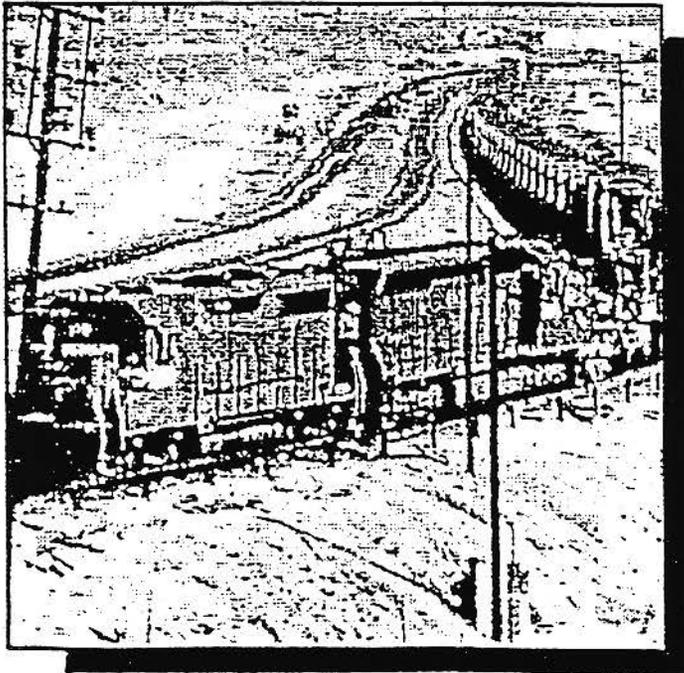

Los Angeles County Metropolitan Transportation Authority

FINAL DRAFT REPORT

TAYLOR YARD DEVELOPMENT STUDY



**Presented By:
HNTB**

in association with:
**Economics Research Associates
and Barrio Planners Inc.**

November 12, 1993

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Taylor Yard Development Study



INTRODUCTION

Taylor Yard functioned as an important freight switching and maintenance yard facility for the Southern Pacific Transportation Company for approximately 75 years. Located along the flood plain of the Los Angeles River, in a valley which connects the greater Los Angeles Basin to the San Fernando Valley, Taylor Yard provided needed employment to several generations of community residents. As the operations at Taylor Yard grew and evolved, so did the adjacent communities.

With the decision of Southern Pacific to sell over two-thirds of its Taylor Yard holdings (160 acres), the Metropolitan Transportation Authority purchased approximately 66 acres for use by the Metrolink commuter rail, a Metrolink Maintenance Facility and for the route of a future light rail system. The Metropolitan Transportation Authority still owns approximately 23 acres which are vacant and for which no use has been specified. The Southern Pacific Transportation Company is still interested in selling a remaining portion of 94 acres of vacant land.

In the recent past, several public and private proposals have been suggested on the for sale portion of Taylor Yard as well as for the entire Taylor Yard site. Unfortunately, few of the existing or proposed projects attempted to solicit community input, suggestions or reaction to proposed projects. This portion of the northeast Los Angeles district is viewed by many residents as a dumping ground for a variety of public maintenance yards and facilities.

In an effort to reverse this process and develop a meaningful community participation program, Councilman Mike Hernandez initiated a comprehensive planning process to determine a community-based vision for the development of Taylor Yard. With the support of adjacent communities, an agreement was negotiated with the Metropolitan Transportation Authority to fund and administer a two phase planning study and community participation program.

The overall effort, began with what is referred to as the AIA Workshops, organized by the Los Angeles Chapter of the American Institute of Architects. These workshops included the collection and summary of background information; interviews with area residents and other stakeholders through a series of public workshops; and the development of preliminary land use alternative concepts and urban design guidelines. A report of their findings and preliminary recommendations was completed on December 10, 1992.

Phase 1, which is referred to as the Taylor Yard Development Study, was conducted by a selected team of inter-disciplinary consultants. The team was led by Howard Needles Tammen and Bergendoff (HNTB) in collaboration with Barrio Planners Incorporated and Economics Research Associates. The purpose of Phase I was to build and expand upon the efforts and results generated from the AIA Workshops.

More specifically, Phase I accomplished the following:

- Review, refinement and summary of community issues and goals.
- Analysis of regional and community characteristics and their impact on opportunities and constraints for Taylor Yard.
- Analysis of development opportunities and constraints for Taylor Yard based on economic and market conditions and characteristics.
- Analysis of environmental, transit and physical opportunities and constraints of the Taylor Yard site.
- Analysis of feasible land use alternatives for the Taylor Yard site.
- Identification of opportunities to address community goals within the Taylor Yard site and within the adjacent communities.
- Preparation of appropriate urban design and development guidelines.
- Preparation of an implementation action plan to achieve the goals of the community and the Metropolitan Transportation Authority.

Overall, planning efforts were accomplished through an on-going and interactive process with staff of the Metropolitan Transportation Authority, the First District Council office and a series of three public community meetings.

Methodology

The methodology for the Taylor Yard Development Study was developed by the HNTB collaborative team with the assistance of staff from the Metropolitan Transportation Authority and the First District Council office. The study was organized around eight separate but related work tasks to ensure interactive community participation, expand upon the planning efforts of the AIA Workshops, and to explore the full range of opportunities and constraints affecting Taylor Yard and adjacent communities.

The following identifies the major tasks of the Taylor Yard Development Study:

1. Community Participation Program
2. Project Management/Coordination
3. Planning Context/Feasibility Analysis
4. Alternatives Analysis
5. Urban Design Development
6. Environmental Analysis
7. Implementation Framework Plan

8. Final Report.

Report Format

This report presents a summary of the significant findings, opportunities and constraints and final recommendations for the Taylor Yard Development Study. The report is organized according to the major work tasks of the study and includes the following sections:

I. PROJECT BACKGROUND

- Planning Context
- Community Context
- Taylor Yard Site-Existing Conditions

II. PROJECT GOALS

- Taylor Yard Study Goals

III. ALTERNATIVES EVALUATION AND COMMUNITY PLAN

- AIA Community Town Center Alternative
- AIA Commercial-Industrial Alternative
- L.A. County Department of Public Works Detention Basin
- Community Plan

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Taylor Yard Development Study

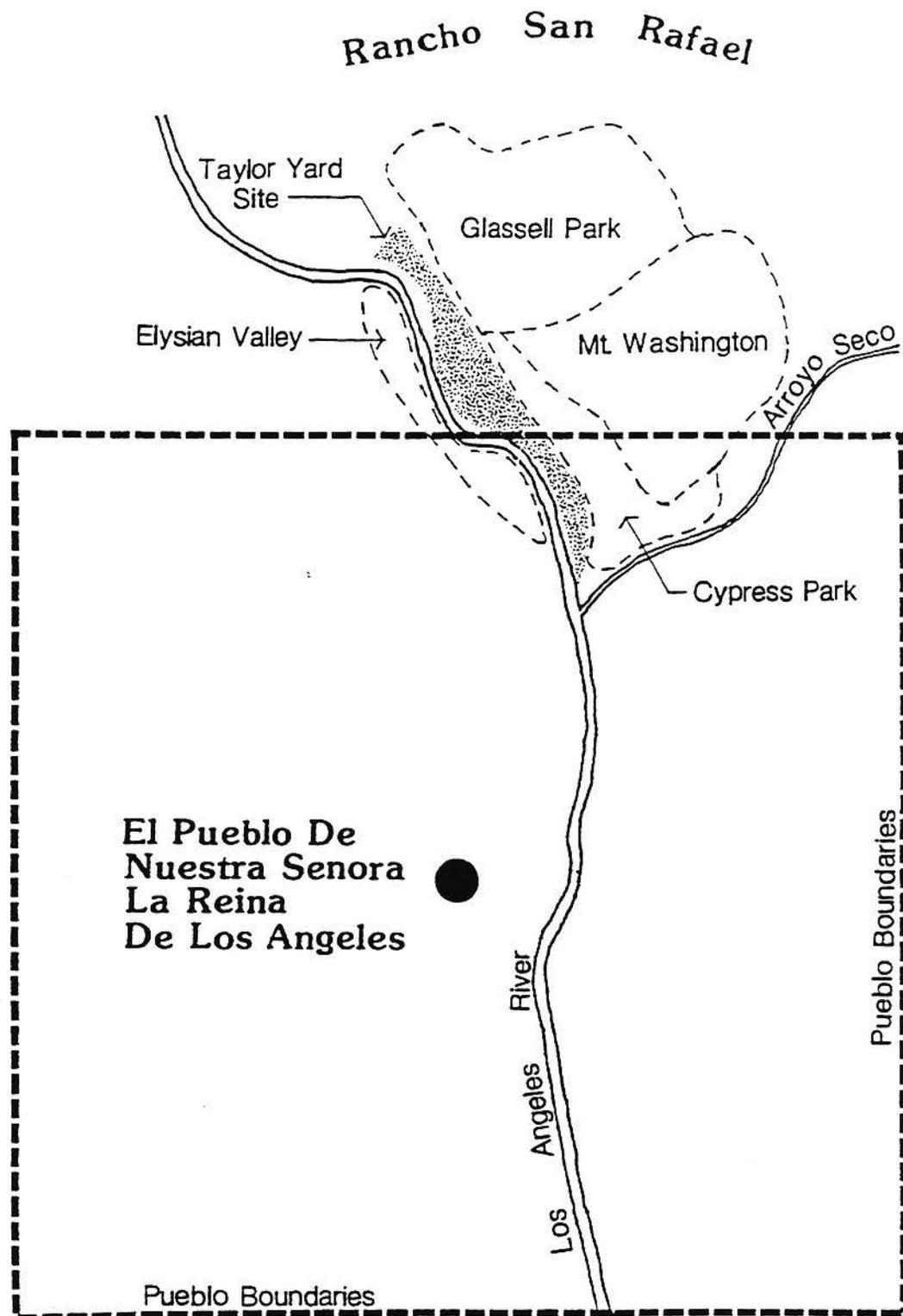
Planning Context

The preparation of a development plan and strategy for the Taylor Yard site requires an understanding of the regional and community context in which the site is located. The impact of such elements as the natural topography, regional access, existing developments, and community resources all play a role in determining the physical and economic opportunities and constraints for various development scenarios and for the incorporation of community goals and objectives. The following section summarizes the significant findings of the regional and community context analysis. The findings were determined through a review of existing background information, field surveys and observations.

Historical Overview

The Taylor Yard environment is uniquely connected to the early history and growth of the City of Los Angeles. El Pueblo De Nuestra Señora La Reina De Los Angeles was founded in 1769. The southern portions of what later developed as the Elysian Valley and Cypress Park Communities and a portion of the Taylor Yard site were part of the original one-league of land granted to the Mexican and Spanish settlers to establish the pueblo of Los Angeles. Even prior to the founding of the pueblo, the Arroyo Seco valley was the site of ancient Indian trails from the foothills of the San Gabriel Mountains to its confluence with the Los Angeles River. East of the Los Angeles River, and northwest of the Arroyo Seco was the location of the oldest land grant in California, the vast holding of the Verdugo Family, San Rafael Rancho established in 1784. Rancho San Rafael encompassed 36,000 acres from the Arroyo Seco to the San Rafael Hills, and included the present communities of Glassell Park, Atwater, Mount Washington, Highland Park, Eagle Rock, and the cities of Glendale and Burbank.

California was admitted to the Union in 1850. In 1871 the United States Land Commission confirmed the great rancho of San Rafael to the Verdugo Family. Subsequently, the land was purchased by Alfred Chapman and Andrew Glassell who proceeded to subdivide the land they had purchased. However, until railroad service was provided between Los Angeles and Pasadena, minor construction took place with the exception of a few homes along Figueroa Street and summer cottages in the hills overlooking the Arroyo Seco. In the 1890's, the Mount Washington area began to attract artist and other eastern newcomers. Harriet Atwater Paramour, also purchased land from the Verdugo Family and began subdividing the land in 1912. The vast majority of the homes in the communities surrounding the Taylor Yard site were not developed, however, until the 1920's housing boom of the City of Los Angeles. In the 1930's, the Los Angeles River was located in a concrete channel as a flood control measure by the U.S. Army Corps of Engineers. Because of the high water table, a portion of the river was left as a soft bottom, near the Taylor Yard site.



Taylor Yard Development Study

The Taylor Yard environment is also closely tied to the development of transportation in the City of Los Angeles. The alignment of San Fernando Road provided the major access route between the pueblo of Los Angeles to Mission San Fernando. In 1876, the Southern Pacific Railroad provided the first transcontinental connection from San Francisco to Los Angeles and to the rest of the country. Previous railway lines such as the Los Angeles Railway provided rail service along Cypress Avenue through Cypress Park, Glassell Park and the Eagle Rock communities. The Glendale Red Car line provided rail service from the City of Glendale through the Atwater and Glassell Park communities into downtown Los Angeles.

Taylor Yard became a rail yard shortly after World War I, when Southern Pacific outgrew its Midway Yard facility. Major development on the Taylor Yard site occurred in the 1920's and early 1930's with construction of the south turntable, machine shops and other related buildings. Its primary purpose was a freight-switching facility where freight cars were combined and re-routed to different destinations.

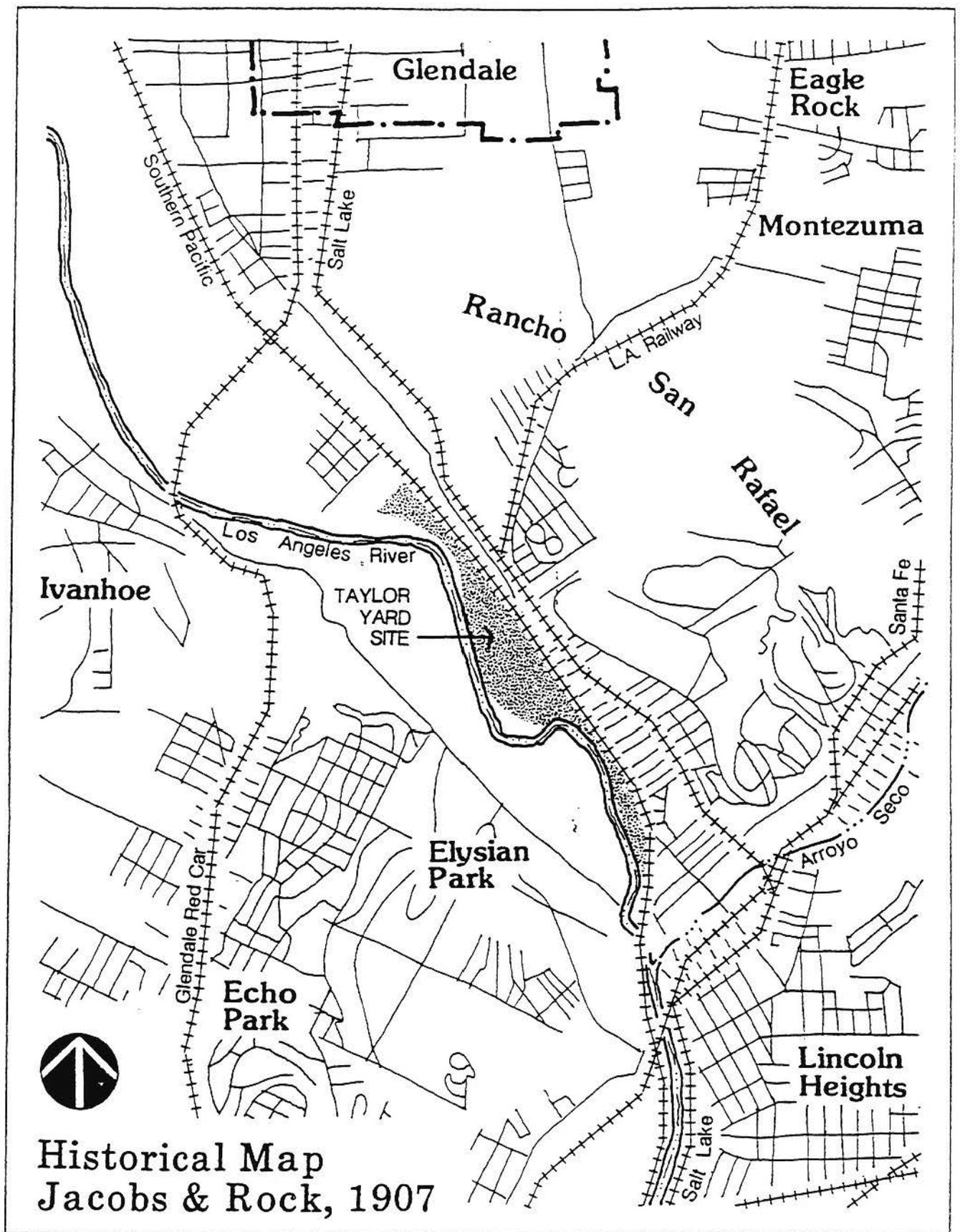
In the early 1940's the Pasadena Freeway was constructed along the Arroyo Seco, just southeast of the Taylor Yard site. Originally intended as a bicycle pathway, it became the first freeway in the City of Los Angeles. Subsequently the Golden State Freeway was built in the late 1950's and followed by the Glendale Freeway in the early 1960's.

The intense use and activity at Taylor Yard began to change in the 1960's as Southern Pacific re-routed its north-south

trains through the Cajon Pass instead of through downtown Los Angeles. With the completion of the West Colton Yard in 1973, the necessity for Taylor Yard operations also changed. In 1985, Taylor Yard closed its long standing purpose as a freight-switching facility. This change also created the loss of several hundred jobs to residents of local communities.

More recently, the Los Angeles County Transportation Commission purchased a portion of the Taylor Yard site for the first segment of the Metrolink rail service and for the Metrolink Central Maintenance Facility. Additionally two light rail routes are proposed near or through the Taylor Yard site. The Los Angeles to Pasadena route is located just southeast of the Taylor Yard site. The proposed Los Angeles to Glendale route traverses the Taylor Yard site and runs parallel to the Metrolink route.

The historical evolution of the Taylor Yard site, adjacent communities, and transportation systems helped set the stage for the future development of Taylor Yard and for the concerns expressed by local community residents.



Taylor Yard Development Study

Natural Features

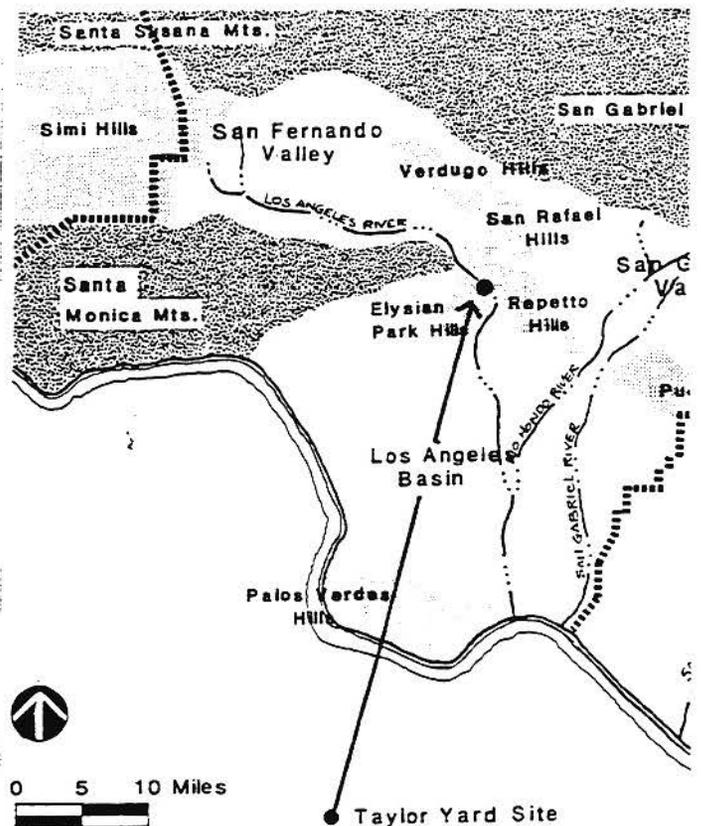
The Taylor Yard site occupies a very unique location within its natural setting. It is located in the pass through between the greater Los Angeles Basin and the San Fernando Valley. The passageway is created by the Elysian Park Hills which form the southern tip of the Santa Monica Mountains and by the Repetto Hills which include the communities of Glassell Park, Mt. Washington, Lincoln Heights, El Sereno and City Terrace.

The Taylor Yard site is approximately at 350 foot elevation. The Repetto Hills to the northeast reach elevations of 900 foot and the Elysian Park Hills, to the southeast, reach elevations of 700 feet.

Taylor Yard is also situated within the flood plain of the Los Angeles River which originates in the community of Chatsworth in the San Fernando Valley. The Los Angeles River continues through the valley created by the Elysian Park and Repetto Hills and empties into the Pacific Ocean in the City of Long Beach. The Arroyo Seco, which is one of the main tributaries of the Los Angeles River, joins the River just southerly of the Taylor Yard site underneath the Pasadena Freeway.

That portion of the Los Angeles River, from Griffith Park to the Taylor Yard site, includes a soft river bottom due to the level of the ground water which is located 30-44 feet below-the ground surface.

To a great extent, the natural setting of the Taylor Yard site determined the future development of adjacent communities, the location of major rail lines, street systems, freeway networks, and the development of Taylor Yard as a rail yard.



Adjacent Communities

The interplay of three major elements physically structure the communities adjacent to the Taylor Yard site. These major elements include the Los Angeles River, the surrounding hillside topography and the network of Freeways formed by the Pasadena, Golden State and Glendale Freeways.

Northeast of Taylor Yard are the three adjacent and contiguous communities of Cypress Park, Mt. Washington and Glassell Park. Northwest is the Atwater community which is bordered by the Los Angeles River, Glendale Freeway, San Fernando Road and the Ventura Freeway. Immediately south of Taylor Yard, but with no direct access, is the Elysian Valley Community. It is bordered by the Los Angeles River and the Golden State Freeway. Further south of the Golden State Freeway are the two hillside communities of Silver Lake and Echo Park as well as Elysian Park and Dodger Stadium.

Southeast of Taylor Yard, across the Arroyo Seco and the Pasadena Freeway is the Lincoln Heights community, which is one of the City's oldest communities. All or portions of these communities are located within a two mile radius of the Taylor Yard site.



Regional Context



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Community Characteristics

The following table depicts the demographic characteristics of the five most adjacent communities to Taylor Yard. As reflected in the table, there is a total population of slightly over 61,000 persons and 18,000 households. The average number of persons per household ranges from a low of 2.9 in Mt. Washington to a high of 3.9 in Cypress Park. The number of persons under 18 years of age varies from 25% in Mt. Washington to 31% in Cypress Park. Persons 65 years of age or over is between 7-10% in the five communities.

There are distinct differences in the ethnic composition of the adjacent communities. Cypress Park has the highest Hispanic population (78%) and the lowest Asian population (14%). Mt. Washington has the lowest Hispanic population (50%) and an Asian population of 18%. Elysian Valley has the highest Asian population (32%) and the second lowest Hispanic population (57%).

The range in median family income varies from \$28,000 to \$38,000. The Mt. Washington community has the highest median family income and Cypress Park has the lowest income of the five communities.

Housing characteristics also vary between the five communities. The range of owner-occupied residential units is 34-55%. The highest owner occupancy is in Mt. Washington (55%). Glassell Park, Cypress Park and Elysian Valley each have approximately 50% owner occupancy. The Atwater community has the lowest owner occupancy at 34%. In four of the five communities, the predominant type of

housing is single family units. Glassell Park, Cypress Park, Mt. Washington and Elysian Valley each have over 70% single family units. Single family units comprise only 54% of the housing stock in the Atwater community.

