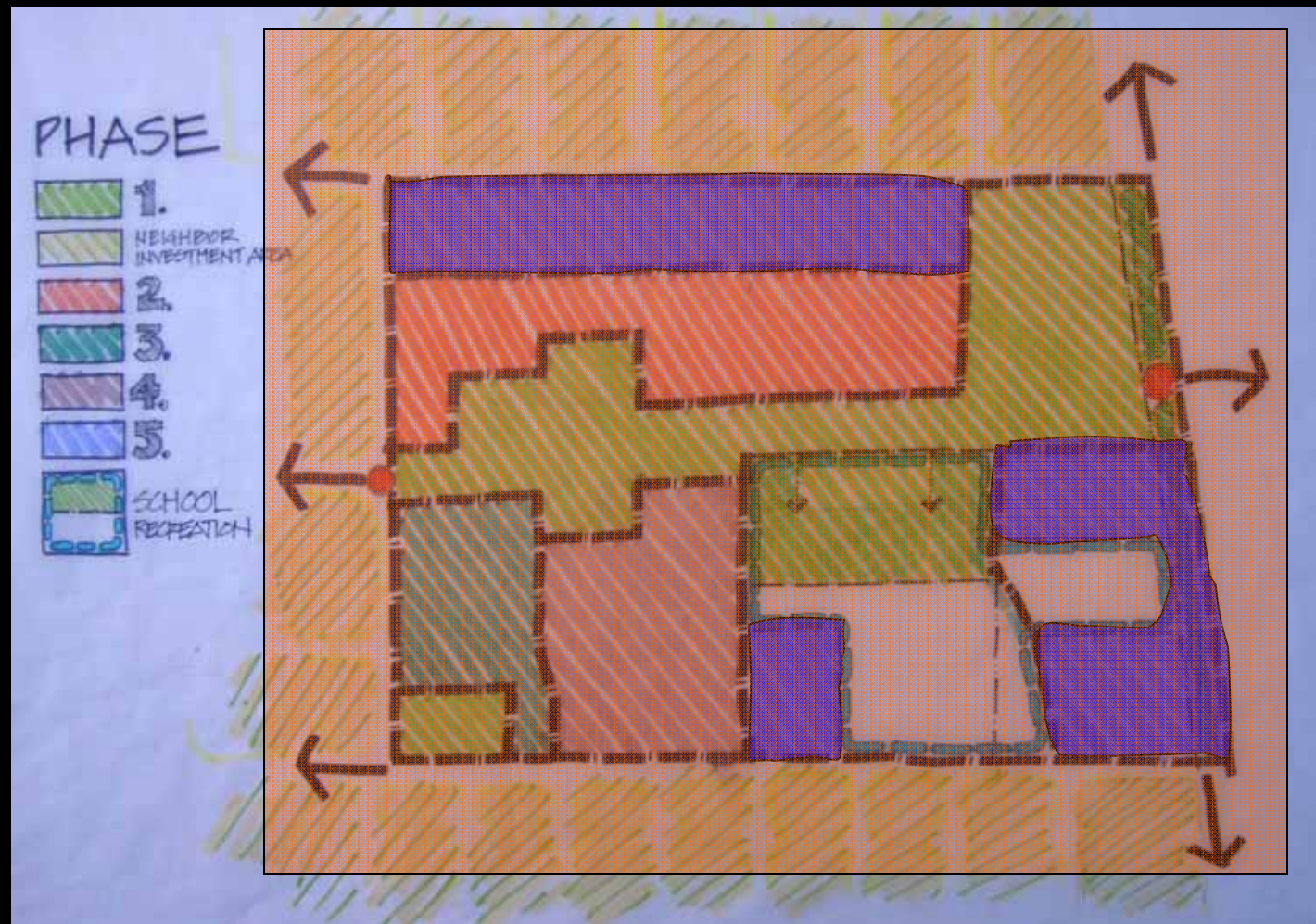
16 acres

Off-site
Neighborhood
acquisition/reh
ab/construction

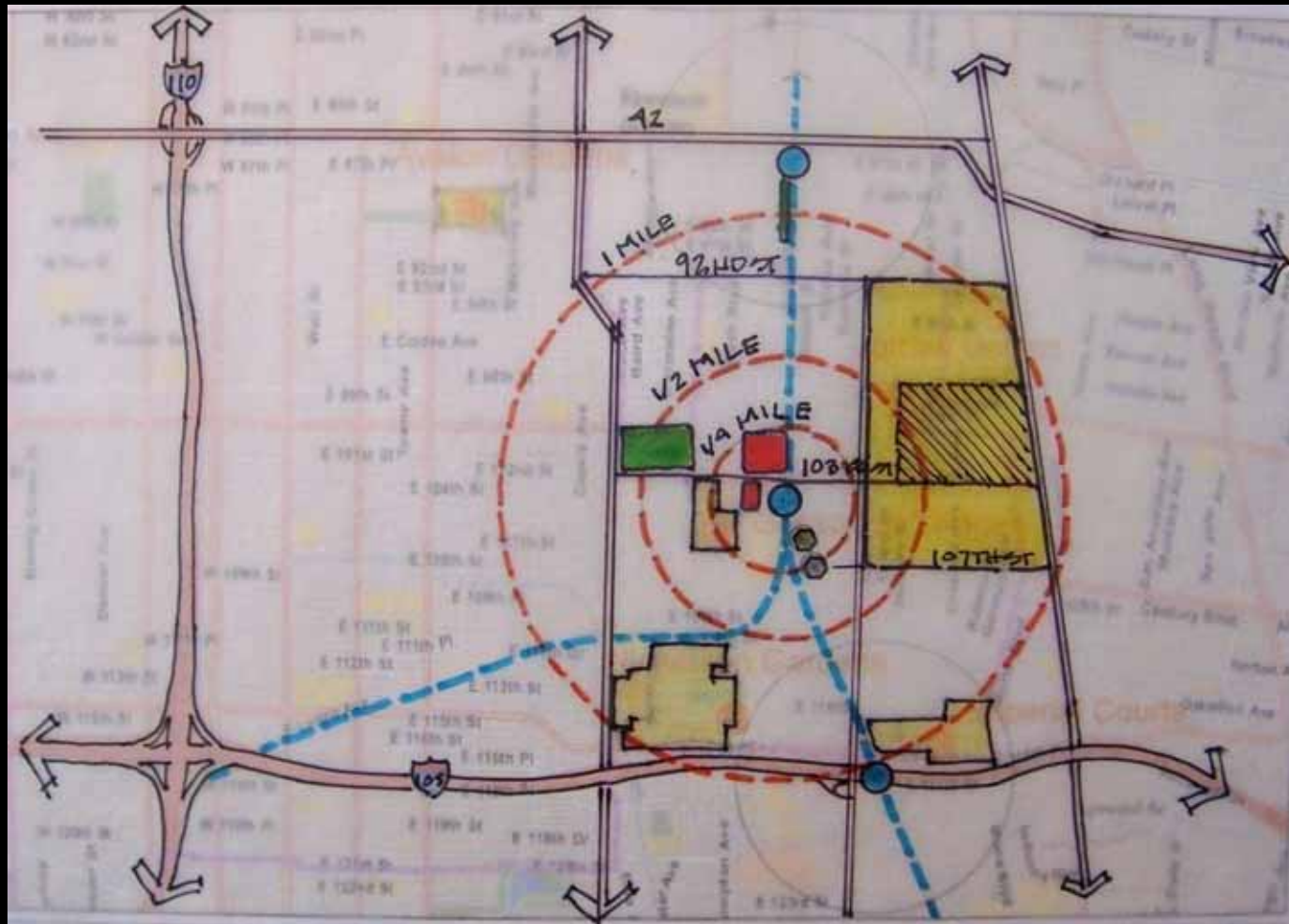
Total:
On-site: 1020
@ 20 – 35
units/acre
38 acres

Off-site: 200
units

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Other HACLA Communities



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Development Strategies

	Existing Units		New		Totals
			On-site	Off-site	
Jordan Downs	700		400	200	1300
Gonzaque	182		218	0	400
Imperial Court	498		0	100	598
Nickerson Gardens	1054		282	200	1536
Totals	2434		900	500	3834

Implementation

Richie Butler

Partner

CityView

Stanley Lowe

Managing Partner

Fourth River Development, LLC

John Ramirez

Vice President

CPLC-Chicanos Por La Casa

Implementation

- **Project Phasing**
- **Leadership Charge**
 - **Determine Single Point Person with Absolute Authority for Jordan Downs**
 - **Centralize Leadership and Management Responsibilities under HACLA**
 - **Engage a For-Profit Development Partner**
 - **Participate Annually in the Declaration of Wealth Statement for Jordan Downs**

Implementation

- **Non-Real Estate 2 to 3 year Implementation**
 - **Organizational Capacity**
 - **Cultural Integration**
 - **Branding and Imaging Campaign**
 - **Declaration of Wealth**
 - **Monument Entrance to Community**
 - **Youth and art plan**
 - **Strategic targeted economic development**

Implementation

Real Estate Development

- **NSP/REO Strategy**
- **Relocation Plan**
- **Infrastructure improvements & Monument Entrance**
- **Land Remediation**
- **Federal Funding**
- **Senior Housing**
- **Keep Watts Beautiful Community Maintenance Initiative**