Taylor Yard Development Study

DEMOGRAPHIC OVERVIEW OF ADJACENT COMMUNITIES

Adjacent Communities	Atwater	Glassell Park	Cypress Park	Mount Washington	Elysian Valley
POPULATION CHARACTERISTICS					
Total Population	11,726	11,363	12,703	17,191	8,206
Total Household	3,435	3,227	3,223	2,323	
Persons per household	3.4	3.5	3.9	2.9	3.5
Under 18 years of age	30%	29%	31%	25%	29%
65 years of age and over	9%	8%	7%	10%	10%
ETHNIC CHARACTERISTICS					
% Hispanic	68%	63%	78%	50%	57%
% Asian	17%	19%	14%	18%	32%
% Black	1%	2%	1%	3%	1%
INCOME CHARACTERISTICS					
Median Family Income	\$31,554	\$32,753	\$28,362	\$38,048	\$30,057
% Poverty Status	15%	17%	18%	15%	13%
HOUSING CHARACTERISTIC					
% Owner-Occupied	34%	51%	49%	55%	48%
% Single Family	54%	72%	75%	70%	77%

Circulation

The circulation system in the vicinity of the Taylor Yard site consists of a network of major streets, rail lines, freeways, existing and proposed public transit. To a great extent, the circulation system was also dictated by existing hillside topography and the valleys surrounding the Taylor Yard site.

Freeway System

Taylor Yard is serviced by three freeways within close proximity to the site. The earliest freeway was the Pasadena Freeway, located just southerly of Taylor Yard, and follows the alignment of the Arroyo Seco into downtown Los Angeles. On and off ramps are provided at

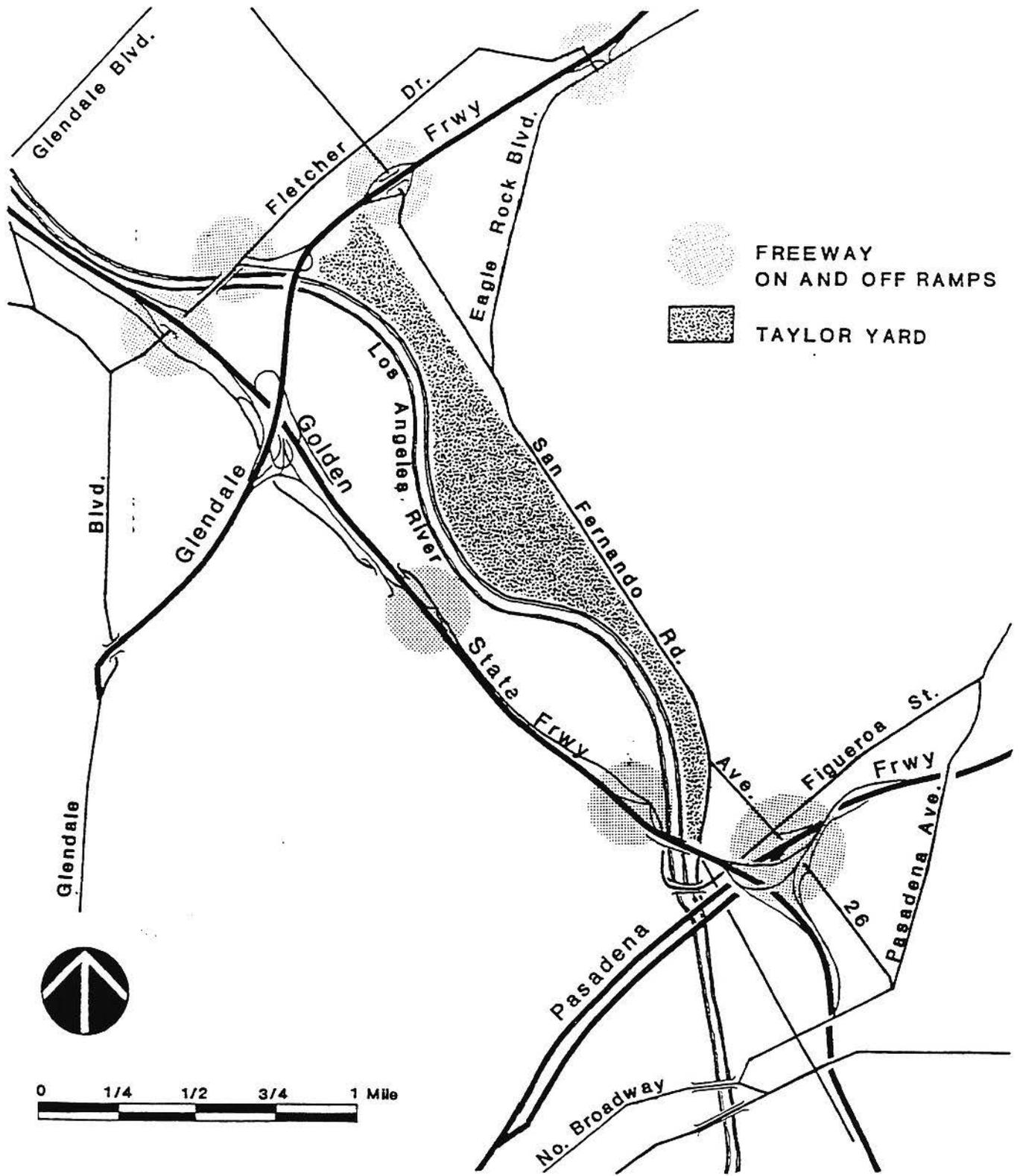
Avenue 26 which proceeds northward to the Taylor Yard site. The Golden State Freeway originates east of downtown Los Angeles, essentially follows the alignment of the Los Angeles River and extends into the San Fernando Valley. It also provides access to Taylor Yard via Avenue 26 and more indirectly via Riverside Drive and Fletcher Drive. The third freeway is the Glendale Freeway and it is located on the northern tip of the Taylor Yard site. Access to Taylor Yard is provide directly from San Fernando Road and indirectly from Fletcher Drive. While this freeway network does not provide good visibility of the Taylor Yard site, it does provide good regional accessibility. The location of freeway on and off ramps places a heavy burden on San Fernando Road and the intersection at Fletcher Drive and on Avenue 26 just south of the Pasadena Freeway.

Street System

As previously noted, Taylor Yard is located in a valley between the Elysian Park Hills to the south and the Repetto Hills on the north. The dominance of these hillsides prevented the development of the standard grid of streets where major thoroughfares form a grid at intervals of one-quarter or one-half mile. Instead, major streets were developed in the series of valleys and ravines created by the hillside topography. Examples of such streets, in the vicinity of Taylor Yard, are Figueroa Street, York Boulevard, Eagle Rock Boulevard and Glendale Boulevard.

San Fernando Road, which runs northwest through the Elysian Valley, is the only direct access route to the Taylor Yard site. Direct access from the north is hampered by hillside topography. Direct access from the south is restricted because of the Los Angeles River, Golden State Freeway and also hillside topography. The northwest orientation of San Fernando Road provides good access into the City of Burbank and beyond into the San Fernando Valley. Southeast of the Taylor Yard site, San Fernando Road provides indirect access to downtown Los Angeles via Avenue 26 to North Broadway.

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Public Transit

Existing bus service is inherently limited to existing major thoroughfares and certain collector streets in the vicinity of the Taylor Yard site. MTA bus lines 90, 91 and 94 travel along San Fernando Road providing access into downtown Los Angeles on the south and into the City of Glendale and the San Fernando Valley on the northwest. These lines provide the most direct access to the Taylor Yard site. The adjacent communities of Cypress Park, Glassell Park and Mt. Washington are also serviced by MTA lines 84 and 85 via Cypress Avenue from downtown Los Angeles to the City of Glendale and the Eagle Rock community. MTA line 176 provides service from Glassell Park, via Division Street and Avenue 50, on to Highland Park and the cities of Alhambra and El Monte. Southerly of the Taylor Yard site, Line 81 provides service along Figueroa Street from downtown Los Angeles to Eagle Rock and the City of Glendale. Direct bus service to the Taylor Yard site from the communities of Echo Park or Silver Lake, southerly of the Golden State Freeway is presently not available.

Southern Pacific Transportation Company historically owned and operated a railroad line located in Taylor Yard, parallel and adjacent to San Fernando Road. Southern Pacific recently sold portions of its railroad right of way and the Taylor Yard site to the MTA. The purpose of the sale was to construct Metrolink commuter rail, a Metrolink service and layover facility and the possibility of light rail route between Los Angeles and Glendale.

The metrolink route enters the Taylor Yard

site under the Golden State Freeway, traverses the Taylor Yard site and exists under the Glendale Freeway. It provides commuter service from Union Station to Moorpark in the western San Fernando Valley. The Metrolink right of way is jointly used by Southern Pacific and MTA. It is still used for limited freight operations, Amtrak train service as well as Metrolink service, although no Metrolink stations are located near the Taylor Yard site.

Currently there are proposals for two light rail routes in or near Taylor Yard. The Los Angeles to Pasadena light rail line would utilize a railroad right of way that is located just south of Taylor Yard and the Pasadena Freeway. The route is proposing a light rail station and a park- and-ride facility at Avenue 26, just southerly of the Pasadena Freeway in the Lincoln Heights community. A second station is proposed near Marmion Way and Figueroa Street. This Light rail route is currently awaiting funding for its construction. The second proposed route from Los Angeles to Glendale and Burbank would actually traverse the Taylor Yard site, adjacent and parallel to the existing Metrolink route. Early planning efforts had suggested two station locations within the Taylor Yard site and a third station further north across the Glendale Freeway. Final planning studies for this route are currently being completed. This proposed route is one of eight candidate corridors that will be competing for funding in the near and distant future.

Taylor Yard Development Study

TAYLOR YARD DEVELOPMENT STUDY

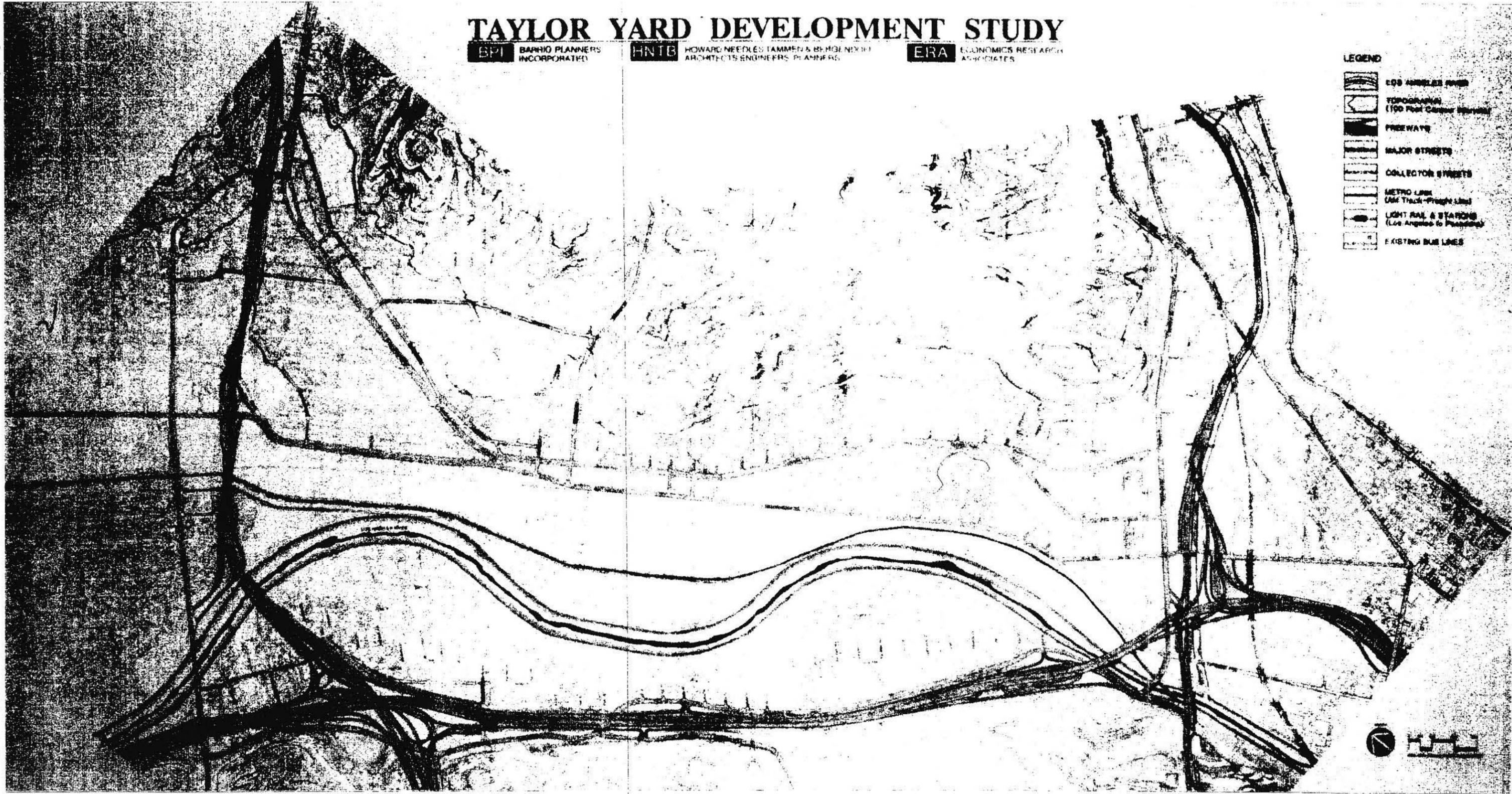
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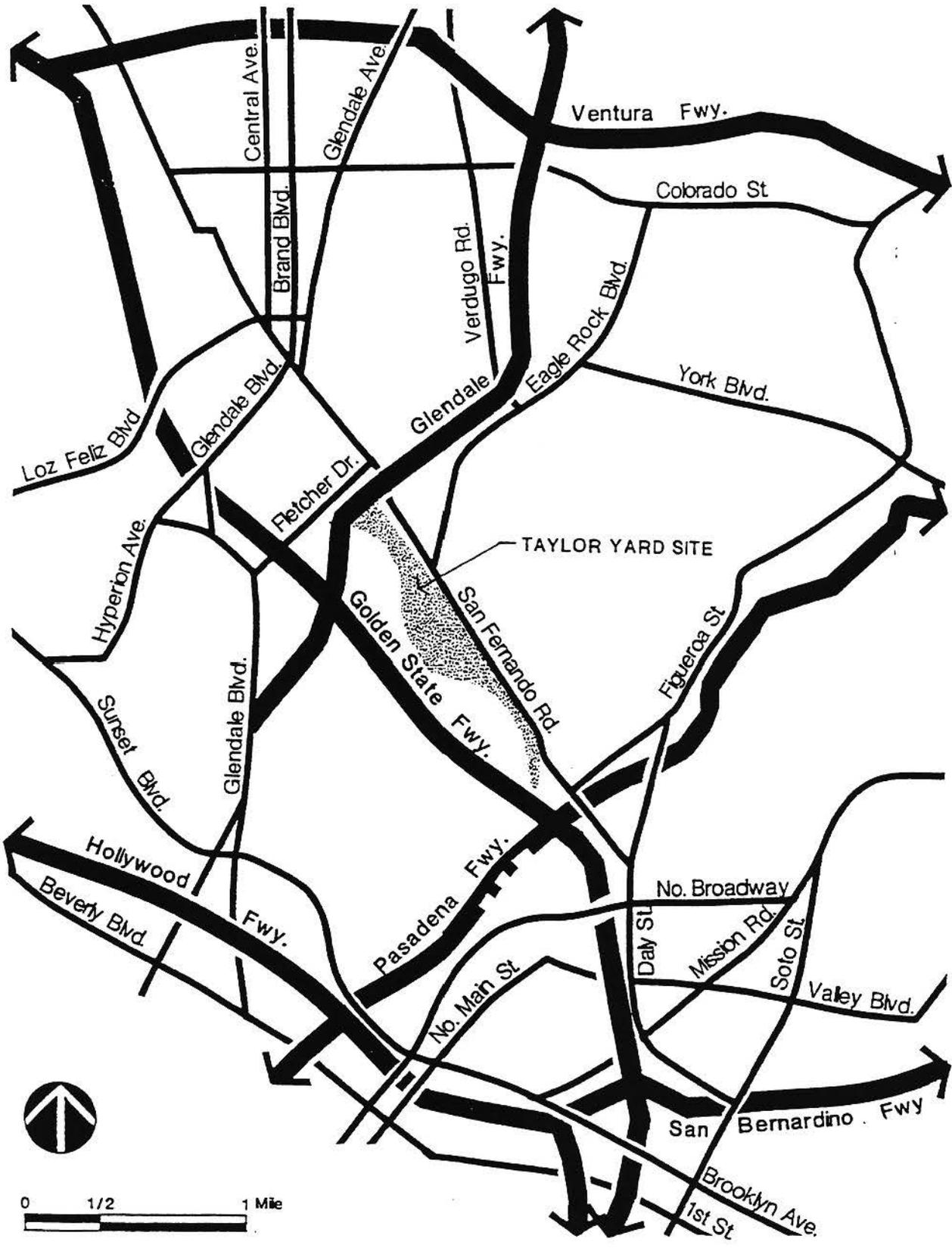
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ASSOCIATES

LEGEND

-  LOS ANGELES RIVER
-  TOPOGRAPHY
(100 Foot Contour Interval)
-  FREEWAY
-  MAJOR STREETS
-  COLLECTOR STREETS
-  METRO LINE
(AM Track-Freight Line)
-  LIGHT RAIL & STATIONS
(Los Angeles to Pasadena)
-  EXISTING BUS LINES





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Industrial/Commercial Corridors

As part of determining the development potential for Taylor Yard, it is important to note existing land use patterns and concentrations. The following map depicts the location of existing industrial corridors and a variety of commercial concentrations within a 2-3 mile radius of the Taylor Yard site.

Historically, industrial concentrations were developed along major railroad lines. Two such corridors exist northwest and southeast of the Taylor Yard site. The first corridor actually begins along the frontage of San Fernando Road immediately southeast of the Glendale Freeway. It becomes more concentrated as it proceeds northwest, following the alignment of the Southern Pacific rail line and San Fernando Road. This corridor extends into the cities of Glendale, Burbank and the San Fernando Valley.

The second major industrial corridor originates just south of the Taylor Yard site and the Pasadena Freeway, in the Lincoln Heights community. This corridor essentially follows the path of several major rail lines and the Los Angeles River. It extends into the eastern portion of downtown Los Angeles, the Boyle Heights community and cities of Vernon, Huntington Park and Commerce.

A smaller industrial concentration exists in the Elysian Valley community and runs parallel and adjacent to the southern edge of the Los Angeles River.

Commercial concentrations are generally categorized as regional, community or neighborhood commercial based on the number and types of commercial uses offered and the population base which they service. Such factors as location and regional access become more significant as the concentration of commercial use is intensified.

It is significant to note that within a one mile radius of Taylor Yard there are only three neighborhood serving commercial nodes. They are located at San Fernando Road and Avenue 26, San Fernando Road and Fletcher Drive and Glendale Boulevard and Fletcher Drive. This lack of commercial development is indicative of the hillside topography which severely restricts access to the Taylor Yard vicinity as well as the single family residential character of adjacent communities which lowers the overall population base. Of the three neighborhood nodes, the commercial core at San Fernando Road and Fletcher Drive is the most intense because of its accessibility from several communities.

Within a two mile radius of Taylor Yard, there exist several community serving commercial nodes. These exist along North Broadway in the Lincoln Heights community, Sunset Boulevard and Glendale Boulevard in the Echo Park community and along Figueroa Street in the Highland Park community.

Strip type commercial corridors also exist along York Boulevard and Eagle Rock Boulevard in the Highland Park community. A large concentration of strip commercial corridors also exist in the City of Glendale along Glendale

Taylor Yard Development Study

Avenue, Brand Boulevard and Central Avenue. These community commercial and strip commercial concentrations are located along major, continuous street thoroughfares.

The most significant commercial concentrations within a three mile radius of Taylor Yard are located in the Eagle Rock community and the City of Glendale. The Eagle Rock shopping center is located next to the Glendale Freeway on Colorado Boulevard. The downtown core of the City of Glendale, which is unrestricted by hillside topography, contains the Glendale Galleria shopping center and a large regional serving commercial core along Central Avenue and Brand Boulevard.

Park/Open Space

Taylor Yard is located within close proximity of three of the four regional parks which service the greater downtown Los Angeles area. These include Elysian Park, one mile south of the site; Griffith Park, approximately two miles northwest; and Montecito Park, two miles west of the Taylor Yard site.

These regional parks provide a wide range of recreational activities to local communities and to the region. Access to these parks, however, can be complicated and outside of normal walking distances.

Community and neighborhood serving parks are extremely limited in the communities adjacent to Taylor Yard in Cypress Park, Mt. Washington, Glassell

Park and Elysian Valley. In fact, the broader region which would include Silver Lake, Echo Park, City of Glendale, Eagle Rock, Highland Park and Lincoln Heights are also undeserved by community or neighborhood oriented parks as measured by most recreational standards.

Opportunities have been suggested, however, to creatively utilize the Los Angeles River by providing access to pedestrians and bikeways to connect and link Griffith Park with Elysian Park. The Los Angeles Department of Transportation is currently developing a plan for bikeways along the west and east banks of the Los Angeles River.

The County Department of Public Works is conducting on-going studies to create a flood detention basin at Taylor Yard. In addition, they are conducting an extensive study to develop a L.A. River Master Plan, which could positively impact Taylor Yard. If constructed the detention basin could also be utilized for recreational uses and environmental enhancements. The department is receptive to working with community groups to utilize a portion of Taylor Yard for this purpose and to accommodate other community goals.

Taylor Yard Development Study



Regional Context



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Community Context

The Taylor Yard site has always had a unique relationship with the immediately adjacent communities of Cypress Park and Glassell Park to the Northwest and to Elysian Valley on its southerly side. Topographically, all or portions of these communities and Taylor Yard share the same flood plain of the Los Angeles River. The residential development of the adjacent communities occurred simultaneous with the development of Taylor Yard. The freight yard, maintenance facility and other rail related activities provided several thousand jobs to nearby residents for several generations. The Taylor Yard environment can be viewed as a small town with several distinct neighborhoods and Taylor Yard, along with other local industry, providing a major source of employment. Taylor Yard was considered an important community resource and explains the serious concern of community residents regarding the evolution and development of this large and imposing site.

The following section provides an overview of these three adjacent communities and their relationship to the Taylor Yard site.

Cypress Park

The Cypress Park community, of approximately 13,000 persons, is located immediately northeast of Taylor Yard across San Fernando Road. It is physically separated from the Lincoln Heights Community to the east due to the Arroyo Seco and the Pasadena Freeway. Access between the two communities is provided, however, along Avenue 20, Avenue 26 and Pasadena Avenue. The Mt. Washington community is located immediately north of the Cypress Park community. It originates along Isabel Street where the hillside topography assumes a much steeper grade. Isabel Street provides the access to several local hillside streets that service the northeasterly face of Mt. Washington.

The residential core of Cypress Park stretches one or two blocks in depth along Cypress Avenue and Figueroa Street. The majority of housing is single

family with scattered multiple units on the east edge of the community. The housing stock, which is 49% owner occupied, is a prime candidate for conservation and rehabilitation. One of the most significant impacts to the residential core of Cypress Park was the introduction of a bus maintenance facility. This facility occupies an 8.6 acre site between Avenue 27 and 28, east of Pepper Avenue. Immediately adjacent to this facility are residential uses, Cypress Park Recreation Center and nearby is the church and school of Divine Savior.

Commercial uses consist of an older commercial node on Figueroa Street, between the Golden State Freeway and Avenue 28. Less intense commercial uses also exist along portions of Cypress Avenue. The Cypress Park community also contains the site of the former Lawry's of California. Approximately 21 acres in size, it is located along San Fernando Road, southerly of Avenue 26. The site, which is presently for sale,

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contains the Lawry's Garden, restaurant and manufacturing facilities.

Limited industrial uses are concentrated along the northerly frontage of San Fernando Road. This strip industrial sector appears to be in transition. While some limited new development has occurred, several properties are either vacant, under-utilized or converted to alternative uses such as the new Korean Catholic Church. Generally, this industrial strip is bordered by residential uses on its northerly side. This strip area is significant because of its potential as a transition between existing residential uses and the future development of Taylor Yard.

There are several community resources which exist and service the Cypress Park community. Many of these are located on or near Cypress Avenue and include Aragon Avenue Elementary School, Divine Savior Church and school complex, Nightingale Junior High School, a fire station and a small branch library. Nightingale Junior High and Loreto Street Elementary School, located east of Figueroa Street service both the Cypress Park and Lincoln Heights communities. The predominance of several of these facilities, and residential character along Cypress Avenue, provides the opportunity to revitalize Cypress Avenue as a very pedestrian orientated street.

Neighborhood recreation is provided by one small neighborhood park of approximately three acres called Cypress Park Recreation Center. It currently contains a community building, indoor gym and playfields. It is situated at Pepper Street and San Fernando Road.

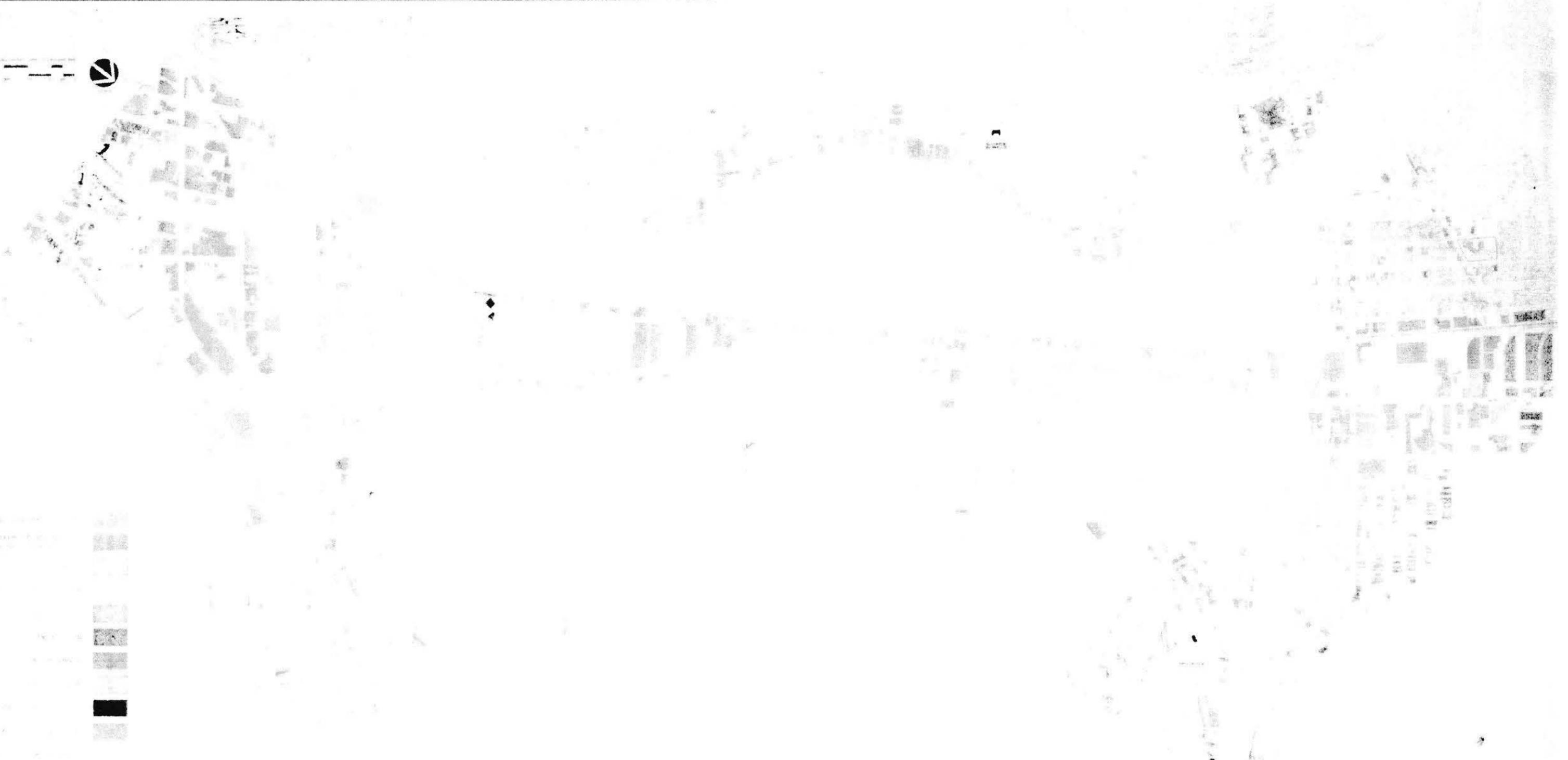
From its base at San Fernando Road, the Cypress Park community, rises gently in elevation as it transitions into the much steeper Mt. Washington community. Consequently, it offers direct views to the Taylor Yard site. The future development of Taylor Yard will have direct visual impact to the Cypress Park community as evidenced by the recently constructed Metrolink Maintenance Facility.

Glassell Park

The Glassell Park community of approximately 11,000 persons is also located immediately northeast of Taylor Yard, across San Fernando Road. Geographically, it is a continuation of the Cypress Park area with Division Street as its undefined boundary. Topographically, Glassell Park consists of two distinct areas east and west of Eagle Rock Boulevard. The easterly side contains steeper hillsides, and is predominantly single family housing with scattered multiple units. The westerly side from Eagle Rock Boulevard to the Glendale Freeway has minor grade changes and is a concentrated single family neighborhood. Similar to Cypress Park, the residential area east of the Glendale Freeway is a good candidate for conservation and rehabilitation. A portion of the Glassell Park community extends westerly, across the Glendale Freeway, and also includes both hillside and less severe land areas. The residential uses, however, are quite different in that it contains a concentration of multiple family units. Access across the Glendale Freeway is provided by San Fernando Road, Estara

Taylor Yard Development Study

TAYLOR YARD DEVELOPMENT STUDY
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Avenue and Avenue 26.

The Glassell Park community does not contain any commercial nodes east of the Glendale Freeway. Some scattered commercial uses do exist along portions of Verdugo Road and Eagle Rock Boulevard. The west side of the Glendale Freeway, along San Fernando, contains the most significant commercial node of the Taylor Yard area. Newer commercial uses have been developed in the area because of the proximity of a K-Mart store, north-south access provided by Fletcher Drive, and freeway ramps provided at San Fernando Road. This node also contains the 5 acre site of the former Van De Kamp bakery which could be redeveloped as a mixed use type of development. Immediately east of the Glendale Freeway, with frontage on San Fernando Road, is a 7 acre site owned by Hughes Market. It was formerly used as a distribution center and the current plans are to develop the site with a supermarket.

Industrial uses in Glassell Park are also concentrated along San Fernando Road. They are, however, located along the easterly and westerly frontage of San Fernando Road with lot depths of 150-200 feet. Industrial uses on the westerly side prevent direct access to the Taylor Yard site, along San Fernando Road, from the Glendale Freeway on the north to Division Street on the south. Marginal industrial uses, scattered commercial uses, and some residential uses are intermixed in the narrow corridor created by the parallel alignments of Verdugo Road and Eagle Rock Boulevard. While this narrow corridor is zoned for industrial

and commercial manufacturing uses, the properties are too shallow in depth to permit significant industrial developments. However, opportunity for the consideration of alternative uses. The industrial uses which continue along San Fernando Road, across the Glendale Freeway, are part of an industrial corridor which extends into the cities of Glendale and Burbank. The depth of these industrial parcels varies from 600-900 feet.

Community resources in the Glassell Park community are located east and west of the Glendale Freeway. On the east side, they are concentrated along Verdugo Road and include Glassell Park Elementary School, St. Bernard's Church and School and Glassell Park, a nine acre neighborhood park with sole access from Verdugo Road. This area also contains the former site of Pater Noster High School, just east of the Glendale Freeway, and is now the Ribet Academy, a private school with grades kindergarten to high school. Immediately west of Glendale Freeway is Fletcher Drive Elementary School and Washington Irving Junior High School which is undergoing an expansion program. Both schools have frontage along Fletcher Drive. This westerly area also contains a fire station on Fletcher Drive and the Northeast Police Station on San Fernando Road.

Similar to the Cypress Park Community, the hillside areas of Glassell park enjoy a significant viewshed of the Taylor Yard site. Physically, both communities are joined by hillside topography, common residential characteristics, continuous access along Cypress

Taylor Yard Development Study

Avenue, Verdugo Road, and to Taylor Yard because of the viewshed and the common spine of San Fernando Road.

Elysian Valley

The Elysian Valley community has a population of approximately 8,200 persons and has a significantly higher Asian population (32%). Elysian Valley shares the same level flood plain on the westerly side of the Los Angeles River as does the Taylor Yard site on the easterly side. It is significantly the most isolated of the three communities with limited access to major thoroughfares and no direct access to the Taylor Yard site. Strong physical barriers are created by the Los Angeles River on the east and the Golden State Freeway and pronounced hillside topography on the west.

The residential sector extends one to three blocks in depth easterly of the Golden State Freeway. The residential character is similar to Cypress Park and Glassell Park. It is Predominantly single family units with some scattered multiple units. It is also a candidate area for conservation and rehabilitation.

Commercial uses are practically non-existent in the Elysian Valley community due to its limited access and lower population density. The community does contain industrial uses that are located parallel and adjacent to the west bank of the Los Angeles River. Industrial uses are also concentrated in the triangular area formed by Glendale and Golden State Freeways and the Los Angeles River on the northerly edge of Elysian

Valley. Primary access to the residential and industrial sectors is provided via Riverside drive on the south end and Ripple Street on the north end of the community.

The Elysian Valley community is serviced by Dorris Place Elementary School and the Elysian Valley Recreation Center, a small two acre neighborhood park.

As previously mentioned, direct access to the Taylor Yard site does not exist because of the surrounding physical barriers. Indirect access is provided from Riverside Drive to Figueroa Street and onto San Fernando Road on the south end of the Elysian Valley. Access is provided on the north end by way of Riverside Drive and Ripple Street to Fletcher Drive and onto San Fernando Road. The viewshed from most of Elysian Valley to the Taylor Yard site is very restricted because of the industrial sector along the west bank of the Los Angeles River.

Taylor Yard Development Study

Taylor Yard Site-Existing Conditions

Development opportunities and constraints for Taylor Yard are partially determined by the existing site characteristics and conditions. Portions of the site are vacant or used for railroad operations. Other portions have been sold and used for public transit uses. Toxic clean-up or soil remediation have either been completed, currently underway or not yet started on different sections of the Taylor Yard site. The entire Taylor Yard site is a very large area consisting of approximately 240 acres. It extends 2.3 miles from the Glendale Freeway on the northwest to Figueroa Street on the southeast. Taylor Yard essentially runs parallel to San Fernando Road on the north and is bordered by the bend of the Los Angeles River on the south. Because of the bend in the Los Angeles River, the depth of the Taylor Yard site varies from a maximum of 1,740 feet at its widest section to minimum of 360 feet at its narrowest section. The entire Taylor Yard site is presently zoned M3-Heavy Industrial and is designated Heavy Industrial on the current Northeast Los Angeles District Plan. The following section describes the existing conditions of the Taylor Yard site and their impact on its future development.

Parcels/Ownership/ Existing Uses

The entire Taylor Yard site consist of eight parcels which comprise the 240 acre site. The following describes the parcel size, ownership and current use of each of these eight parcels.

Parcel A

Parcel A consist of 13.7 acres and was purchased from Southern Pacific by the Metropolitan Transit Authority. It is jointly used for freight operations, Amtrak rail service and Metrolink rail service. It also provides right of way for the future Los Angeles to Glendale light rail route. Parcel A is essentially a 120 foot right of way that traverses and bisects the entirety of the Taylor Yard site. Because of its current and projected use it presents both an opportunity and constraint for future development. It provides on opportunity for access to public transit, particularly light rail, through the station locations for adjacent

community residents and commuters. It also functions as a constraint because of the high activity through joint use of the right of way. As a physical barrier, it bisects the Taylor yard site, restricts access and narrows the preference for certain types of land uses.

Parcel B

Parcel B is 29.5 acres in size and was also purchased by the Metropolitan Transit Authority. It was recently developed as the metrolink maintenance service and layover facility. Parcel B is located at the southeastern portion of Taylor Yard site between the metrolink right-of-way (parcel A) and the Los Angeles River. As a recent development, parcel B actually represents the phase 1 development of the entire Taylor Yard site.

Parcel C

Parcel C is approximately 23 acres in size and also owned by the Metropolitan Transit Authority. The site is located adjacent to Parcel B and northerly of the metrolink right-of-way. This parcel also includes 1500 feet of frontage along San Fernando Road. The site is presently vacant and is not for sale. The opportunity of the site is that it could be developed for transportation related uses or developed in concert with other portions of Taylor Yard which are adjacent, vacant and for sale.

Parcels D, E, and F

Parcels D, E, and F are all owned by Southern Pacific Railroad and are a total of 94 acres in size. All three parcels are vacant and for sale by Southern Pacific. These three parcels present the highest opportunity for future development because they are for sale and represent one of the largest vacant and industrial zoned properties in the central Los Angeles area. There are several constraints, however, which affect these three parcels. Direct access from the southerly side is not available because of the metrolink right-of-way but more so because of the physical barrier formed by the Los Angeles River. Secondly, while the three parcels are contiguous and extend for 1.2 miles, only one third (parcels D and E) have frontage or direct access from the San Fernando Road. The remaining two-thirds (parcel F) is situated approximately 200 feet southerly of privately owned industrial parcels and with no direct access to San Fernando Road. Finally, the three parcels vary considerably in depth from 930 feet at parcel E to a shallow depth of 300 feet at parcel F.

Parcel G

Parcel G is 68.7 acres in size and owned by Southern Pacific Railroad. Parcel G is not currently for sale and is used as a railroad maintenance facility. Some of the existing activities include diesel engine service and maintenance, waste water treatment plant, and active track areas. This railroad facility is likely to remain for an unspecified time period. Its future redevelopment must be considered as a phase 2 development some time in the distant future. The opportunity of this site, however, is that it is located parallel and adjacent to the Los Angeles River for a distance of approximately one mile. The constraints of this parcel include lack of access because of its distance from San Fernando Road and metrolink right-of-way on the northerly side and because of the Los Angeles River on the southerly side. Indirect access is provided via Casitas Avenue with awkward connection to Fletcher Drive.

Parcel H

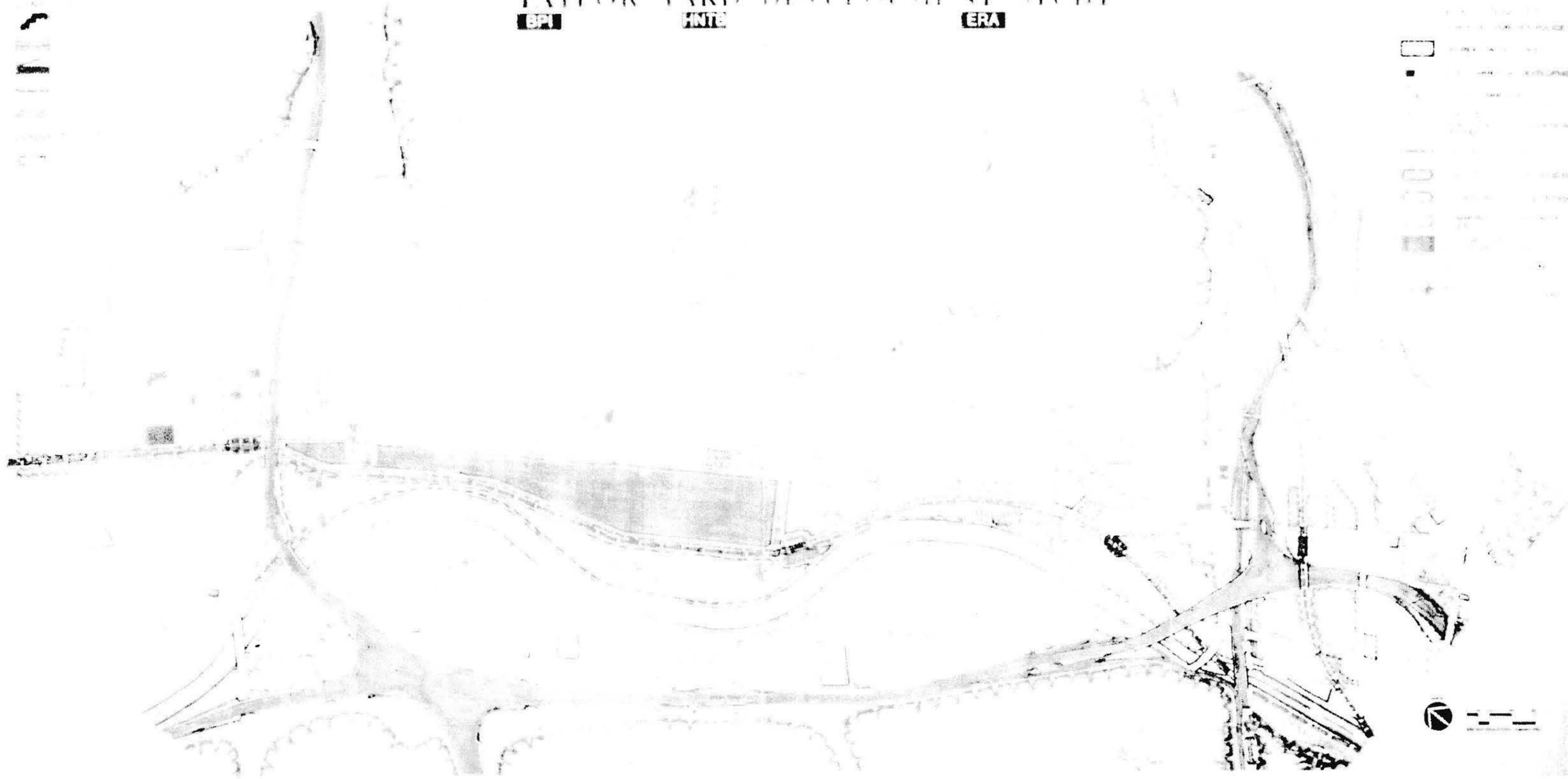
Parcel H is 10.9 acres in size and owned by Southern Pacific. This parcel is not for sale and is used as a storage yard by Southern Pacific. It is located at the northwesterly portion of Taylor Yard between parcel G and the Glendale Freeway. Parcel H includes the same opportunities and constraints as parcel G. The future development of parcel H is contingent on the development of parcel G.

TAYLOR YARD DEVELOPMENT STUDY

SP1

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Status of Soil Remediation

Historically, Taylor Yard was used for a variety of railroad related activities since the turn of the century. A good portion of Taylor Yard, including parcels B and F were occupied mostly by railroad tracks. Other portions, however, such as parcels E, D and G were the sites of an equipment shop, lumber mill, steel fabrication, the "Hump" switching area, and for the storage of diesel fuels, oils, cleaning materials and water treatment chemicals. The location and longevity of these uses and activities contributed to the generation of hazardous materials and contamination of the soil.

In 1990, the Metropolitan Transit Authority purchased 67 acres, including Parcels A, B and C, from Southern Pacific Railroad Company. As part of the sale agreement, Southern Pacific Transportation Company was to remediate the soil conditions of the Metropolitan Transit Authority purchased parcels. Southern Pacific then entered into an Enforceable Agreement with the California Department of Toxic Substances Control for the investigation and appropriate remediation of Taylor Yard. The Enforceable Agreement separated the entire site into two areas shown as the sale parcel (parcel A, B, C, D, E, and F) and the Active Yard Area (parcels G and H). Subsequently, a remedial action plan was written for that portion of Taylor Yard involving the sale parcels.

As per the Enforceable Agreement, the parcels purchased by the Metropolitan Transit Authority have already completed the soil remediation process. Soil remediation is currently underway for

parcels D,E, and F which are the remaining properties for sale by Southern Pacific. Parcel G, the active yard area is not for sale and presently there is no schedule for either soil investigation or remediation of this parcel.

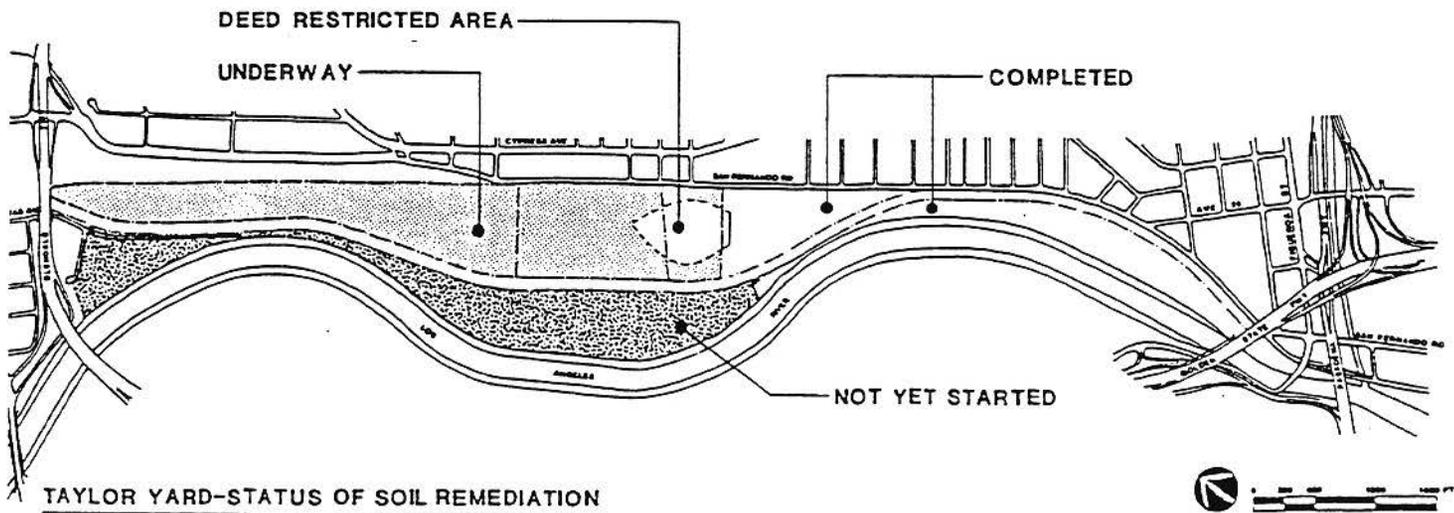
The standards used to determine the degree of soil remediation have both a regulatory and cost impact on the future development of Taylor Yard. Taylor Yard is presently zoned for industrial uses and designated for industrial uses on the current Northeast Los Angeles District Plan. Also, the sale of portions of Taylor Yard by Southern Pacific is predicated on future industrial development. The degree of soil remediation, on the for sale parcels, is applying standards that would only permit industrial development, as per the Enforceable Agreement

A portion of Parcels C and D, known as the "Hump" area, was found to have high concentrations of lead contaminants. The majority of the lead contaminated area in Parcel C has been remediated and now contains lead at a level of 250 parts per million. The hump area in parcel D contains lead at 1000 parts per million and will be sealed under a cap with several feet of clean soil. This portion of the lead contaminated area is subject to a deed restriction which will only permit industrial development.

The cost for all the agreed soil remediation measures is estimated at \$18 million. This cost does not include the active yard area, which is not for sale, and for which a remedial action plan has not yet been prepared.

In summary, industrial type uses is the only permitted development on the Southern Pacific sale parcels and the parcels owned by Metropolitan Transit Authority. The ability to develop commercial uses on Taylor Yard, for the area that is presently being remediated, would require a review and determination by the California Department of Toxic Substance Control.

In order to permit a variety of other uses, several actions would have to be initiated. First, the property would require a zone change, supported by the property owner and approved by the city of Los Angeles. Second a new Enforceable Agreement would have to be approved by the property owner and the California Department of Toxic Substance Control to establish the revised standards for soil remediation. Last, the property owner would have to pay for the cost of the additional soil remediation as per the Enforceable Agreement.



TAYLOR YARD-STATUS OF SOIL REMEDIATION

Opportunities and Constraints

The combined findings, under the Planning Context, Community Context and the Taylor Yard Site - Existing Conditions, presents both opportunities and constraints that affect the land use and development scenarios for the Taylor Yard site. The following section summarizes the opportunities and constraints based on the regional and community context analysis and the present conditions of the Taylor Yard site. The results of this analysis will be combined with the significant findings of the economic and market analysis to identify a much broader perspective of the opportunities and constraints for Taylor Yard.