Implementation

3 to 7 years Implementation Plan Real Estate Development

- **Commercial/Retail Development**
- **Community center expansion**
- **First phase of Hope VI underway**
- **MLK Hospital Development re-opening**
- **Phase II of Rental Housing**
- **For Sale Market Rate Housing**

Implementation

Finance Strategies

Identify and engage Finance/Development Officer

- Review all Jordan Down financing assumption
- Identify Pre-development financing
- Identify Core Funding Strategy and Sources
 - Private Financing
 - Public Financing
- Generate Initial budget per phasing strategy
- Confirm construction estimates per conceptual plans

Question 1

Can RFQ #7495 and RFP #7496 be fine tuned to better address the needs of the existing residents and still meet the mission and goals as set forth in the RFQ 7495 and RFP 7496?

- **The Urban Land Institute (ULI) strongly encourages HACLA to review as a baseline the U.S. Department of Housing and Urban Development's (HUD) Guidelines regarding citizens/resident participation.**
- **Establish a Joint Memorandum of Understanding with Jordan Downs residents that outlines responsibilities of HACLA and tenants regarding the RFQ.**
- **Establish or expand the JDCAC with greater Latino tenant representation**
- **Broaden community outreach efforts to include representation from the all schools and leadership churches.**
- **Hire a third party to do focus groups to ensure true Latino input.**
- **Participate in the Mayor's Annual Watts Declaration of Wealth Statement**
- **Increase tenant employment opportunities at HACLA**
- **Develop a HACLA Employee Volunteer Leader/Mentorship Program for 25 outstanding youth living at Jordan Downs**
- **Have the CEO convene quarterly Jordan Downs Town Meeting to keep the residents informed of HACLA's revisitation efforts.**

Question 2

How can the RFQ #7495 & RFP #7496 be fined tuned to address the simultaneous overlap between the annexation process and the master planning/specific plan process?

- **Partner with the County to refocus the process on a partnership with the County, especially with regard to the Tweedy, Alameda and Century road connections.**
- **Phase on-site units with a robust off-site REO properties acquisition program.**
- **De-emphasize the annexation process; don't let it lead the redevelopment process**
- **Team up with a private development partner.**

Question 3

What are the financial assumptions that can be made in terms of potential funding available for the redevelopment of Jordan Downs? What are the potential gaps, opportunities and potential sources that the developer can tap as resources?

- **When the RFP/RFQ package was developed, no one could have anticipated the extraordinary changes that have occurred in the capital markets.**
- **Prepare for a delay in the availability of capital.**
- **Look for funding opportunities for various components of the overall program such as Neighborhood Stabilization Program funds, remediation and infrastructure. Also, focus on Hope VI; because Jordan Downs is a likely candidate**

Question 4

What market indicators support the redevelopment of Jordan Downs and the potential to revitalize the Watts community?

- **There will be continued growth in population and households.**
- **Vacancy rates are still low placing pressure on supply.**
- **Affordable housing will attract residents.**
- **Crime rates are own for Watts and Jordan Downs in particular.**
- **Purchasing power is greater than documented income levels.**
- **Lack of quality retail in the Watts environs indicates a need for new retail establishments.**

Question 5

How can HACLA engage other stakeholders who may not be directly involved in the master planning/annexation process to see the vision, become informed and support the redevelopment of Jordan Downs?

- **HACLA and the City of Los Angeles have generated a praise worthy level of stakeholder involvement.**
- **HACLA must continue to communicate, coordinate and commit.**
- **Involve local Watts churches.**
- **Involve Watts cultural community.**
- **Embrace new entrepreneurial opportunities and solicit ideas from ongoing collaborators and new, credible stakeholders.**

Question 6

Considering HACLA is doing a one-for-one replacement of public housing, what suggestions can the panel offer in terms of phasing the project such that the residents experience a smooth transition?

- The Housing authority should develop a relocation strategy that includes the aggressive acquisitions of units in the community through NSP program.
- The replacement units should be both on-site and off site. Off-site units will be in the Watts community. Make the off-site option attractive such as single family dwelling units.
- Give the residents the option to choose whether or not they want to remain on-site or off-site.
- Replacement housing options include senior housing, off-site single family within the Watts community, on-site rental housing and both on-site and off-site for sale housing

Question 7

What is the value-add of the Jordan Downs redevelopment to the overall development of affordable housing in Los Angeles in relation to the Mayor's Five Year Housing Plan?

- **Immediate expansion of housing stock by committing funds to acquire the REO stock**
- **Housing creation is the driver for new jobs and educational opportunities**
- **Jordan downs can be the model / blueprint to engage all stakeholders in the revitalizations of Watts**

Summary

Vibrant urban village that is sustainable, mixed-use, mixed income community that includes green development and encompasses all the amenities that enable communities to ‘sustain’ over the long term.”