Taylor Yard Site - Constraints

1. Of the total 240 acre site, only 94 acres are presently for sale by Southern Pacific.
2. The Active Yard area, approximately 80 acres, is still in use, not for sale, and its availability for development is presently unspecified.
3. Based on the current zoning, soil remediation agreement, and clean-up efforts, the for sale properties are limited to industrial development.
4. There is presently no soil remediation plan in place for the Active Yard area.
5. Additional soil remediation efforts, at higher standards, to permit alternative land uses would require a zone change, concurrence of the property owner, City approvals, a new soil remediation plan and the cost of additional clean-up efforts.
6. Alternative land use development options are limited by the presence of both Light Rail and the joint use right-of-way for Metrolink, Amtrack and freight operations which essentially bisect the Taylor Yard site.
7. New commercial development on the Taylor Yard site is limited because of existing commercial nodes at better locations, with easier access.
8. Only one-third of the Taylor Yard site, which can be developed, has frontage and possible direct access from San Fernando Road.
9. Access to the Taylor Yard site from communities to the southwest is very restricted because of the Los Angeles River, Golden State Freeway and hillside topography.
10. Access from northeasterly communities is not as restricted, but is channelled to certain streets at both ends of the Taylor Yard site.

Taylor Yard Development Study

11. Primary, direct access from San Fernando Road is somewhat constrained by freeway underpasses at the Glendale Freeway, northerly of the site, and at Avenue 26 and the Pasadena Freeway, southerly of the site.
12. The three freeways, that are in close proximity to the site, do not provide good visibility of the site because of their orientation and the presence of sound abatement walls.
13. The funding and implementation for the proposed Los Angeles to Glendale route is still uncertain and may occur in the distant future.

Taylor Yard Site - Opportunities

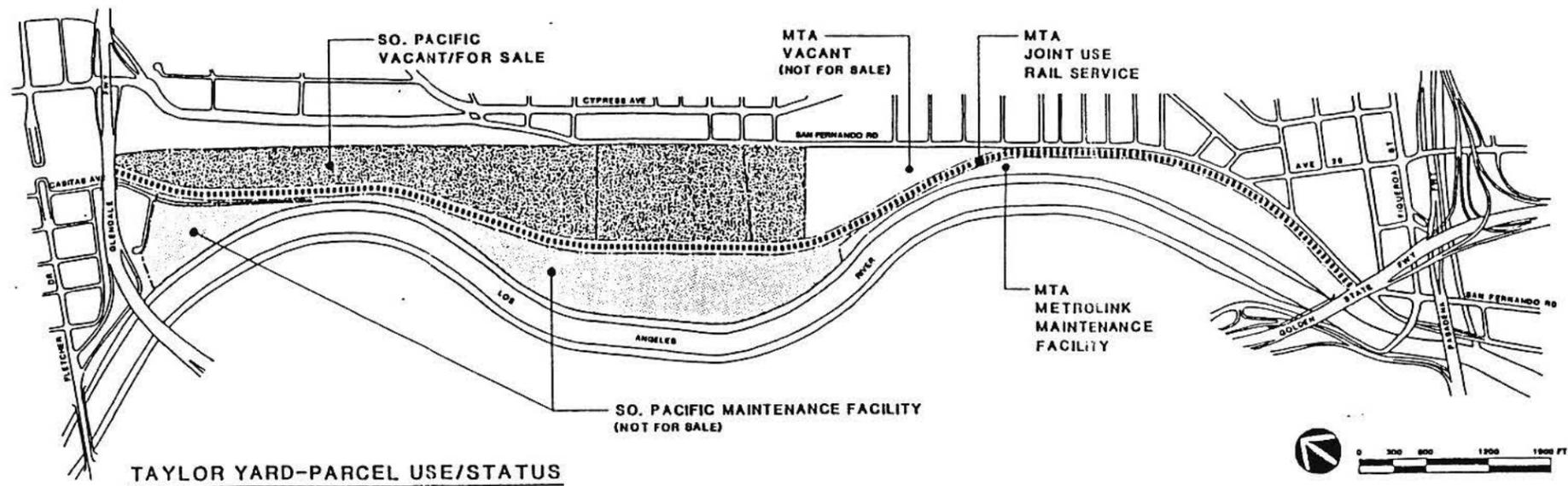
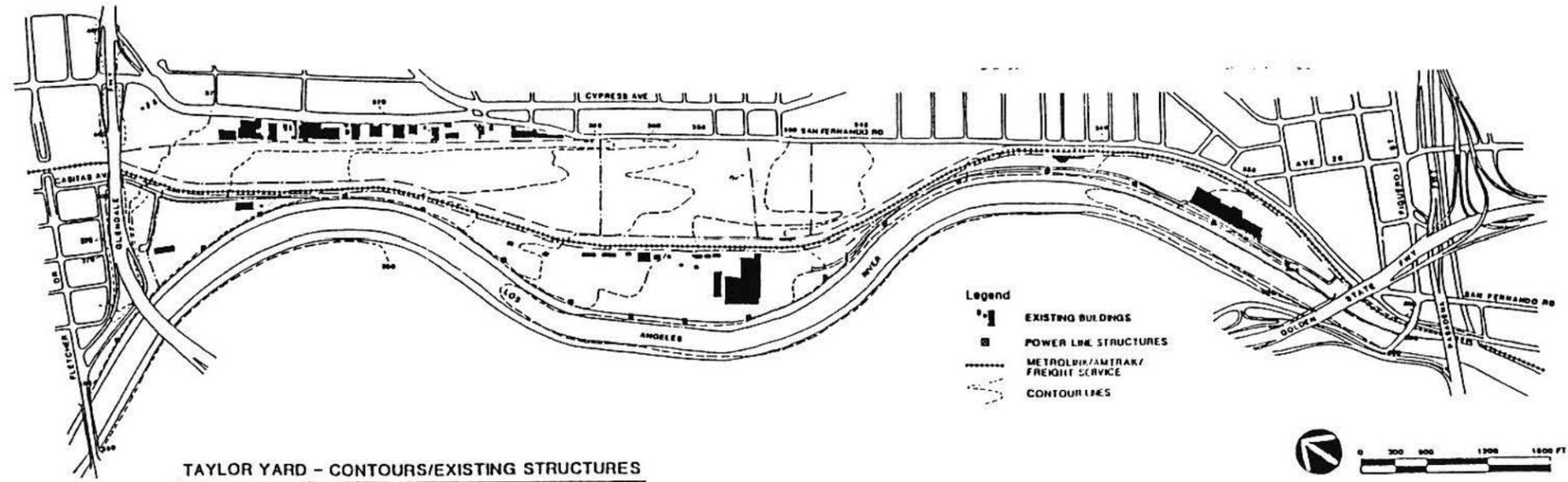
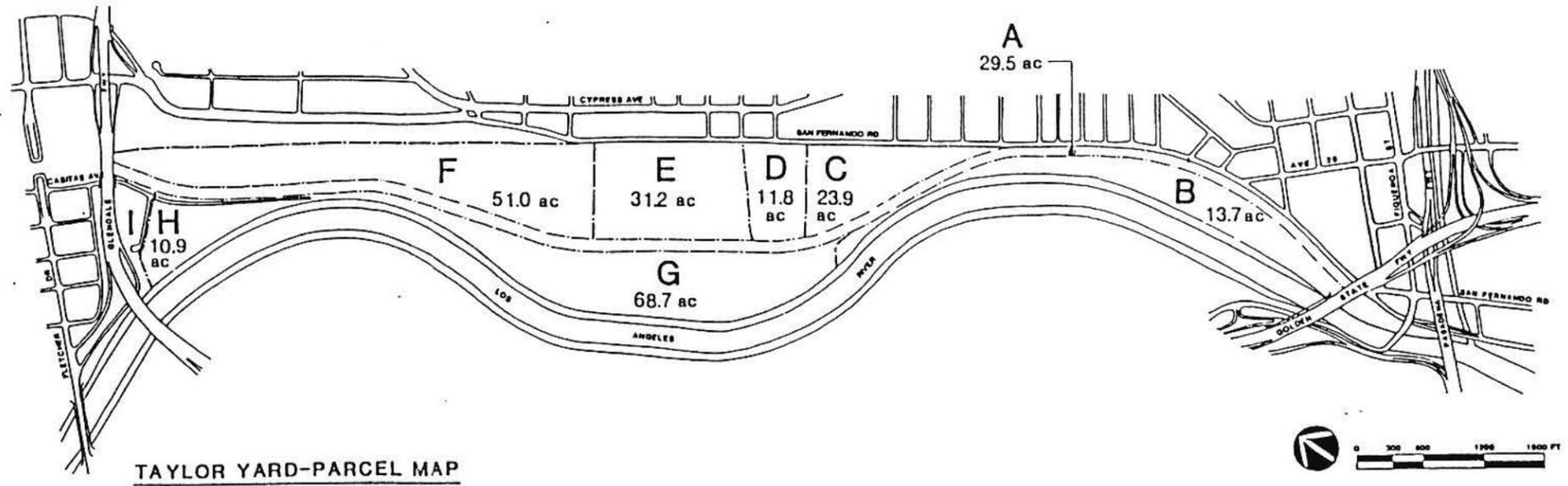
1. Located in the Elysian Valley, Taylor Yard is an important gateway between the greater Los Angeles Basin and the San Fernando Valley.
2. Taylor Yard is located at the origin of two major industrial corridors. One extends northwest, along San Fernando Road, into the San Fernando Valley. The other follows the Los Angeles River and extends south and east into the Los Angeles Basin.
3. The for sale portion of Taylor Yard represents one of the largest, industrial zoned and vacant parcels, under one ownership in the central Los Angeles area.
4. The MTA owns approximately 23 acres of vacant land that could be developed for transportation related uses or as part of a larger master plan development.
5. With the possibility of two future light routes, in or near Taylor Yard, community residents and Taylor Yard could be provided access to a regional transit system by at least three light rail stations.
6. As Taylor Yard is ultimately developed, there may be justification and the need to introduce a metrolink station on the existing Metrolink route.
7. The Taylor Yard site has good regional access because of the proximity of three nearby freeways.
8. The Active Yard portion of the Taylor Yard is located adjacent to the Los Angeles River, near the juncture of the Arroyo Seco, and within two miles of Griffith, Elysian, and Montecito Regional Parks. It provides a unique opportunity as both a flood detention basin/recreational area and a strong link between other park/open space areas.

Taylor Yard Development Study

Parcel I

Parcel I is privately owned parcel of approximately 3 acres in size and is not a part of the Taylor Yard site. It is presently vacant but not currently for sale.

In summary, 94 acres owned by Southern Pacific are currently vacant, for sale and could be developed in the near future. An additional 23 acres, owned by Metropolitan Transit Authority, are also vacant, not for sale but could also be developed. The remainder of the Taylor Yard site is either recently developed, used for public transit or railroad activities or currently not for sale.



Adjacent Communities - Constraints

1. The combination of the Los Angeles River, freeway system and hillside topography either restricts or channels access between adjacent communities.
2. The steep hillside topography limits the potential for future residential development and helps to maintain an overall lower population base and population density.
3. Commercial development has been limited because of poor access, lack of major continuous thoroughfares and lower population density.
4. Direct access to the Los Angeles River is presently nonexistent.
5. Industrial uses, along the San Fernando Road frontage creates a poor transition between the residential sectors and the Taylor Yard site.
6. San Fernando Road must carry both local and regional traffic demands because it is the only continuous major street in the Taylor Yard area.

Adjacent Communities - Opportunities

1. The majority of the residential neighborhoods, which are predominantly single family, are good candidate areas for conservation and rehabilitation.
2. Opportunities to transition existing industrial properties to residential uses exist along portions of the easterly frontage of San Fernando Road and the corridor area between Verdugo Road and Eagle Rock Boulevard.
3. Additional neighborhood serving commercial uses are possible at the former Van De Kamp Bakery and Huges sites, located on either side of the Glendale Freeway on San Fernando Road.
4. Conservation, reuse and new development is possible for the vacant Lawry's site of 21 acres on San Fernando Road.
5. If the bus maintenance facility on Avenue 28 could be relocated, the eight acre site could be developed with a variety of community oriented uses and create a strong center for the Cypress Park community.
6. Because of the dominance of several community resources, there is the opportunity to enhance Cypress Avenue, Verdugo Road and Eagle Rock Boulevard as redesigned pedestrian oriented streets.

Taylor Yard Development Study

II. PROJECT GOALS

Taylor Yard Development Study

II. PROJECT GOALS

The Project Goals chapter of this report contains three major sections: Taylor Yard Study Goals, Community Issues and Goals, and other Interest Goals. Goals and objectives for the Taylor Yard study were established early in the process through a joint effort by the MTA, the office of Councilman Mike Hernandez and by a Steering Committee of local residents. Community issues and goals were originated through a series of community workshops, organized by the American Institute of Architects. Community issues and goals were reviewed and refined through the Taylor Yard Development Study. The goals of other interested parties were identified through a review of previously prepared background material as well as interviews with certain interest groups.

It should be noted that a primary focus of the Taylor Yard planning study was to prepare a "community-based" vision for the development of Taylor Yard. To the extent that the goals of other interested parties could be incorporated was a secondary motive if they could be supported by the residents of adjacent communities.

A. Taylor Yard Study Goals

1. Develop a community-based vision for the re-use and revitalization of the former Southern Pacific Taylor Yard.
2. Provide a catalyst for local economic development.
3. Involve community residents and interest groups in a continuing open planning process.
4. Analyze opportunities and constraints of alternative land use strategies in terms of community need and benefits, economic feasibility, environmental and urban design factors, within and beyond the Taylor Yard site.
5. Integrate existing and proposed public transit projects and facilities with proposed land use strategies.
6. Incorporate the planning goals of other interest groups which are supported by the adjacent communities.
7. Prepare recommendations that reflect the larger physical and social community context; that consider the impact on adjacent neighborhoods; and that incorporate the communities vision for Taylor Yard.

Taylor Yard Development Study

B. Community Issues & Goals

1. COMMUNITY INVOLVEMENT:

History of powerlessness; lack of community input; community as "dumping ground"; distrust of public agencies.

GOALS:

Community Involvement in:

- Decisions affecting the community.
- Prioritizing community needs and resources.
- Land Use planning process.

Community Involvement in Economic Development:

- Employment and job training.
- Local business development and ownership.

Creation of a Local Development Corporation.

2. EMPLOYMENT

Loss of local jobs; high unemployment; new projects/no local jobs.

GOALS:

- Create additional jobs (variety of

skill/pay levels).

- Hire local residents.
- Training for local residents.

3. HOUSING

Overcrowding; gentrification; low-income "projects"; proximity to toxic soil.

GOALS:

- Create additional housing (affordable, ownership).
- Consider mixed use commercial/residential developments.
- Protect existing commercial uses.

4. LAND USE

Existing vacant land; continued industrial uses; toxic properties.

GOALS:

- Recycle existing vacant/underutilized properties.
- Create community/commercial uses (Supermarket, restaurants, entertainment, discount stores, mom & pop store, medical facilities).
- Protect existing commercial uses.

5. TRANSPORTATION

Regional vs Community needs, impact of future light rail and street improvements, impact of park and ride facilities.

GOALS:

Taylor Yard Development Study

- Access to Metro Link System.
- Community serving Light Rail Stations.

- Additional pedestrian improvements (sidewalk improvements, street lighting, street trees).

6. LOS ANGELES RIVER

Flood control requirements; lack of linkages and access.

GOALS:

- Connection between LA River, Griffith Park, Elysian Park and Arroyo Seco (bike paths, pedestrian trails, equestrian trails).
- Create public access to LA River.
- Restore river habitat.

7. RECREATION

Lack of programs and facilities.

GOALS:

- Additional open space and pedestrian linkage.
- Additional playing fields for organized sports.
- New swimming pool facility.
- Year-round and after hours recreation center.

8. EDUCATION

Overcrowding of schools; lack of training programs.

GOALS:

- Create transportation/job training magnet school.
- Build additional school facilities.

9. COMMUNITY FACILITIES

Lack of community facilities and services.

GOALS:

- Create Senior Citizen Center.
- Create Branch Library.
- Additional Day Care Facilities.

10. SAFETY & SECURITY

Gang related problems; security at light rail stations.

GOALS:

- Create Police Sub-Station.
- Create Community Youth Resource Center.
- Community involvement in Neighborhood Watch and Graffiti Clean-Up Programs.
- Community involvement in arts program.

11. TAYLOR YARD DEVELOPMENT

Soil contamination problems; development timing and phasing; short term vs long term interest; community benefits.

GOALS:

- Generate local jobs and training.

Taylor Yard Development Study

- Provide local participation and economic benefits.
- Encourage competition among potential developers.
- Consider mixed-use development.

- Development of bicycle ways, pedestrian paths and horse trails on the banks of the Los Angeles River.

C. Other Interest Goals

1. Southern Pacific Railroad Company.

- Sale of 94 acres of land for highest and best use.
- Maximize proceeds on land sale.
- Maintain joint use of metrolink right of way.
- Continue use of active yard area as maintenance facility for unspecified time period.

2. County of Los Angeles, Department of Public Works.

- Management and control of Los Angeles River and prevention of flood damage.
- Development of flood detention basin at Taylor Yard site and creation of recreational opportunities.

3. Friends of the Los Angeles River (FOLAR)

- Restoration, reforestation and revegetation of Los Angeles River.
- Creation of continuous wildlife corridor along the Los Angeles River.

4. City of Los Angeles, Department of Transportation

- Development of bikeways, along the Los Angeles River, to connect the Taylor Yard area with Griffith Park.
- Development of community bikeways to link commuter bicyclists to the proposed commuter rail station in Taylor Yard.

5. North East Trees

- Installation of 1,800 California native trees along portions of the Los Angeles River and the Arroyo Seco.

6. Pacific Pipeline Systems, Incorporated

- Development of a 20 inch crude oil pipeline, within the railroad right of way of Southern Pacific through the Taylor Yard site.

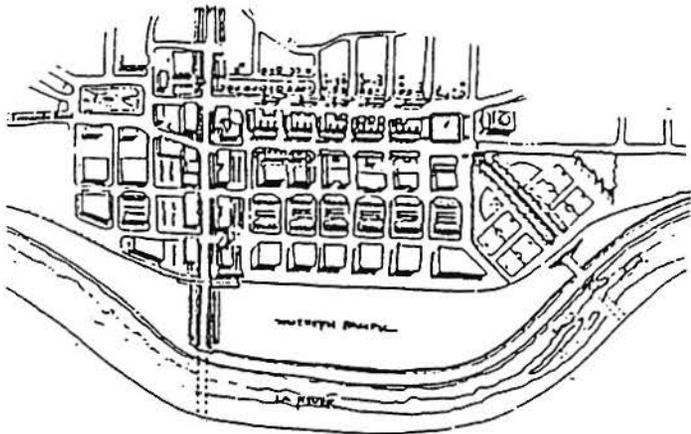
Taylor Yard Development Study

**III. ALTERNATIVES EVALUATION AND
COMMUNITY PLAN**

Taylor Yard Development Study

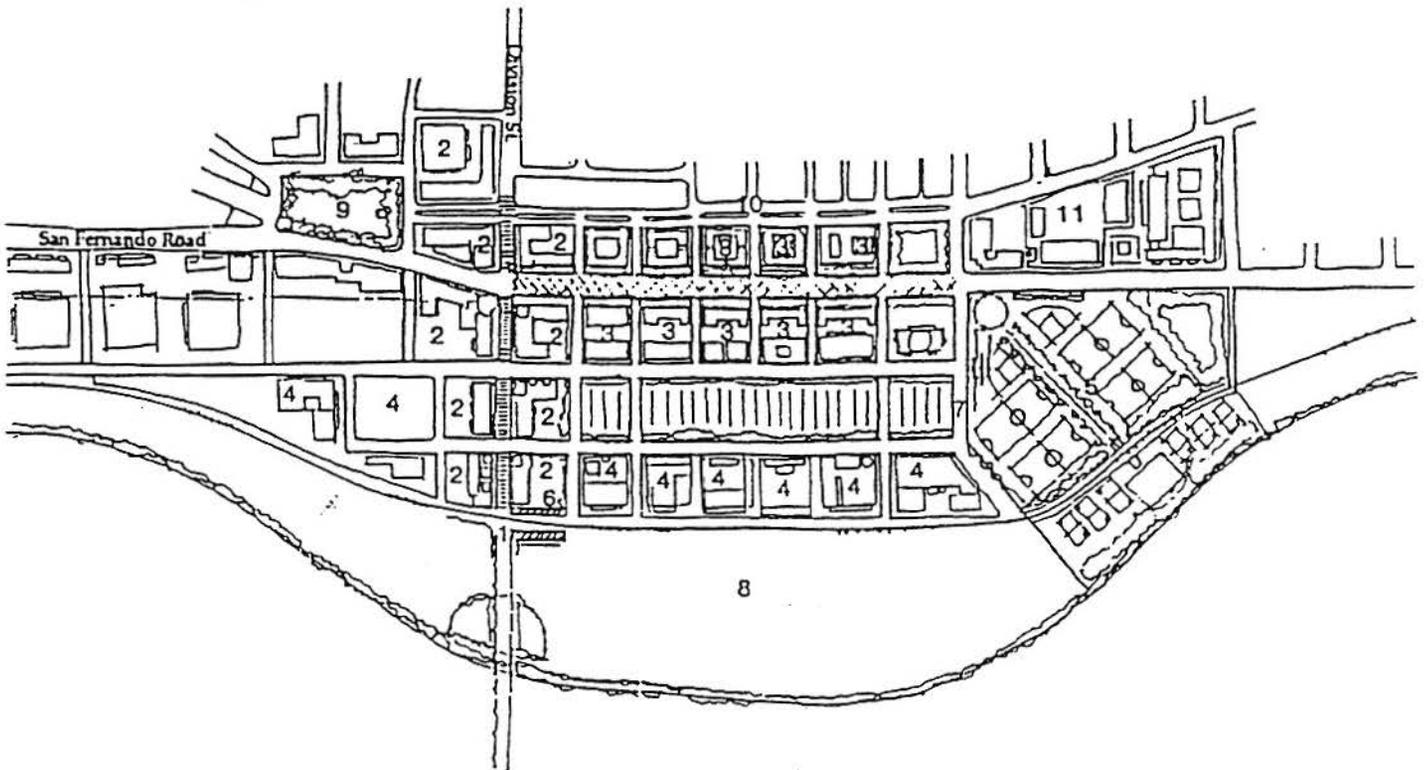
Taylor Yard Planning and Urban Design Workshop

American Institute of Architects (A.I.A.) Community Town Center Alternative - Plan

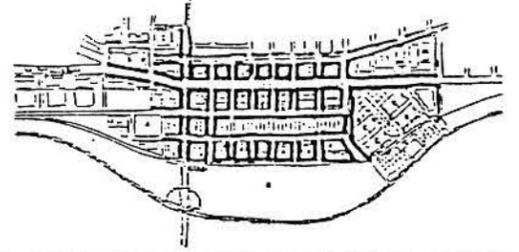
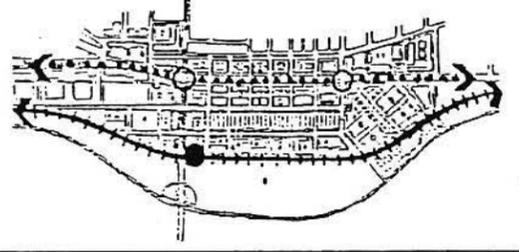
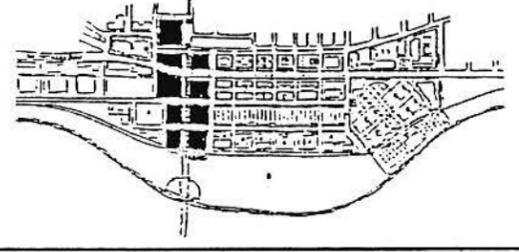
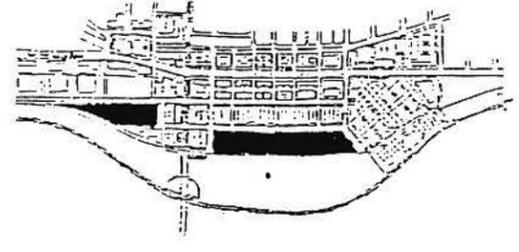


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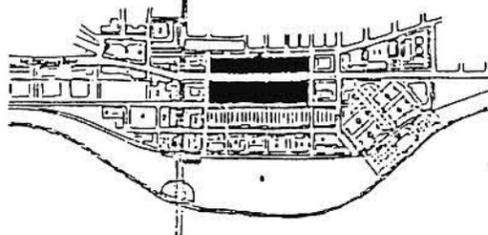
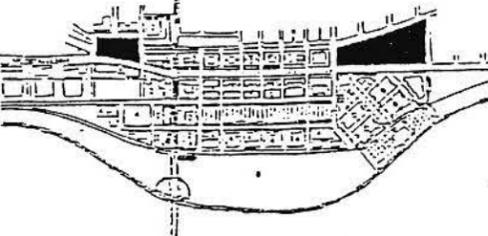
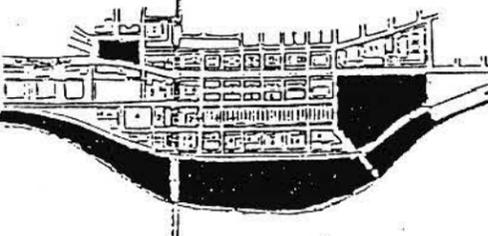
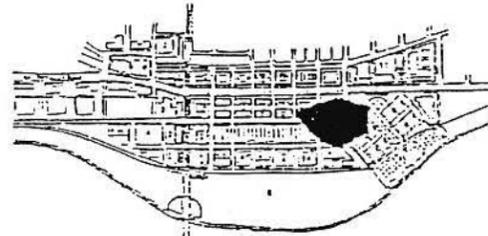
- 1 Division St. extension / Bridge over L.A. River
- 2 Community Commercial & Commercial / Residential Uses
- 3 Multiple Family Residential
- 4 Light Industrial Uses
- 5 Community Park
- 6 Light Rail Station
- 7 Elm St. extension
- 8 Detention Basin & Recreational Uses
- 9 Gateway
- 10 Cypress Ave. Landscaped Median
- 11 Community Facilities (Library, educational day care)



American Institute of Architects (A.I.A.) Workshop
Community Town Center Alternative - Plan

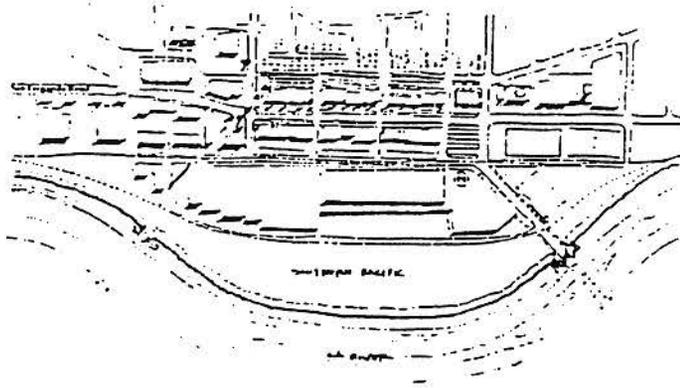
ELEMENT	PLAN	PLAN FEATURES	OPPORTUNITY OR CONSTRAINTS
Road Circulation		<ul style="list-style-type: none"> - extend Division through site - bridge over L.A. River - truck access to industrial area would penetrate residential neighborhood 	<ul style="list-style-type: none"> - logical extension of established collector road - difficult to justify cost - incompatible, noisy and dangerous traffic in residential neighborhood
Pedestrian Circulation		<ul style="list-style-type: none"> - employs grid or block street system - sidewalks follow grid block system - makes San Fernando Road a pedestrian street 	<ul style="list-style-type: none"> - pinch points at too many intersections, and high cost - too many intersection crossings (dangerous) - people and heavy truck traffic not compatible
Public Transit Circulation		<ul style="list-style-type: none"> - light rail / station located at south Division St. - station located in proposed Community Commercial/Residential - bus stops located on San Fernando Rd. 	<ul style="list-style-type: none"> - does not include a park-and-ride and is too far from the Cypress Park Community - conflict of commuter traffic with commercial/residential traffic - too far away from rail / station drop off
Commercial Land Use		<ul style="list-style-type: none"> - Community Commercial or Residential/Commercial uses to be located on Division St. - Commercial/Residential to be located both sides of Division St. - extends adjacent to and north of San Fernando road 	<ul style="list-style-type: none"> - ignores existing developed commercial areas on San Fernando and Fletcher and at Figueroa St. - insufficient local neighborhood demand - would displace existing residential commercial and industrial use
Industrial Land Use		<ul style="list-style-type: none"> - light industrial users would be located behind proposed multiple family residential - light industrial located away from San Fernando Rd. 	<ul style="list-style-type: none"> - possible conflict between family residential and industrial uses - poor truck access through multiple family residential and commercial uses

American Institute of Architects (A.I.A.) Workshop
Community Town Center Alternative Plan

ELEMENT	PLAN	PLAN FEATURES	OPPORTUNITY OR CONSTRAINTS
Residential Land Use		<ul style="list-style-type: none"> - Commercial/Residential developments next to Division St. - location on both sides of San Fernando Rd. not feasible 	<ul style="list-style-type: none"> - would displace existing residential, commercial and industrial uses - truck traffic and residential uses incompatible; prohibitive land costs and additional toxic clean up south of San Fernando Rd.
Community Serving Uses		<ul style="list-style-type: none"> - "gateway park" location at Eagle Rock and Cazador St. - Community Facilities would be developed between Elm St. and Arvia St. - Community Facilities would be sited north of San Fernando Rd. 	<ul style="list-style-type: none"> - would remove 1/2 block of residential uses - would remove existing industrial uses and a fire station - proposed facilities would be separated from the proposed residential use
Parks and Trails		<ul style="list-style-type: none"> - Community Park to be developed on MTA property. - the Active Yard would be develop with detention basins and recreation uses 	<ul style="list-style-type: none"> - adults and children would have to cross San Fernando Rd. to park - good location for additional parks
Site Environmental & Economic Factors		<ul style="list-style-type: none"> - a "gateway park" would be developed between Verdugo Rd. and Cazador St. - deed-restricted" area located adjacent to MTA property - proposed developments north of San Fernando Rd. 	<ul style="list-style-type: none"> - seriously interrupts flow of traffic on Eagle Rock Verdugo and Cypress Ave. - current levels of clean up on the S.P. and MTA lands would not permit the proposed residential or recreation uses - very expensive given need to acquire land, assemble properties relocation costs, demolition and other related costs

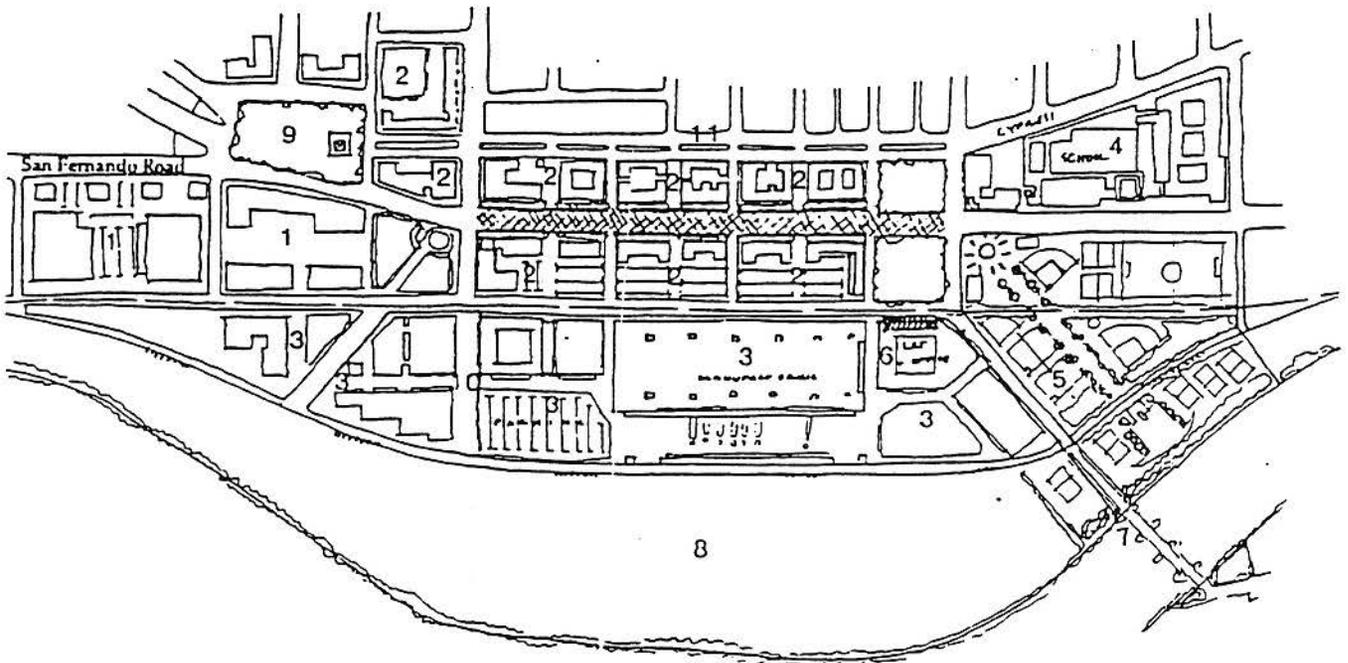
Taylor Yard Planning and Urban Design Workshop

American Institute of Architects (A.I.A.) Commercial Industrial Alternative - Plan

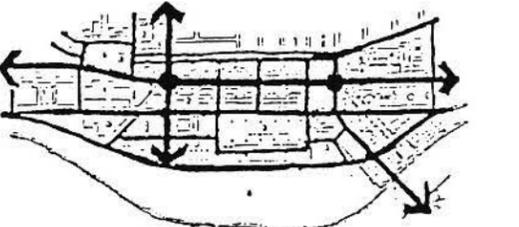
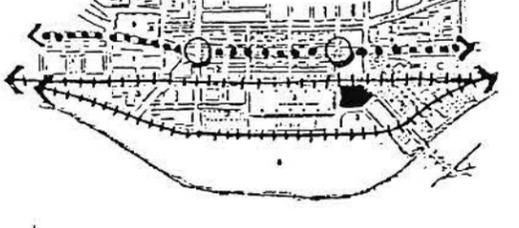
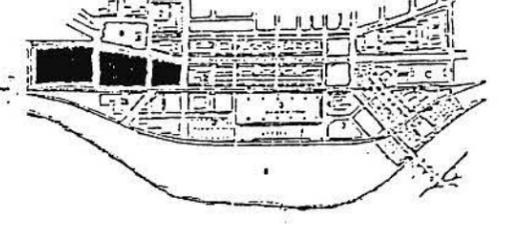
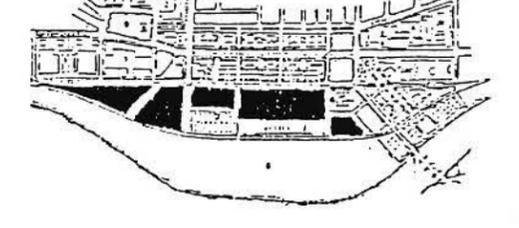


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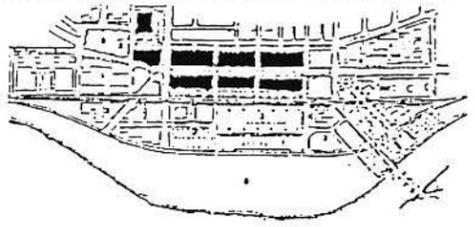
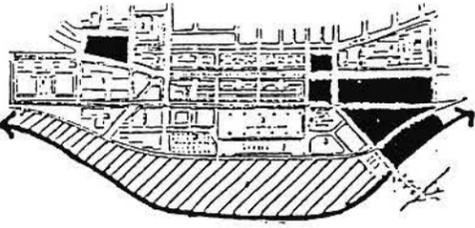
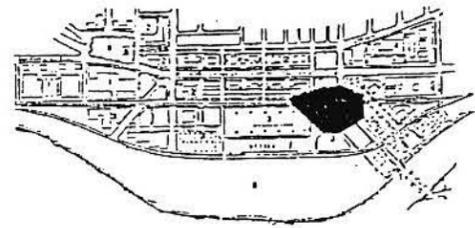
- 1 Retail Commercial (discount stores)
- 2 Community Commercial or Commercial / Residential Uses
- 3 Large Scale Industrial Uses
- 4 Community Facilities (library, educational day care)
- 5 Community Park
- 6 Light Rail Station
- 7 Elm St. extension / Bridge over LA. River
- 8 Detention Basin & Recreational Uses
- 9 Gateway
- 10 Division St. extension
- 11 Cypress Ave. Landscaped Median



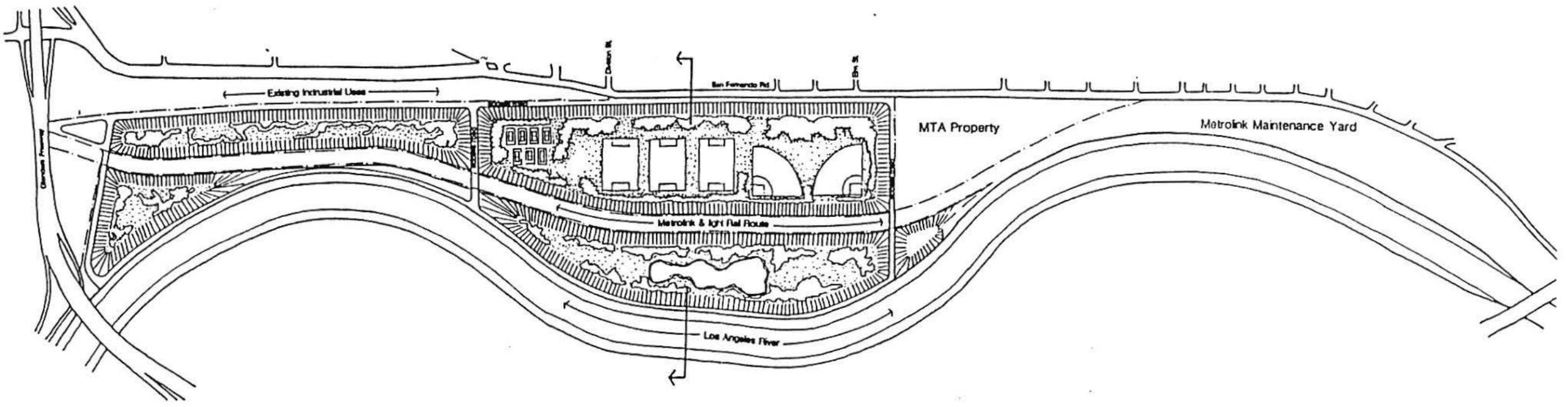
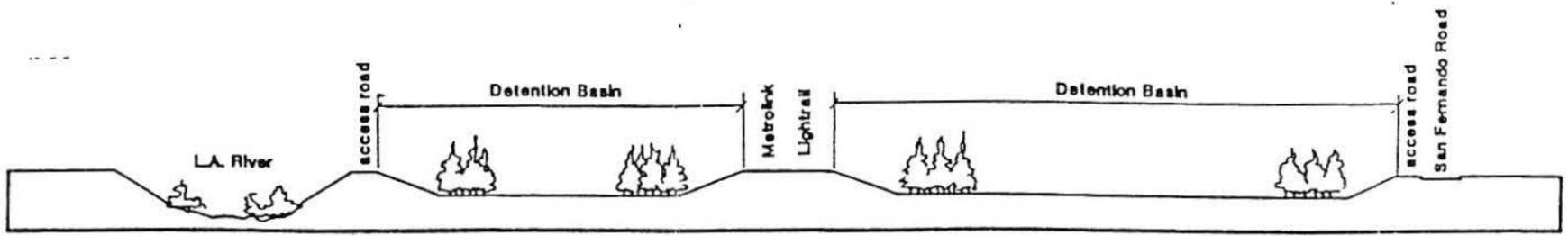
American Institute of Architects (A.I.A.) Workshop
Commercial Industrial Alternative Plan

ELEMENT	PLAN	PLAN FEATURES	OPPORTUNITY OR CONSTRAINT
Road Circulation		<ul style="list-style-type: none"> - extends Division through site to the Metrolink route - extends Elm St. through site and bridges over L.A. River for pedestrian, bike, horses - utilizes grid or block street system - truck access routes to share residential access 	<ul style="list-style-type: none"> - logical extension of established collector road - bridge difficult to justify cost - pinch points restricting traffic at too many intersections, and high cost - noisy and dangerous traffic in residential, and community park areas
Pedestrian Circulation		<ul style="list-style-type: none"> - sidewalks follow grid block system - makes San Fernando Rd. a pedestrian street 	<ul style="list-style-type: none"> - too many dangerous intersection crossings - people and heavy truck traffic not compatible with pedestrian and residential
Public Transit Circulation		<ul style="list-style-type: none"> - Light Rail Station located adjacent to San Fernando Rd. Elm St. - station located in proposed large scale industrial uses - bus stops located on San Fernando Rd. 	<ul style="list-style-type: none"> - does not include a park & ride facility and is too far from the rail tracks - track access route would conflict with light rail commuter traffic - too far away from rail station
Commercial Land Use		<ul style="list-style-type: none"> - community commercial or commercial/residential would be developed in both sides of Division St. - Retail Commercial (discount stores) would be located south of San Fernando Rd. and west at Division St. 	<ul style="list-style-type: none"> - insufficient local demand; ignores existing developed comm'l. areas on San Fernando, Fletcher and Figueroa St. - involves acquisition of existing industrial uses, and feasibility of attracting discount stores is questionable
Industrial Land Use		<ul style="list-style-type: none"> - large scale industrial uses would be located between proposed light rail route and Metrolink route - industrial uses located on San Fernando Rd. - large scale, industrial uses located south of Community Comm'l. or Residential uses 	<ul style="list-style-type: none"> - would displace existing commercial and industrial uses, requiring expensive acquisition and relocation - good truck access, but are adjacent to a gateway park or commercial / residential - conflict in mixing heavy trucking and residential - pedestrian uses

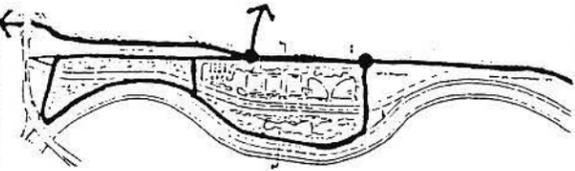
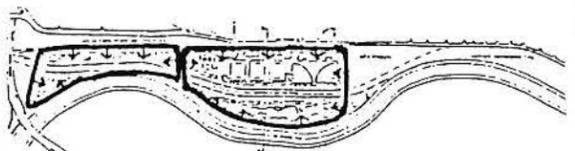
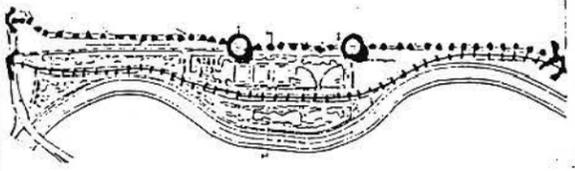
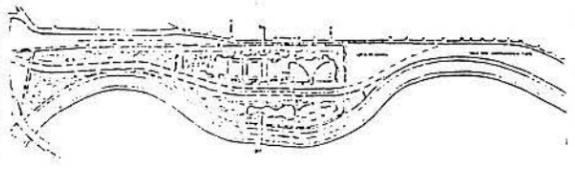
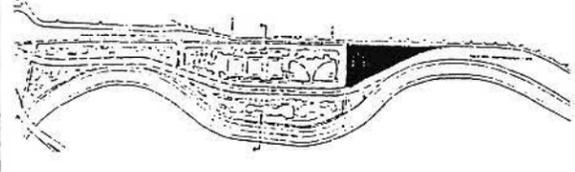
American Institute of Architects (A.I.A.) Workshop
Commercial Industrial Alternative Plan

ELEMENT	PLAN	PLAN FEATURES	OPPORTUNITY OR CONSTRAINT
Residential Land Use		<ul style="list-style-type: none"> - Residential / Commercial development located north of San fernando Rd. - Residential / Commercial development located south of San Fernando Rd. 	<ul style="list-style-type: none"> - may not be feasible given cost to acquire parcels, relocate existing business and demolition costs - residential, commercial, and industrial uses on six blocks adjacent to industrial-serving San fernando Rd. and heavy truck traffic
Community Serving Uses		<ul style="list-style-type: none"> - community facilities would be developed north of San Fernando Rd. - accessed directly via local streets 	<ul style="list-style-type: none"> - good location with existing residential community - pedestrian friendly access, easy to get to without crossing San Fernando Rd.
Parks and Trails		<ul style="list-style-type: none"> - A community park would be developed on MTA property - community park located south of San Fernando Rd. - the Active Yard would be associated with detention basins and recreation uses 	<ul style="list-style-type: none"> - proposed community park would be bisected by both a light rail and metrolink route - pedestrians from community would have to cross San Fernando Rd. - good location for additional parks
Site Environmental & Economic Factors		<ul style="list-style-type: none"> - "deed-restricted" area located adjacent to MTA property - proposed development north of San Fernando Rd. 	<ul style="list-style-type: none"> - current levels of clean up on the S.P. and MTA lands would not permit the proposed residential and recreational uses - prohibitive costs to acquire land, assemble properties, relocation, demolition and other related costs

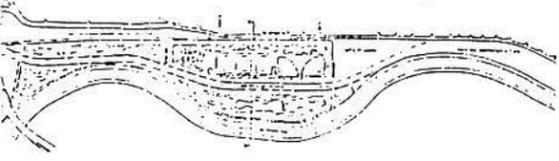
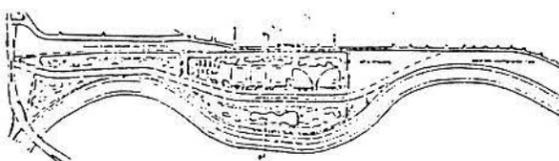
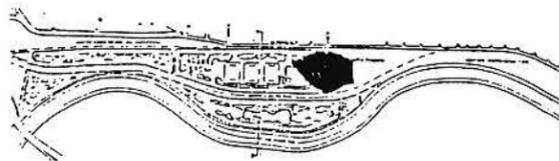
L.A. County Department of Public Works
Flood Detention Basin and Recreation Area
Preliminary Plan



U.S. Army Corp. Engrs. & L.A. County Dept. Public Works
Flood Detention & Recreation Area Plan

ELEMENT	PLAN	PLAN FEATURES	OPPORTUNITY OR CONSTRAINT
<p>Road Circulation</p>		<ul style="list-style-type: none"> - plan is at conceptual stage, so access and circulation for recreational use has not been developed - Corps of Engineers concept plan shows perimeter service road around detention area - no parking areas identified 	<ul style="list-style-type: none"> - potential for low traffic impacts on San Fernando Rd. - provides good access to all areas of detention area recreation uses - off-road parking lots will be needed to serve active play areas
<p>Pedestrian Circulation</p>		<ul style="list-style-type: none"> - detention areas/recreation uses located south of San Fernando Rd. - perimeter roadway can have perimeter sidewalk 	<ul style="list-style-type: none"> - requires pedestrians to cross San Fernando Rd. to get to recreation areas - maximizes pedestrian access all around recreation area
<p>Public Transit Circulation</p>		<ul style="list-style-type: none"> - light rail route bisects this plan - no station location identified 	<ul style="list-style-type: none"> - lower yard isolated from upper yard, creates split recreation areas that will be difficult to secure and service - access problems for pedestrian and kiss and ride traffic for light rail serving this community
<p>Commercial Land Use</p>		<ul style="list-style-type: none"> - none identified 	<ul style="list-style-type: none"> - no benefit to community in terms of service or jobs
<p>Industrial Land Use</p>		<ul style="list-style-type: none"> - none identified except for MTA property potential - MTA property could be transit oriented industrial training center 	<ul style="list-style-type: none"> - plan does not generate significant jobs - could provide technical job training

U.S. Army Corp. Engrs. & L.A. County Dept. Public Works
Flood Detention & Recreation Area Plan

ELEMENT	PLAN	PLAN FEATURES	OPPORTUNITY OR CONSTRAINT
Residential Land Use		-none identified	- plan does not generate jobs or offer any housing opportunities
Community Serving Uses		- none identified	- plan does not generate jobs or offer any community services
Parks and Trails		<ul style="list-style-type: none"> - plan utilizes the entire Southern Pacific property (170ac) for the development of detention basins - Active yard area relocation by S.P. has not been identified - the detention basins would remove peak water flows (100yd. flood) from the L.A. river, to prevent flooding of downtown Los Angeles 	<ul style="list-style-type: none"> - detention basins can be used for park and recreation space, and biological enhancement. - a delay is anticipated in transitioning S.P. active yard operations to another location - alternate sites to Taylor Yard need to be studied by the Army Corps of Engineers and County Flood Control
Site Environmental & Economic Factors		<ul style="list-style-type: none"> - plan would include a costly clean-up of the entire property - estimated cost is \$200 million for land acquisition and clean up - the time frame for this project has not been identified 	<ul style="list-style-type: none"> - L.A. County Dept. of Public Works responsibility - funding for this project has not been identified or secured - cannot estimate when this project will be realized

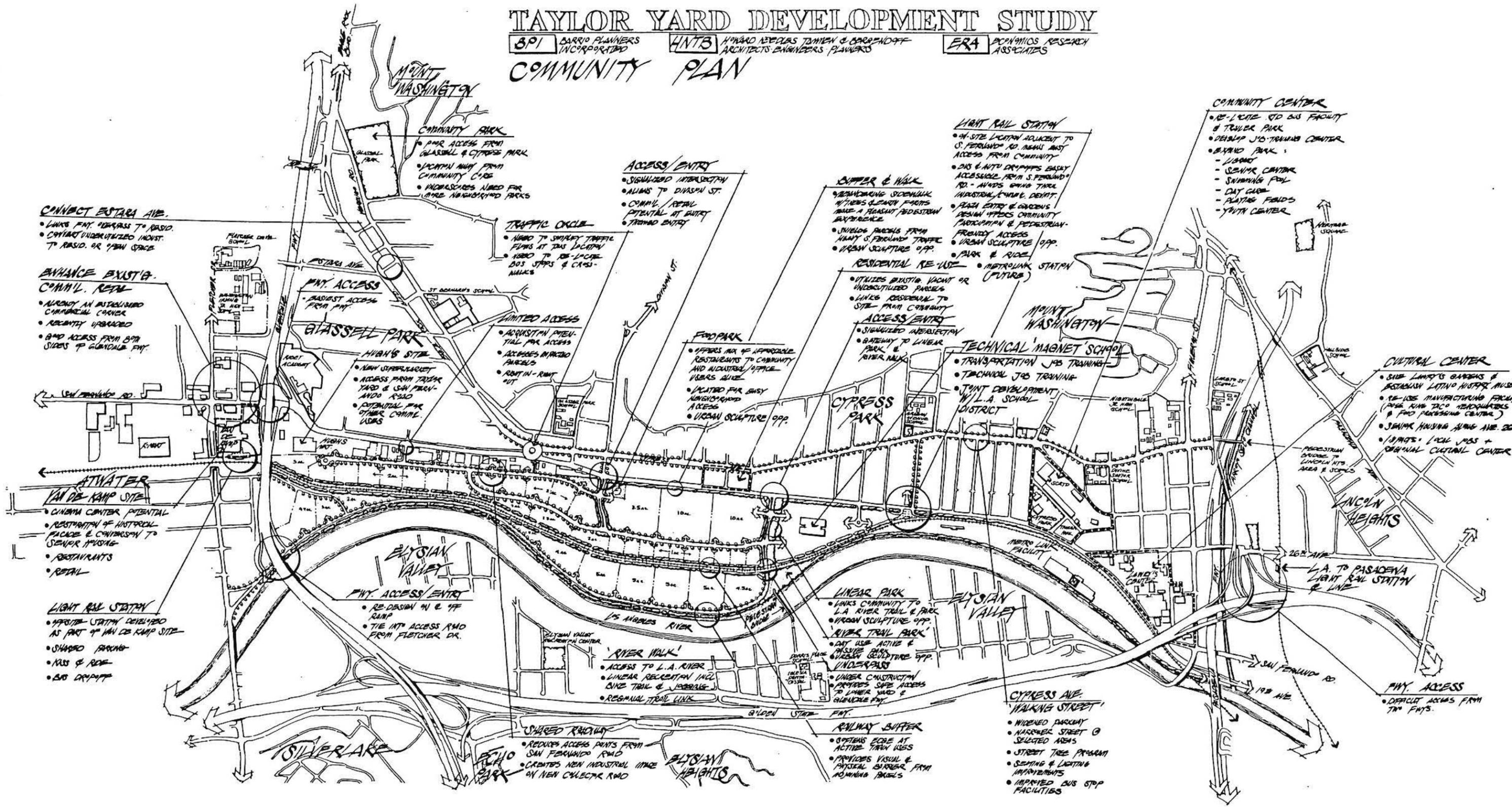
TAYLOR YARD DEVELOPMENT STUDY

BPI BARRIO PLANNERS INCORPORATED

HNTB HOWARD NEEDLES TAMMEN & BERENDSON ARCHITECTS ENGINEERS PLANNERS

ERA ECONOMICS RESEARCH ASSOCIATES

COMMUNITY PLAN



CONNECT ESTARA AVE.

- LINKS Fwy. OVERPASS TO RASID.
- CONNECT UNDERUTILIZED INDUSTR. TO RASID. OR 7TH STAGE.

ENHANCE EXIST'G. COMM'L. RETAIL

- ALREADY AN ESTABLISHED COMMERCIAL CORNER
- RECENTLY UPGRADED
- BROAD ACCESS FROM BOTH SIDES TO GONDOLA Fwy.

ATWATER VAN DE KAMP SITE

- CINEMA CENTER POTENTIAL
- RESTORATION OF HISTORICAL FACADE & CONVERSION TO SENIOR HOUSING
- RESTAURANTS
- RETAIL

LIGHT RAIL STATION

- APPOSITE STATION DEVELOPED AS PART OF VAN DE KAMP SITE
- SHARED PARKING
- KIOS & RIDE
- BO DROPOFF

COMMUNITY PARK

- PMR ACCESS FROM GLASSSELL & CYPRESS PARK
- LOCATION NEAR FROM COMMUNITY CORE
- INDICATORS NEEDED FOR MORE NEIGHBORHOOD PARKS

GLASSSELL PARK

- NEW SUPERLARGE
- ACCESS FROM TAYLOR YARD & SAN FERNANDO ROAD
- POTENTIAL FOR OTHER COMM'L. USES

ELYSIAN VALLEY

- RE-DESIGN IN & OF RAMP
- TIE INTO ACCESS RWD FROM FLETCHER DR.

ACCESS/ENTRY

- SIGNALIZED INTERSECTION
- ALIGNS TO DIVISION ST.
- COMM'L./RETAIL POTENTIAL AT ENTRY
- TRAMPOLINE ENTRY

TRAFFIC CIRCLE

- NEED TO SORTIFY TRAFFIC PATTERN AT THIS LOCATION
- NEED TO RE-Locate BOB STOPS & CROSS-WALKS

LIMITED ACCESS

- ACQUISITION POTENTIAL FOR ACCESS
- ACCESSES MIXED PARCELS
- ROUTIN - ROUT OUT

FOODPARK

- OFFERS MIX OF AFFORDABLE RESTAURANTS TO COMMUNITY AND INDUSTRIAL/OFFICE USERS ALIKE
- LOCATED FOR EASY NEIGHBORHOOD ACCESS
- URBAN SCULPTURE OPP.

CLIFFER & WALK

- RETHINKING SCENARIOS WITH NEW LEADY FORMS MAKE A PEASANT PEDESTRIAN EXPERIENCE
- UNWELD PARCELS FROM NANTY S. FERRANDO TRAFFIC
- URBAN SCULPTURE OPP.

RESIDENTIAL RE-USE

- UTILIZES EXIST'G. VACANT OR UNDERUTILIZED PARCELS
- LINKS RESIDENTIAL TO SITE FROM COMMUNITY

ACCESS/ENTRY

- SIGNALIZED INTERSECTION
- GATEWAY TO LINEAR PARK & RIVER WALK

LINEAR PARK

- LINKS COMMUNITY TO L.A. RIVER TRAIL & PARK
- URBAN SCULPTURE OPP.

RIVER TRAIL PARK

- DAY USE ACTIVE & PASSIVE PARK
- URBAN SCULPTURE OPP.
- UNDER CONSTRUCTION
- PROVIDES SAFE ACCESS TO LINEAR WALK & GONDOLA Fwy.

RIVER WALK

- ACCESS TO L.A. RIVER
- LINEAR RECREATION INCL. BIKE TRAIL & JOGGING
- RESIDENTIAL TRAIL LINK

SHARED RAILWAY

- REDUCES ACCESS POINTS FROM SAN FERRANDO ROAD
- CREATES NEW INDUSTRIAL MIKE ON NEW COLLECTOR RWD

RAILWAY BUFFER

- STRENGTHEN EDGE AT ACTIVE TRAFFIC USES
- PROVIDES VISUAL & PHYSICAL BUFFER FROM ADJACENT PARCELS

LIGHT RAIL STATION

- AL SITE LOCATION ADJACENT TO S. FERRANDO RD. REQUIRES EASY ACCESS FROM COMMUNITY
- ONS & OFF DROPPING EASY ACCESSIBLE FROM S. FERRANDO RD. - AVIADS BRING TRAIL INDUSTRIAL, CIVIL, DEWIT.
- PLAZA ENTRY & GONDOLA DESIGN TYPES COMMUNITY PARTICIPATION & PEDESTRIAN FRIENDLY ACCESS
- URBAN SCULPTURE OPP.
- PARK & RIDE
- METROLINK STATION (FUTURE)

TECHNICAL 'MAGNET' SCHOOL

- TRANSPORTATION JOB TRAINING
- TECHNICAL JOB TRAINING
- JOINT DEVELOPMENT WITH L.A. SCHOOL DISTRICT

CYPRESS AVE. 'WALKING STREET'

- WIDENED PARKWAY
- HARBORER STREET @ SELECTED AREAS
- STREET TREE PROGRAM
- SEATING & LIGHTING IMPROVEMENTS
- IMPROVED BUS STOP FACILITIES

COMMUNITY CENTER

- RE-Locate BTD BUS FACILITY & TRAILER PARK
- DEVELOP JOB TRAINING CENTER
- EXPAND PARK:
 - LIBRARY
 - SENIOR CENTER
 - SWIMMING POOL
 - DAY CARE
 - PLAYING FIELDS
 - YOUTH CENTER

CULTURAL CENTER

- SUB-LIMIT'S GARDENS & ESTABLISH LATINO HISTORY MUSEUM
- RE-USE MANUFACTURING FACILITY (PARK KING TACO HEADQUARTERS & FOOD PROCESSING CENTER)
- SENIOR HOUSING ALONG AVE. 26
- 1/3 STATE LOCAL JOBS + ORIGINAL CULTURAL CENTER

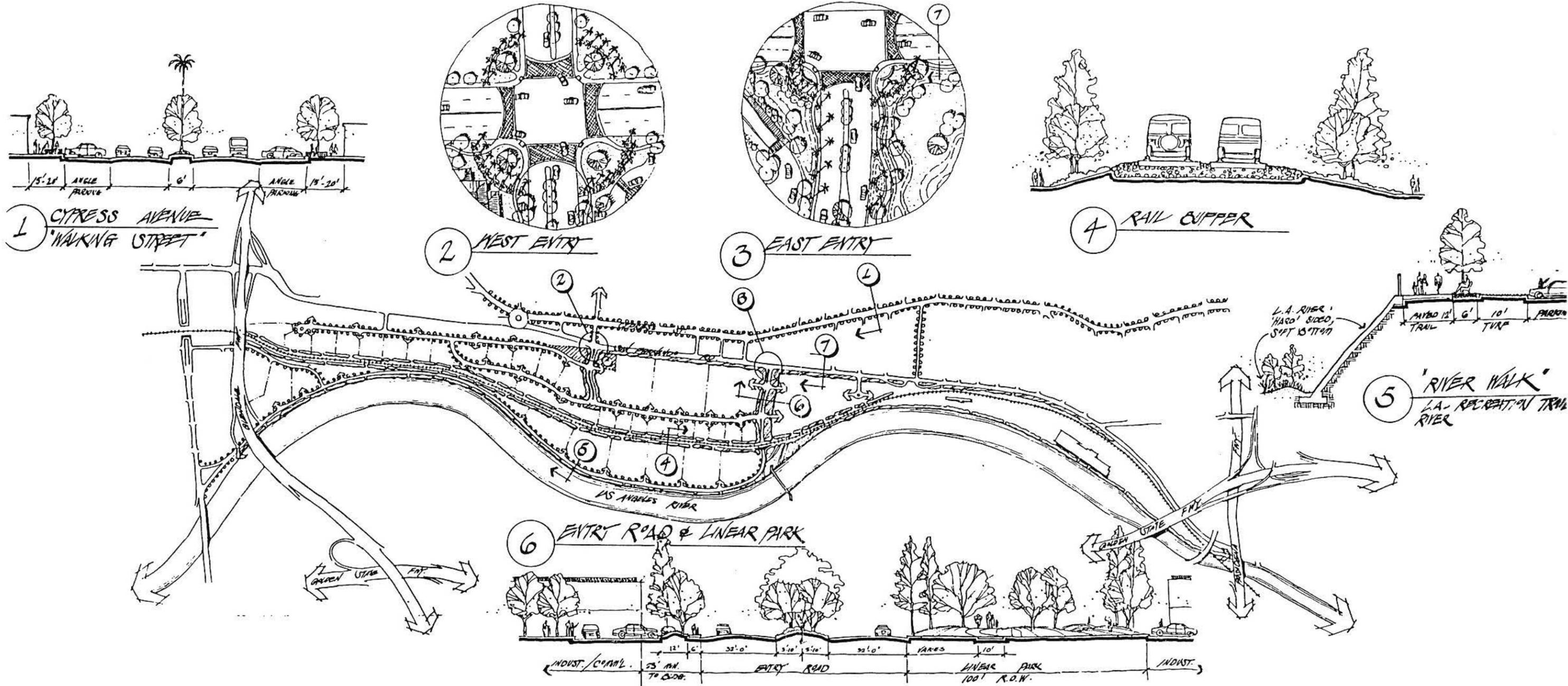
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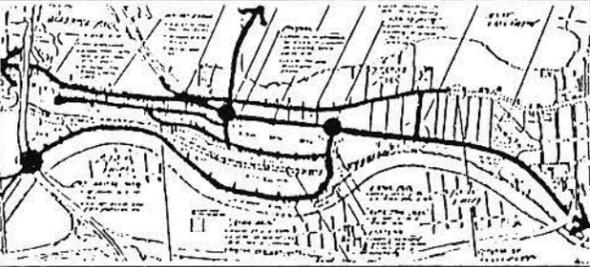
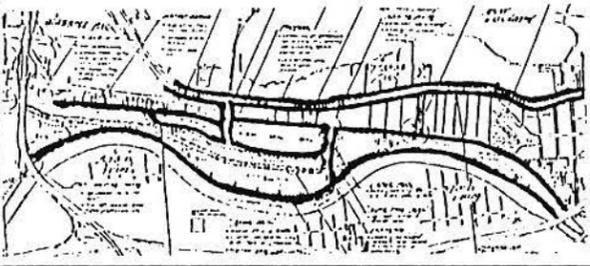
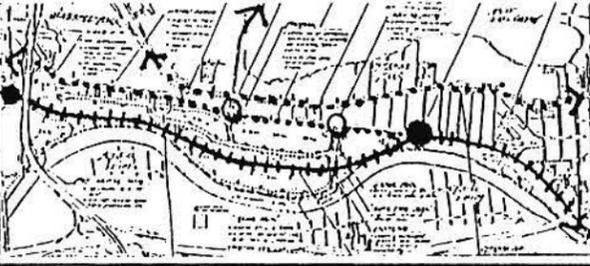
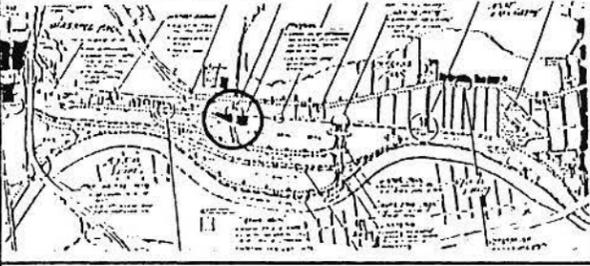
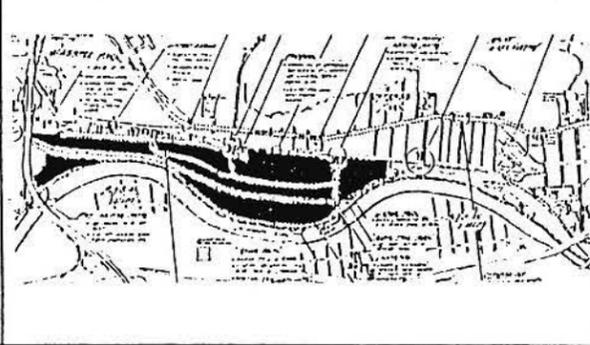
- DIFFICULT ACCESS FROM TRM Fwys.

TAYLOR YARD DEVELOPMENT STUDY

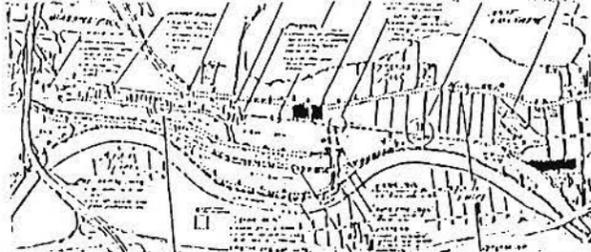
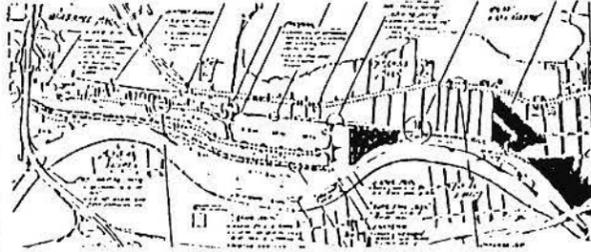
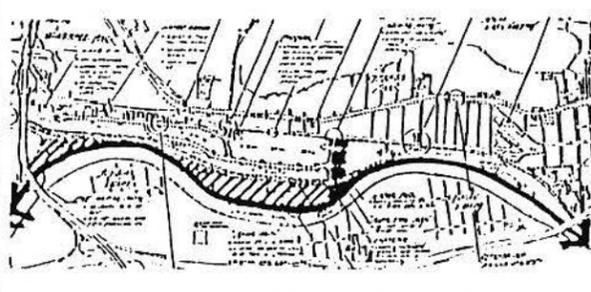
8/91 BURR PLANNERS INCORPORATED HNTB HNTB CORPORATION ARCHITECTS-ENGINEERS-PLANNERS ERA

URBAN DESIGN



ELEMENT	PLAN	PLAN FEATURES	OPPORTUNITY OR CONSTRAINT
<p>Road Circulation</p>		<ul style="list-style-type: none"> - extends Division into site collector road system - provides two entry roads from San Fernando Rd., with no external access points - utilizes rail underpass built by Southern Pacific - connects to Glendale Fwy. via re-designed access roads 	<ul style="list-style-type: none"> - logical extension of established collector road - simplifies access to parcels by internal access only, and avoids direct access to parcels from San Fernando Rd. - economical, with no other underpass required - provides major project access from 2 points with only one underpass
<p>Pedestrian Circulation</p>		<ul style="list-style-type: none"> - meandering sidewalk with landscape buffer at San Fernando Rd. - Linear park links community pedestrians, cyclists & joggers - Cypress Ave. developed as "walking street" - "walking street" connection to light rail station 	<ul style="list-style-type: none"> - provides pedestrian link on San Fernando Rd. for neighborhood access - guides pedestrians on park like linear walk to River Trail Park and L.A. river regional recreation trail - enhances principal pedestrian oriented neighborhood collector street to accommodate residents - provides non-car alternative for residents to travel
<p>Public Transit Circulation</p>		<ul style="list-style-type: none"> - light rail station located on site at end of Roseview Ave. adjacent to San Fernando Rd. and Metrorail tracks - light rail station located off site on Van de Kamp parcel 	<ul style="list-style-type: none"> - easily accessible from community by car or on foot, and offers Pedestrian - friendly station plaza entry - excellent community - serving location that can be integrated into a Van de Kamp parcel development plan
<p>Commercial Land Use</p>		<ul style="list-style-type: none"> - plan offers limited commercial opportunities (3 acres total) - provides 11/2 acre "foodpark" at Division St. and San Fernando Rd. entry to project 	<ul style="list-style-type: none"> - Does not compete with existing commercial nodes on San Fernando & Fletcher and on Figueroa St. - serves both community and site industrial/office with mix of chain and neighborhood ethnic restaurants
<p>Industrial Land Use</p>		<ul style="list-style-type: none"> - site offers predominately industrial opportunities with excellent access & flexible parcel sizes - "big box" users encouraged on parcels adjacent to San Fernando Rd. - double loaded collector-road serves existing and new business adjacent to San Fernando Rd. 	<ul style="list-style-type: none"> - market - realistic opportunities that can be phased over time, and attract a variety of business ventures and job opportunities - require large sites and adjacent location to travelled main roads. "Costco" would be neighborhood beneficial. - reduces direct access driveways off San Fernando Rd. and creates viable industrial "neighborhood".

Consultant Team - Community Plan

ELEMENT	PLAN	PLAN FEATURES	OPPORTUNITY OR CONSTRAINT
Residential Land Use		<ul style="list-style-type: none"> - does not propose any residential uses in project area - encourages offsite residential re-use of two blocks - advocates re-use of Lawry's site with senior housing 	<ul style="list-style-type: none"> - present levels of toxic cleanup will not allow residential uses - enhances underutilized neighborhood parcels, linking community to project site - provides a needed senior center located in established neighborhood
Community Serving Uses		<ul style="list-style-type: none"> - Technical magnet school proposed on MTA property - Community Center relocated RTD Bus Facility and trailer park - Cultural Center remake of Lawry's site 	<ul style="list-style-type: none"> - provides transportation and technical job training for residents, & good PR for Southern Pacific - consolidates and returns offsite parcels back to community, providing a core community center - unique opportunity to reconfigure an existing tourist attraction and provide jobs in a culturally relevant setting
Parks and Trails		<ul style="list-style-type: none"> - Linear Park links community to L.A. River trail & park - River Trail Park links river trail - L.A. River linear trail - Community Center would include expansion of Cypress Park 	<ul style="list-style-type: none"> - provides pedestrian-friendly access to important recreation areas - provides day use active & passive park uses for community - provides visual access to L.A. River & link regional recreation trails - enhancement of an existing and accessible neighborhood park
Site Environmental & Economic Factors		<ul style="list-style-type: none"> - "deed-restricted" area located adjacent to MTA property - Lower Yard to be retained by S.P. for indefinite period - Lower Yard has retention area potential for county flood/army Corp. Engrs. plan - Technical 'magnet' School proposed for MTA site 	<ul style="list-style-type: none"> - proposed industrial uses acceptable within current levels of clean up - plan can be efficiently phased without Lower Yard - retention area can include recreation/park uses at no cost to community - joint development with L.A. School District

IV. IMPLEMENTATION PLAN

Taylor Yard Development Study

**TAYLOR YARD
URBAN DESIGN PROGRAM PLAN**

**MARKET DEMAND STUDY
ALTERNATIVES ANALYSIS
AND
IMPLEMENTATIVE OPTIONS**

**PREPARED FOR THE
LOS ANGELES COUNTY
METROPOLITAN TRANSPORTATION AUTHORITY
AND THE
TAYLOR YARD
CITIZENS ADVISORY COMMITTEE**

**PREPARED BY
ECONOMICS RESEARCH ASSOCIATES
UNDER SUBCONTRACT TO
HNTB CORPORATION**

NOVEMBER 8, 1993

PROJECT NO. 10644

MARKET DEMAND STUDY ALTERNATIVES ANALYSIS AND IMPLEMENTATION OPTIONS

INTRODUCTION

The implementation of the urban design program for the Taylor Yard has been a priority concern of the Metropolitan Transportation Authority. The work which follows hereafter reports upon the sequence of activities conducted by Economics Research Associates in the preparation of a series of analyses and responses to several public presentations made to the local community surrounding Taylor Yard. This section of the overall report contains the following elements:

- The market demand forecast.
- An assessment of realistic land use alternatives. (Five have been evaluated.)
- An estimate of the economic activity and employment generation capability of each of the five alternatives.
- A definition of methods for implementation and the responsibilities of the several parties for implementation.
- A recommended strategy for implementation.
- A concept for the potential financing of a phased development program.

These materials follow hereafter. The reader must recognize a core issue which exists at the Taylor Yard. The Southern Pacific Transportation Company owns virtually all of the properties and has development capabilities at the present time. The underlying General Plan designation of land uses and the zoning designations are in conformance for industrial reuses. The railroad has caused the clearing of the land for the first phase of development, which lies north of the main tracks and is equivalent to approximately 120 acres. Thus, the principal focus of public policy and development partnerships should involve the Southern Pacific Transportation Company in virtually all of the forthcoming decisions.

The Metropolitan Transportation Authority owns lands presently not put to use, which may also assist measurably in the early development of a program of uses which will be of benefit to the local community surrounding Taylor Yard. Thus, the reader will find a firm recommendation regarding the proposed reuse of some 23 acres of MTA property within this text.

RECENT CIRCUMSTANCES OF CHANGE

During mid to late 1993, a series of overlying changes have occurred which fundamentally impact the manner in which Taylor Yard may be developed during the rest of this decade. These are summarized below.

A. Market

The Los Angeles Basin continues to experience the ongoing real estate recession for commercial and industrial properties. There are very significant numbers of available vacant buildable sites in the vicinity aligned along the I-5 Freeway. This circumstance will cause the Taylor Yard sites to be in very significant competition with all other competitive sites in the vicinity.

B. City Focus

The 1992 Los Angeles Riots have turned the City's attention toward the damaged neighborhoods which lie primarily in the southern portions of the City. The northeast communities are concerned that such focus of attention will overlook the legitimate needs which exist in the northeast. The northeast is considered to include the Taylor Yard sites and surrounding communities.

C. Redevelopment

- Major redevelopment initiatives in the City are occurring simultaneously in many communities including Pacoima, Koreatown, the recovery/redevelopment strategy in the southern portions of the City, and the very large East Side Study Area which includes much of the northeast. The Taylor Yard site has previously been designated as a possible study area by the Community Redevelopment Agency at such time as the City Council District determines that the Agency should proceed.

- The passage of AB 1290 and its signature by the Governor in October 1993 has limited certain aspects of new redevelopment project financing. While much concern has been expressed, the primary impact appears to be significant limitations upon the use of sales tax increments to amortize redevelopment project bonded debt. This would not appear to significantly endanger light industrial redevelopment.

D. Tax Shift

As in 1992, so in 1993, the State continues to shift local government property taxes to schools. This negatively impacts the City's General Fund as well as the Redevelopment Agency's tax increment earnings projections. It would be wise to consider this as a likely long-term trend with which proactive economic development initiatives must deal, so that we are not counting upon revenue streams which may be unlikely.

E. Retail Consolidation

- Initial thoughts about the placement of a "big box" retail development at Taylor Yard may be somewhat deferred. The major players in membership warehouse big box retail development are currently involved in consolidation and in the exchange of properties. Price Club and Costco have recently merged and are a single, very substantial market share unit. K-Mart has recently sold 93 of its 120 Pace stores to Wal-Mart.
- Factory outlet mall developers have also been consolidating, which appears to indicate that the market cannot be continuously developed and that some niche retail positions have been "topped out."

F. Metropolitan Transportation Authority Program Stretchout

- The "30-year plan" is now seen as too ambitious and will likely take significantly longer to build out once priorities are decided upon.
- The operational subsidies which must be put in place as rail line extensions are opened appear to be eating into the funds previously thought to be planned and available for capital program investments for new and planned rail lines.

- Thus, light rail service arrival at Taylor Yard may be deferred well past the year 2005. This means that the current program concepts for Taylor Yard will require a refocusing of MTA intentions and delivery commitments within the existing Metro Link operations and as they affect the MTA ownership of surplus property.

OVERVIEW STRATEGY

There are four components of an overview to implementation of the Taylor Yard urban design program. These are:

- The retail nodes in the immediate vicinity should be positioned approximately where they are at present. Here they will do best in service to the community. These nodes lie at both the north and south ends of the larger Study Area which includes Taylor Yard.
- Because of its inherent industrial zoning designation, the local community may benefit if Taylor Yard is primarily focused towards light industrial reuses for the purpose of effective use of land in proper core area locations over the next 10 to 15 years.
- The City should require a master subdivision plan of the property owner, which is Southern Pacific Transportation Company, in order to assure that a comprehensive program of improvements and public infrastructure will be in place.
- The long-term buildout of the Taylor Yard to new land uses will probably require 10 to 15 years, before the remaining Southern Pacific properties, which lie south of the major tracks and next to the Los Angeles River, are made available for a next phase of development.

EXECUTIVE SUMMARY

There are a number of components of the analyses which have been conducted which can be briefly stated as findings and recommendations here:

- The consultants recommend that the MTA commit the 23-acre land parcel to public educational uses and work with the First Council District and the Los Angeles Unified School District to formulate a technical academy educational institution which will link job training in and for the community to future jobs to be built in the northeast and particularly at and surrounding the Taylor Yard.
- The City's Redevelopment Agency should include the Taylor Yard in any forthcoming redevelopment project for the east side or the northeast. It will be appropriate to consider addition of the Taylor Yard to the recovery/ redevelopment program strategy inasmuch as it represents properties available for immediate near-term development for job creation.
- The consultants recommend that the City implement an overlay designation on the Southern Pacific Transportation Company properties in order that a comprehensive subdivision master plan be put in place as negotiated between the railroad and the City to ensure both infrastructure development and a long-term commitment to buildout of the properties.
- As stated above, a principal recommendation of the program is to develop a clear linkage between employment which will occur as the industrial and commercial sites are built and the education and job training opportunities which will assist large numbers of community residents to gain employment access.
- The overall Taylor Yard program should deliberately provide for opportunities for community business initiatives. This is particularly true of the smaller retail opportunities which have been defined in the urban design plan.
- The comprehensive Master Plan, through the overall subdivision design process, should provide for an array of land parcel sizes so that properties can be marketed in a flexible manner to seize opportunities and be responsive to demand as it occurs during the coming 10 to 15 years.
- In exchange for limited commitments on the part of the City, the Redevelopment Agency, and the MTA, there should be clear requirements which work to provide real employment opportunities at industrial and retail sites for community residents.

FUNDING MIX

There are a series of funding and property capabilities which need to be brought together to implement the Taylor Yard design project. The list defined below is not exhaustive and may evolve as different financial instruments in both the private and the public sectors change their characteristics and become more focused towards individual development project delivery. Funding techniques which are definable at the present time include the following:

- The Southern Pacific Transportation Company will prepare and market the land and may possibly participate with the land as equity in a number of the new developments.
- The MTA will provide the 23-acre unused parcel for an educational campus, as previously described, for technical training and job skills training.
- The MTA will commit dollars in the future to a transportation demonstration project which should significantly improve traffic capabilities on San Fernando Road at the frontages adjacent to the Taylor Yard.
- In future time, the MTA will commit to and build a new light rail system which will serve the Taylor Yard with appropriate station locations, as previously described in the foregoing design materials.
- The Community Redevelopment Agency will initiate a redevelopment project with tax increment financing powers which may assist in the amortization of different types of public debt, including the limited participation in infrastructure development.
- An assessment district for improvement of needed rights-of-way and other infrastructure may be necessary in order to gain the overall development program on the Taylor Yard in both Phase I (in the next 10 to 15 years) and Phase II (which would follow thereafter).
- The Los Angeles Unified School District should be a partner in the creation of the educational institution on the MTA land.

- For the overall economic health of the community business activities in Cypress Park and the adjoining communities surrounding Taylor Yard on the north side of the Los Angeles River, it is suggested that the community business leaders consider creation of a Business Improvement District defined to better capture the many customers of the community.

The Technical Sections of the market and implementation report are as follows:

- Section I — Market Demand Analysis
- Section II — Economic Performance Assessment of the Reuse Alternatives
- Section III — Implementation Proposals

The market demand analysis was prepared by Meza and Madrid (Inc.), under the direction of Mr. Henry Madrid. He was assisted by Mr. Michael Popwell in the work. Prior work by the team members in market demand analysis in 1992 for Lincoln Heights (conducted for the City's Community Development Department) and in market forecasts for the Eastside Revitalization Study in 1993 (conducted for the Community Redevelopment Agency) was carefully reviewed in the preparation of the Taylor Yard market demand analysis.

Section I

MARKET DEMAND ANALYSIS

The materials which appear immediately hereafter are drawn from the separate volume prepared for the Taylor Yard assignment and submitted to LACMTA on May 10, 1993.

TAYLOR YARDS DEMOGRAPHIC ANALYSIS

Introduction

The following demographic analysis reviews the overall Taylor Yards socioeconomic profile. This profile aggregates the seven communities composing the Taylor Yards immediate environment. The characteristics are compared to the Los Angeles county statistics, which provides a benchmark for the regional environment. As is shown in the comparative analysis, most of the individual socioeconomic differentials from the county averages are the result of the neighborhoods being developed early during the modern history of Los Angeles and the predominance of the Latino population within the communities.

In addition to the general socioeconomic characteristics of the Taylor Yards communities, area-wide characteristics are also detailed in this section. These area-wide profiles view concentric circles centered at San Fernando Road and Division Street and with radii of one mile, two miles and three miles. These area-wide statistics are also used to evaluate potential shopping center retail demand at the Taylor Yards site. That analysis is contained in the section titled Retail Demand Analysis.

General Socioeconomic Characteristics

The immediate environs of the Taylor Yards site consist of the communities of Atwater, Glassell Park, Cypress Park, Mount Washington, Lincoln Heights, Elysian Park, and Elysian Valley. These seven communities, detailed individually in the preceding section, include a total of 13 census tracts covering 8.62 square miles. This area, shown in relation to the Taylor Yards site, is depicted by the exhibit on the following page. The subsequent table highlights some of the more important elements of the area's socioeconomic profile and provides the comparative statistics for the County of Los Angeles. The detailed tables from which the overview is drawn is contained in the Addenda to this report.

The Taylor Yards neighborhoods have a 1990 population of 67,217 residents comprising 19,573 households. This accounts for 0.76 percent of the population of the county. Despite this rather small percentage of the overall population, the Taylor Yards neighborhoods are remarkably similar to the county-wide demographic statistics. The population density of the Taylor Yards neighborhoods is

Figure I-1
ADJOINING NEIGHBORHOODS
CENSUS TRACTS



Table I-1
TAYLOR YARDS AND COUNTY DEMOGRAPHIC OVERVIEW

1.00 GEOGRAPHIC AREA		
1.10 Area Identification	County	Taylor Yards
1.20 No. Census Tracts		13
Area (sq. mi.)	4083.20	8.62
2.00 SOCIOECONOMIC OVERVIEW		
2.10 1990 Population Characteristics		
Total Population	8,863,164	67,217
Percent Growth 1980-90	19%	17%
Projected Growth 1990-2010	15%	-2%
Total Households	2,989,552	19,573
Persons Per Household	2.91	3.49
Percent 1 Person	25%	20%
Median Age	30.7	29.6
Percent Under 18	26%	29%
Percent 65 & Over	10%	9%
Major Minority Populations		
Percent Black	11%	2%
Percent Hispanic	38%	61%
Percent Asian	11%	21%
2.20 1989 Income and Poverty		
Median Household Income	\$34,965	\$30,701
Median Family Income	\$39,035	\$31,803
Per Capita Income	\$16,149	\$10,889
Percent Poverty Status (All Persons)	15.1%	17.2%
Unemployment	7.4%	8.8%
Percent In Labor Force (16+ Yrs.)	67%	68%
3.00 HOUSING CHARACTERISTICS		
3.10 1990 Housing Characteristics		
Housing Units	3,163,343	20,726
Percent Growth 1980-90	11%	5%
Projected Growth 1990-2010	25%	19%
Percent Vacant	5.5%	5.6%
Units In Structure		
Percent Single-Family (Det. & Att.)	55%	67%
Percent Mobile Homes	3%	1%
Percent 2-9 units	17%	19%
Percent 10+ units	25%	13%
Housing Tenure		
Percent Owner-Occupied	48%	46%
Percent Renter-Occupied	52%	54%
Housing Overcrowding		
Percent 1+ Persons Per Room	19%	35%
Housing Occupancy		
Percent 1 Person	25%	20%
Percent 2 - 4 Persons	58%	53%
Percent 5 - 6 Persons	12%	18%
Percent 7+ Persons	5%	9%
Year Units Built		
Percent 1980-90	10%	8%
Percent 1960-79	33%	24%
Percent 1940-59	37%	32%
Percent 1939 or Earlier	13%	31%
3.20 Census Housing Economic Statistics		
Housing Values & Rents		
Median Owner-Occupied Value	\$226,400	\$189,000
Median Renter-Occupied Rent	\$570	\$497
Housing Occupancy Stability		
Percent Same Residence in 1985	7%	11%
4.00 EMPLOYMENT AND JOBS (Census and SCAG)		
4.10 Resident Employment (1990)	4,203,792	31,197
Percent Change 1990-2010	17%	-2%
4.20 Jobs Located in the Area (1987)	4,354,380	22,493
Percent Change 1987-2010	24%	32%
4.30 Retail Jobs in the Area (1987)	697,459	2,871
Percent Change 1987-2010	26%	26%

Source: Economics Research Associates. (TYcen5)

7,800 persons per square mile, or approximately 12 persons per acre. Since much of the area is open space, hillside, freeway right-of-way, and railroad right-of-way, the actual population density is possibly one-third higher, or approximately 16 persons per acre. Comparatively, the population density of the county is lower, approximately 3.4 persons per acre.

The area's population is predominately Latino, 61 percent. The Asian population comprises 21 percent, non-Latino Anglo population 15 percent, and Black population 2 percent. The Latino population dominates all of the neighborhoods with the exception of Elysian Park where the Asian population is 76 percent. Other areas of significant Asian percentages are Lincoln Heights and Elysian Valley, representing approximately one-third of the population. The largest non-Latino Anglo population concentration is found in Mount Washington, approximately one-third of that area's population. The racial and ethnic makeup of the community suggests that retail development targeting the lower-middle class Latino households would attain the greatest local support.

Over the past decade, the population of the Taylor Yards neighborhoods have grown by 17 percent while the county-wide population grew 19 percent. Over the same period, housing stock grew 5 percent in the neighborhoods and 11 percent in the county. This more rapid population growth than housing stock expansion resulted in larger household sizes, totaling 3.49 persons as of 1990. Over the next two decades, the population of the neighborhoods are projected to decline by 2 percent, with a housing stock growth of 19 percent. This relationship indicates a shrinking household size, representing a down-sizing of the Latino and Asian households. Maintenance of household sizes at or near current levels would result in significant population growth within the area.

Other household statistics indicate most parameters are very close to the county-wide averages. Median age is 29.6 years. The proportions of householders living alone is 20 percent and of the head of household 65 years or older is 9 percent. No specific retail markets or development opportunities are indicated from these statistics.

Income statistics show a median household income of \$30,701, which is 88 percent of the county-wide median. Family income, most of the households having a

family structure, is \$31,803, somewhat less than found in the county. Additionally, the per capita income is \$10,889, two-thirds the county average. The lower per capita income reflects the larger household size of the community relative to that of the county. Poverty statistics are 17 percent, similar to that of the county at 15 percent. Finally, unemployment as of the census was 8.8 percent, as compared to 7.4 percent county-wide. No unique characteristics regarding the employment sector, mode of work commute, or commute time were identified from the detailed statistics contained in the Addenda.

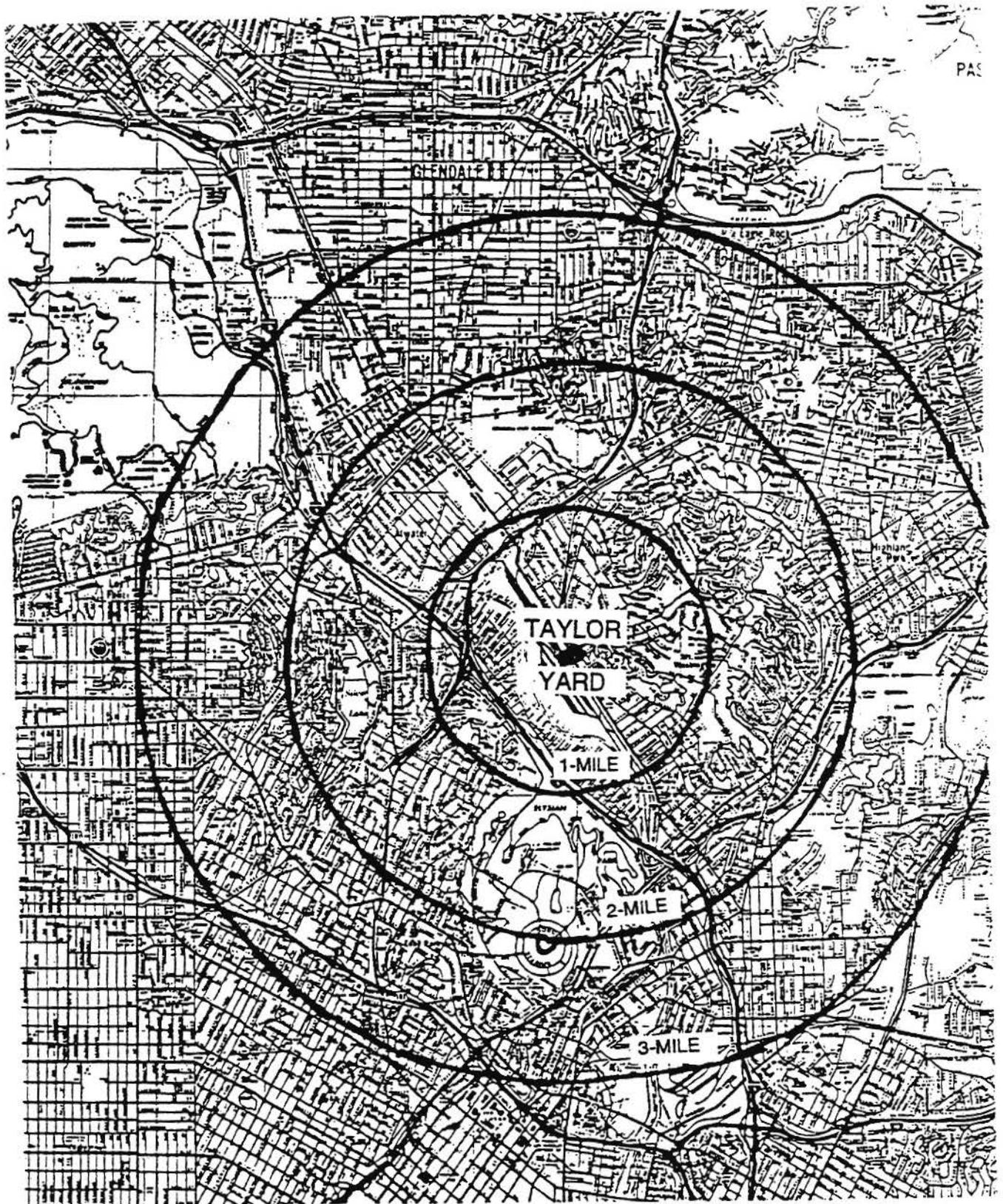
Housing statistics reflect the early development of the neighborhoods with respect to much of the county. Housing is predominately single-family, 68 percent, with 19 percent in structures of two to nine units and 13 percent in structures of 10 units or greater. This dominance of the single-family character supports strong home ownership rates, 46 percent, almost equal to that found in the county. Likewise, the median home value as reported by home owners is \$189,000, or 83 percent of the county median. Median rents for tenant-occupied residences are \$497, equaling 87 percent of the county-wide median.

Employment within the neighborhoods are adopted from the SCAG 1987 base-line statistics and 2010 projections. The Taylor Yards neighborhoods provided 22,493 jobs as of 1987, with Atwater, Glassell Park and Lincoln Heights accounting for 70 percent of the total. The neighborhoods do not appear to provide high levels of employment to the local residents, with commute mode of transportation and time very similar to the county-wide averages.

Employment growth within the Taylor Yards neighborhoods is projected at 32 percent over the next two decades. The areas receiving the greatest employment growth are Atwater, Glassell Park, and Cypress Park. These neighborhoods are situated along the Taylor Yards corridor and in the Atwater area includes a significant commercial and industrial area suitable for more intensive reuse.

In conclusion, the general socioeconomic characteristics of the Taylor Yards neighborhoods are more remarkable in their similarity to county-wide statistics rather than unique differences. The primary characterization of the neighborhoods are one of an ethnically diverse lower-middle class community.

Figure I-2
1-, 2-, AND 3-MILE RADIUS RINGS
FROM TAYLOR YARD



Area-Wide Socioeconomic Characteristics

The area-wide socioeconomic overview relies on demographic statistics prepared by Donnelley Marketing Information Services, a nationally recognized demographic and marketing analysis firm. These statistics are compiled for the concentric circles centered at San Fernando Road and Division Street and having radii of one, two, and three miles. The detailed tables are provided in the Addenda to this report and the areas covered by the concentric circles are shown by the following exhibit.

As shown by the exhibit, the one-mile radius encompasses Elysian Valley, Glassell Park and the northern portion of Cypress Park. The two-mile radius extends to include Atwater, Mount Washington, the remainder of Cypress Park, the northern tip of Lincoln Heights, Solano Avenue in the Elysian Park area, Elysian Heights, and the easternmost tip of Echo Park and Silverlake. Finally, the three-mile radius touches the surrounding communities of Glendale, Eagle Rock, Highland Park, Monterey Hills, Montecito Heights, Chinatown, and encompasses all of Echo Park and Silverlake. The geographic areas covered by the three concentric circles total 3.0, 12.4, and 27.6 square miles, respectively.

The 1990 Census of Population and Housing statistics indicate population counts of 27,313 residents for the one-mile radius, 104,273 for the two-mile radius, and 329,112 for the three-mile radius. The Donnelley Marketing Information Services profile projects a 1997 population indicates 1990-97 population growth rates of 7.0, 7.2, and 9.9 percent, respectively. While the SCAG long-term forecast for 2010 indicates a 2.0 percent decline in population, the near-term projections by Donnelley show a continuing growth. This growth is anticipated to be partly accommodated by new housing development and partly by modest increases in the average household size. Again, the Donnelley projections for the near term indicate a continuation of 1980's trend with respect to population and housing.

The racial/ethnic makeup of the three concentric circles are remarkably similar. The proportion of Latinos, the dominate ethnic group, ranges from 67 percent for the one-mile radius to 53 percent for the three-mile radius. Asian and Pacific Islander remains almost equal across the three areas at 22 percent.

Of particular importance for the later retail demand analysis are household incomes within the three radii. As detailed by the tables contained in the Addenda, the

estimated median 1992 household incomes are relatively stable across the three areas. The one-mile radius has a median household income of \$30,913, the two-mile radius of \$33,285, and the three-mile radius of \$29,347. The initial rise of median household income levels is due to the inclusion of Mount Washington and the areas around Silver Lake within the two-mile radius. The subsequent fall in median household income is due to the inclusion of less affluent communities within Lincoln Heights, Chinatown, Echo Park and Silverlake.

Other data contained in the detailed tables include educational attainment, employment by industry, classification of worker occupations, travel mode and time to work, and detailed household and family structure information. These parameters, together with the detailed census tract data also contained within the Addenda, can provide valuable inputs to subsequent analyses of employment, job training, social service, and housing needs within the community.

In conclusion, the significant feature of the area-wide socioeconomic overview is that the one- and two-mile radii areas are essentially identical in makeup to the general socioeconomic characteristics discussed for the Taylor Yards neighborhoods. This overall socioeconomic consistency, while covering several very diverse neighborhoods, assists in the formulation of commercial development opportunities which can draw from a wide geographic demand base. Additionally, the development of employment opportunities and the targeting of job training needs Taylor Yards neighborhoods can derive further support and relevance in terms of the larger area-wide community.

INDUSTRIAL DEMAND ANALYSIS

Los Angeles Basin Industrial Market

This section discusses the overall Los Angeles industrial market in which the Taylor Yards property is located.

The Los Angeles Basin contains approximately 400 million square feet of industrial space. Within the Los Angeles industrial market is the Central Los Angeles/Santa Ana Freeway industrial submarket. Within the Central Los Angeles/Santa Ana Freeway industrial submarket is the Glendale/Echo industrial District. Gross leasing and sales activity during 1992 totaled approximately 64.3 million square feet, up from 62.7 million square feet in 1991. The year-end vacancy rate was 13.8 percent up from 13.0% for 1991. Manufacturing and wholesale trade jobs, which create the highest percentage of demand for industrial space, have been hit hard during this recession, causing vacancy rates to increase.

Only 1.3 million square feet were under construction at the end of 1993. Most of this new space was developed in the Inland Empire areas. By comparison, approximately 31 million square feet of new space was delivered to the market annually during the late 1980's.

The "Grubb & Ellis 1993 Market Forecast" report provides the following industrial market forecast. Despite the magnitude of government regulations facing manufacturers, the local industrial market should recover in sync with the economy. The manufacturing and trade sectors, major users of industrial space, are very sensitive to economic swings. As the country slowly recovers, manufacturing and trade should be among the first sectors to see increased activity. Also, due to the rapid pace of technological innovation, industrial space becomes more obsolete than office space. Consequently there is a certain underlying level of replacement demand through booms and busts.

Central Los Angeles/Santa Ana Freeway Industrial Corridor

The Glendale/Echo Park industrial sector is located within the Central Los Angeles and Santa Ana Freeway industrial corridor. This industrial market covers 225 square miles containing over 240 million square feet of industrial space. It is one of the largest centers of manufacturing, warehousing and distribution in the United States.

The Central Los Angeles submarket includes the cities of Los Angeles, Vernon, Maywood, Bell and Huntington Park. Situated east of Downtown, it was one of the first industrial districts developed in California. The area has a high concentration of older and some obsolete buildings. Some of these buildings need to be demolished to make way for new construction. Vacant land is scarce and expensive. New development is rare but has occurred. Rehabilitation is a cost-effective alternative in some locations. Central Los Angeles industrial market is dominated by the garment and food distribution industries. Some of these are migrating to the Santa Ana Freeway Industrial Corridor. The Central Los Angeles is described by the following market parameters.

Central Los Angeles/Santa Ana Freeway
Industrial Corridor
(Thousands of Square feet)

Rentable Square Ft	Available Square Ft	Available %	SF Sold Leased 1992	SF Under Const Year End	Asking Rent Per Mo. Low-high
240,830	31,980	13.3%	12,010	55	\$0.21 to \$0.79

The underlying economic base of this industrial market is diversified. It is also supported by a huge pool of documented and undocumented, unskilled and semi-skilled labor. Despite these positive attributes, the market is plagued by various problems. These problems include high land costs, high cost of workman's compensation insurance, the nation's toughest air, land and water pollution standards, heavily congested freeways, and high taxes. In addition cities and counties outside Los Angeles are offering significant development inducements and programs to relocate.

1993 Forecast Central Los Angeles/Santa Ana Freeway Industrial Corridor

The Grubb & Ellis Report indicates the following forecast for the overall Central Los Angeles industrial market:

- Several build-to-suit projects will be started in Downtown, Commerce, and Vernon, and construction may proceed on the new apparel mart at Alameda and Bay Streets. Areas effected by the civil disturbance might also see some new construction, especially if enterprise zones are designated.

- While total sales and leasing activity is not expected to increase in 1993, seller financing and other financing alternatives could open the door for more building sales.
- Manufacturing will continue to leave Central Los Angeles during 1993, raising the vacancy rate still further.
- Rents and sales prices will remain soft but are unlikely to decline much further.
- The post-recession outlook for Central Los Angeles is more positive than the short-term outlook. The area will still benefit from its mix of industries and a competitive workforce.

South Glendale/Echo Park Industrial Market Overview

Just north of Downtown is the South Glendale/Echo Park submarket in which the Taylor Yard property is located. This industrial district is centered along the Ventura (134) Freeway and San Fernando Road. This submarket contains 6.5 million square feet of industrial space representing 3% of the total Central Los Angeles Industrial Market sector.

Almost half the buildings are between 10,000 and 15,000 square feet, and over half the space was developed between 1950 and 1980. Manufacturing activities in this area include baked goods, printing and publishing, while wholesalers include large grocery distribution centers, automotive supplies, electronic parts and industrial machinery equipment. This submarket attracts tenants and users who are required to be near the entertainment industry or the office markets of Downtown or Glendale.

Vacancies have been increasing in this market, while sales and leasing activity has been slow. Almost twenty-seven percent of the South Glendale market is vacant. Only 680 thousand square feet of space were leased in 1992, representing 10 percent of the total available space.

South Glendale/Echo Park
Industrial Submarket
(Thousands of Square feet)

Rentable Square Ft	Available Square Ft	Available %	SF Sold Leased 1992	SF Under Const Year End	Asking Rent Per Mo. Low-high
6,490	1,743	26.9%	680	0	\$0.42 to \$0.69

Real Estate Transactions

The commercial and industrial property transactions within the general market area of the Taylor Yards sites are limited. Industrial transactions include a mini-storage facility, an auto repair shop, and three light industrial buildings. The transactions generally range in overall pricing from \$49 to \$69 per square foot of improvements. One industrial building having excess land was priced at \$120 per square foot, or \$13 per square foot of land. The limited transaction data does not afford general conclusions regarding commercial and industrial values within the Taylor Yards marketplace.

Taylor Yards Industrial District

With the exception of a land parcel adjacent to the Glendale Freeway, all of Taylor Yards is presently zoned M3, Heavy industrial designation. Industrial uses along San Fernando Road both north to Glendale and south to the Golden State Freeway, and portions of Cypress Avenue, in the Lawry's area and in the area south of the Golden State Freeway have zoning of both limited and light industrial uses. An extension of the San Fernando Road industrial corridor also extends northward between Eagle Rock boulevard and Verdugo Road. The industrial areas west of the river in the Elysian Valley area are zoned light industrial.

The existing industrial uses in this district are mixed, including metal fabrication, plastics molding, auto repair and storage as well as transportation-related services and bakeries. Existing major transportation oriented users include the SCRTD (now called Metropolitan Transportation Authority MTA), bus maintenance facility opposite Taylor Yard on San Fernando Road, a commuter rail line daytime storage yard in Midway Yard, and the existing Southern Pacific Diesel repair facility in Taylor Yard.

The Frisco Bakery, Dolly Madison, Foix French Bread, the Golden Sun and Four S are bakeries that continue to cluster together in the area to form the "bread basket of Los Angeles." Other bakeries that once were part of this district included the Van De Kamp Holland Bakery and the Jenny Lind Bakery.

West of the Taylor Yard is the Elysian Valley Industrial District. Beginning west of Dover Street and running north along the River, past the Glendale Freeway to where the Los Angeles river and the Golden State Freeway converge this industrial area is a district containing a number of uses. Included in the mix of industrial uses are City of Los Angeles maintenance and storage facilities, Department of Water and Power facilities, plumbing contractor, printers and auto repair businesses.

Comparable Major Development Sites

Four major comparable properties of large acreage, three unimproved parcels and one improved site, are presently being offered for sale within the general industrial marketplace of the Taylor Yards. These properties are more fully described in the Real Estate Land and building Prices section of this report. These market indicators tend to suggest realistic development site values in the range of \$15 to \$20 per square foot for the readily developable portions of the Taylor Yards property. This pricing is somewhat below \$25 per square foot for the 104 gross acres SPTC had proposed for a power center development. The \$15 to \$20 per square foot value considers near-term development opportunities and reflects the current depressed state of the industrial and commercial real estate market.

Industrial Demand

Principal demand for Glendale/Echo Park industrial space will derive from the strength of the regional economy of the area. As previously discussed the industrial space user is generated from four primary sources. These space generators are entirely new business establishments, firms moving in from outside the Los Angeles Basin, relocations within the Los Angeles Basin, or from on-site expansion of existing establishments. New speculative industrial space is not expected to be developed in the this market area in the near to mid-term future. The principal reasons are as follows:

- 1) There is adequate existing competitive space in the Central Los Angeles market with an overall vacancy rate of 13.3 percent. This vacancy represents 32 million square feet of industrial space.
- 2) Within the Central Los Angeles market is the Glendale/Echo Park submarket with over one quarter of it's industrial space vacant totaling 1.7 million square feet.
- 3) There are newer industrial parks with superior facilities and amenities available to users who are not required to be near downtown Los Angeles.
- 4) Land prices are not competitive with other areas in competing industrial market areas.
- 5) The resultant land cost burden of removing and clearing existing buildings renders new development infeasible.
- 6) New industrial space is not competitive since it must be priced competitively with older industrial buildings. Older buildings have amortized their capital costs or and have much lower basis and hence can offer cheaper rents.

For the above reasons existing rent structures can not support the cost of new construction without public financial support.

Industrial demand that is generated will principally be derived principally from expansion or relocation within the existing Central Los Angeles Industrial submarkets. Potential industries include the garment, electronics, import/export, or other users seeking cheaper rents or expensive space. Potential industrial space users seek least-cost locations. Site location considerations for businesses seeking to relocate into, or expand within the Taylor Yards area, will depend principally on the following factors:

- Favorable leasing structure.
- Favorably priced land.
- Availability of labor supply of appropriate skill.
- Availability of buildings for lease.

- Condition of building and tenant improvement costs.
- Least amount of down-time and ability to close the transaction quickly.
- Proximity to related industry and customers, if relevant.
- Significant public-sector development inducements.

Industrial Opportunities

There does not appear to be a market driven demand for development of new industrial space in the near term. New development occurring would principally result from existing business expansion needs, or from attraction of developers/tenants. Potential developers and tenants must be attracted by a variety of public financial inducements and benefits. Development inducements or site-specific opportunities include availability of below-market priced land, favorable land and development financing, infrastructure cost subsidies, and other incentives. Given the state of the current local economy, governmental regulatory business concerns, all the above inducements appear necessary to attract new industrial development.

Industrial Sector Opportunities

The Eastside Industrial market is principally driven by the economic strength of the Los Angeles Basin in which it trades. As a whole, the Los Angeles and national economy have suffered as a result of the recession. As the Nation and the Los Angeles Basin recover, the demand for goods produced in the Eastside industrial market should also increase. Improvement in the Eastside industrial business sector translates to more jobs. The short-term objective for the Eastside is to prevent loss of existing industry to competing areas, and to capture potential new businesses. Enhancing and supporting the existing industrial base provides the most viable opportunity for revitalization and employment.

The following list summarizes principal competitiveness attributes of the local industrial market sector that can serve to maintain and enhance the existing industrial base.

- **Labor Supply**

There is a good match between the characteristics of the community's labor force and the type and requirements of the jobs located within the study area.

- **Available Building Stock**
There are presently 1.7 million square feet of vacant industrial space in the South Glendale/Echo Park submarket.
- **Major Regional Market**
Although the entire Basin has been in a recession, the overall Los Angeles industrial market enjoys certain advantages. The sheer size of the Basin's port facilities, it's Pacific Rim location and proximity to Mexico should attract export-related manufactures. The underlying base of the market is diversified and supported by a huge pool of unskilled and semi-skilled labor. The Los Angeles Metropolitan area is one of the largest import markets in the United States, accounting for 60 percent of all California Trade.
- **Transportation**
For moving goods and workers, the industrial sector is well served by an extensive regional and national transportation network that includes systems of highways, public transportation, transit, railroads, airports and water ports.
- **Availability of Suitable Land**
There are several significant industrial parcels of major sizes available for sale and development. Additionally, many existing buildings have reached their physical useful lives and must be cleared, thus providing additional land for development.

RETAIL DEMAND ANALYSIS

Introduction

The retail demand analysis identifies potentials for retail development at the Taylor Yards site. Retail development could include both local serving retail, such as a community shopping center, and regional shopping such as a discount or factory outlet center. The community shopping center investigation follows a traditional retail demand analysis format. The regional discount or factory outlet center analysis discusses a generalized demand analysis and the relative attributes and constraints associated with the Taylor Yards site.

Community Shopping Center

The process of identifying retail development opportunities for a community shopping center includes review of site characteristics, determination of market area, estimation of total retail demand, identification of existing retail supply, formulation of new retail stores mix, and projection of land area requirements. Community shopping centers typically range in size from 100,000 to 450,000 square feet. Retail lines generally include convenience goods, foods, sundries, personal services, men's and women's apparel; and other retail uses such as hardware, appliances, and furniture, among others. Most often the community center is built around a junior department store or discount department store.

The concept of a community shopping center has been modified from the traditional fully contiguous center to that of a collection of retail activities around the San Fernando Road and Fletcher Drive retail node. This retail node presently includes the recently opened K-Mart Store of approximately 90,450 square feet, a variety of speciality retail in both freestanding buildings and a convenience center, and several freestanding full service and fast food restaurant uses. The San Fernando Road and Fletcher Drive node presently contains approximately 134,150 square feet of retail uses.

Other proposed retail projects may emerge within this retail node over the near term. These include the proposed supermarket/shopping center at the existing Hughes distribution center site and the development of the vacated Van de Kamp bakery site into 97,000 square feet of retail and 250 residential units for seniors. Additionally, new retail development could be sited at the northernmost tip of the

Taylor Yards site. This location is best suited to benefit from the emerging retail activity at the San Fernando Road and Fletcher Drive node, provides good local accessibility, and is well situated to service the surrounding neighborhoods.

Commercial Market Area Retail Demand

The commercial market area determination utilizes a series of concentric circles centered at San Fernando Road and Division Street. This location provides the best coverage of the Taylor Yards adjoining neighborhoods within the one- and two-mile radii. A third concentric circle, using a three-mile radius, is also analyzed with respect to retail demand generation. These geographic areas were evaluated by Donnelley Marketing Information Services with respect to expenditure potentials for various retail categories within a prototypical shopping center. The detailed retail expenditure tables identify 19 specific expenditure categories and are contained in the Addenda to this report.

The retail demand capture which may be anticipated for the proposed community shopping center is based upon the comparative competitive analysis of the market areas. The one-mile radii contains approximately 3.0 square miles, has an estimated 1991 resident population of 28,668 persons, and has, for the most part, good access to the San Fernando Road and Fletcher Drive retail node. Additionally, there are few alternative retail centers within a conveniently accessible location for these residents. A competitive community shopping center would be expected to capture a significant portion of the retail demand within this immediate neighborhood, comprised principally of Glasell Park, Cypress Park and Elysian Valley. The shopping center analysis uses a 40 percent retail demand capture rate for this primary one-mile radius market area.

The secondary market area is composed of the resident population situated within the ring created by the one- and two-mile radii. This area includes an area of approximately 9.4 square miles and has an estimated 1991 resident population of 78,000 persons. This geographic ring includes Mount Washington, the southern portion of Cypress Park, the northernmost tip of Lincoln Heights, the Solano Avenue area within Elysian Park, Elysian Heights, the easternmost tip of Silverlake and Echo Park, and the Atwater neighborhood. As with the initial one-mile radius, this ring also has generally good access to the San Fernando Road and Fletcher Drive retail node. However, this market area also begins to experience the competitive

Figure I-3
1-, 2-, 3-MILE RADIUS RINGS
FROM TAYLOR YARD

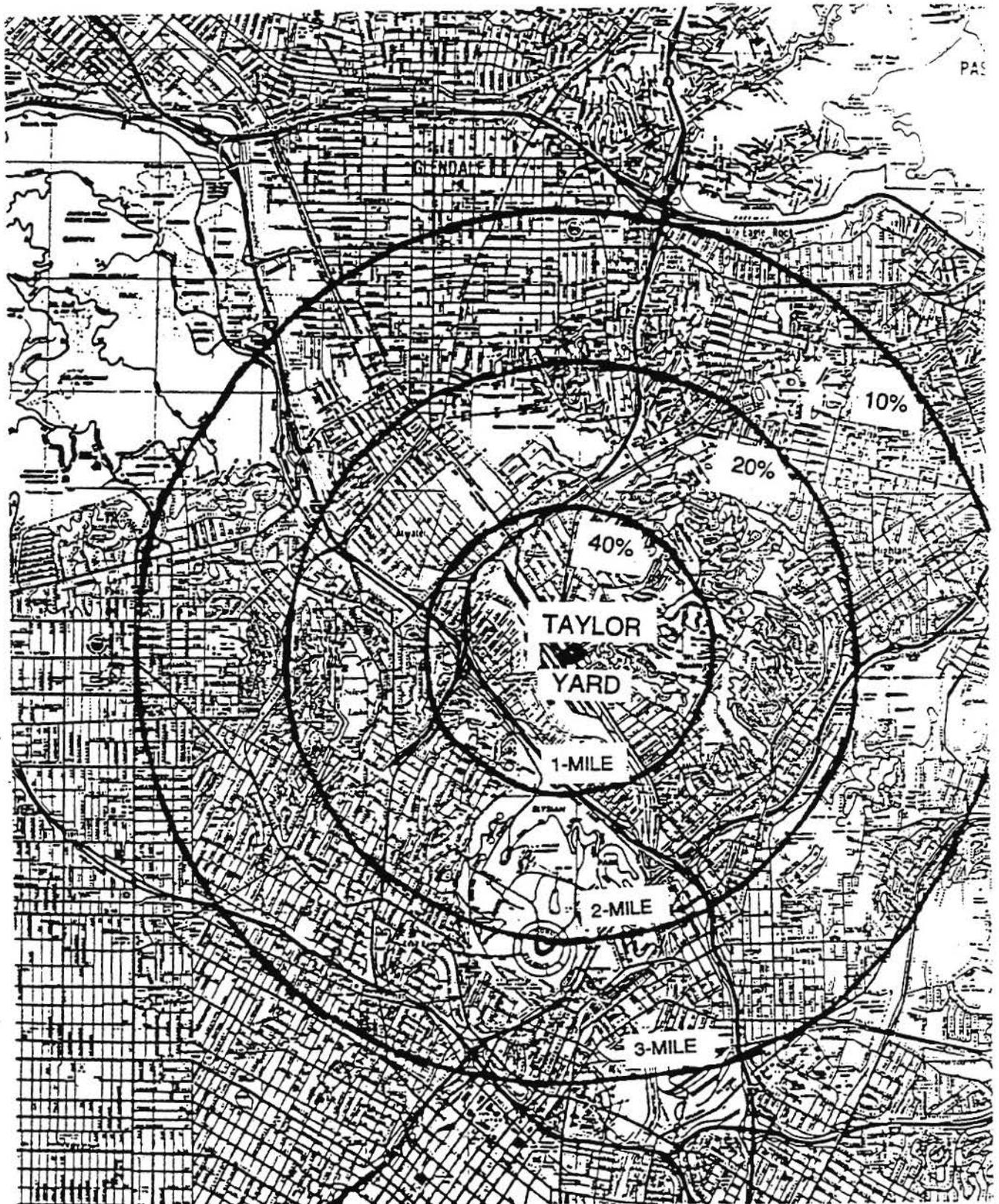


Table I-2
Taylor Yards Neighborhoods
Retail Demand Analysis

Store Type	Resident Retail Demand Support (\$1,000s)			Retail Capture (\$1,000s)	Sales Efficiency (Sales/Sq. Ft.)	Retail Demand (Sq. Ft.)	Percent Total 1 Mile Demand	Existing Retail Sq. Ft.	Percent of Demand	Additional Retail Sq. Ft.
	1 Mile	2 Miles	3 Miles							
Resident Population Statistics										
Population	27,313	104,273	329,112							
Households	7,382	32,791	103,045							
Median Income	\$29,184	\$31,224	\$27,439							
TYPICAL COMMUNITY SHOPPING CENTER RETAIL USES										
<i>Individual Retail Categories</i>										
Department Store	15,986	69,451	202,391	30,381	200	151,900	190%	90,450	80%	61,450
Grocery Store	39,205	155,448	471,754	70,561	500	141,100	180%	41,100	29%	100,000
Drug Store	6,028	25,883	78,619	11,656	275	42,400	193%	4,100	10%	38,300
Fast Food Rest.	6,308	28,949	87,596	12,916	300	43,100	205%	43,635	101%	(535)
Full Serv. Rest.	7,244	33,658	102,421	15,057	200	75,300	208%	5,000	7%	70,300
Apparel Store	6,788	29,724	87,442	13,074	200	65,400	193%	3,400	5%	62,000
Shoe Store	637	2,735	8,024	1,203	200	6,000	188%	2,200	37%	3,800
Jewelry Store	1,358	6,491	19,481	2,868	400	7,200	212%	0	0%	7,200
<i>Gifts/Specialty Category</i>										
Photo Store	350	1,484	4,519	670	200	3,400		0		3,400
Toy Store	637	2,735	8,024	1,203	200	6,000		0		6,000
Variety Store	906	3,948	11,693	1,745	200	8,700		9,000		(300)
Gift Catalog	1,837	8,748	25,755	3,818	200	19,100		11,100		8,000
Subtotal	3,730	16,913	49,991	7,436	200	37,200	199%	20,100	54%	17,100
Total - Typical Shopping Center	87,282	369,252	1,107,719	165,154	290	569,600	189%	209,985	37%	359,615
OTHER POTENTIAL SHOPPING CENTER RETAIL										
Appliance Store	914	3,882	10,858	1,657	300	5,500	181%	2,800	51%	2,700
Auto After Store	14,149	58,961	175,028	26,229	300	87,400	185%	8,800	10%	78,600
Convenience Store	7,740	31,667	95,892	14,304	250	57,200	185%	4,200	7%	53,000
Furniture Store	2,742	11,781	33,768	5,103	150	34,000	186%	2,300	7%	31,700
Hardware Store	1,429	5,842	16,235	2,494	150	16,800	174%	3,600	22%	13,000
Home Improv. Store	3,338	13,808	37,443	5,772	200	28,900	173%	0	0%	28,900
Liquor Store	2,477	10,973	32,521	4,845	250	19,400	196%	13,500	70%	5,900
Total - Other Shopping Center Uses	32,787	136,712	401,745	60,403	243	249,000	184%	35,200	14%	213,800
TOTAL ALL RETAIL CATEGORIES	120,069	505,964	1,509,464	225,557	276	818,600	188%	245,185	30%	573,415
<i>Retail Capture Ratios</i>										
1 Mile Radius Capture Percent	40.0%									
2 Mile Radius Capture Percent	20.0%									
3 Mile Radius Capture Percent	10.0%									

Source: Economic Research Associates. (TYcom\$)

influence of other shopping area such as those situated in Glendale, Lincoln Heights/North Broadway, and along the Sunset Boulevard retail corridor. Capture of retail demand will occur at a lower rate than that area within the one-mile radius. The percentage of retail capture is estimated at one-half that achieved within the primary one-mile market, or 20 percent.

Finally, the market area defined by the two-mile and three-mile radii forms the third market area for the San Fernando Road and Fletcher Drive retail node. This market area contains approximately 15.2 square miles and an estimated 1991 population of 227,000 residents. It includes portions of Glendale, Eagle Rock, Highland Park, Monterey Hills, Montecito Heights, Chinatown, and encompasses all of Echo Park and Silverlake. Competition from alternative retail centers is intense in this final market ring, and retail capture at the subject site is further diminished. The retail capture from this area is estimated at one-half of that from the secondary market, or 10 percent.

The following table computes the retail demand capture for the 19 retail categories detailed in the expenditure potentials charts. These categories of retail activity are classified into individual retail stores, a general class of gifts/specialty stores, and other retail stores. This classification of the retail expenditure potentials and calculation of potential retail demand is useful in the formulation of a community shopping center profile later in this analysis.

After computing the total projected retail expenditure capture potential for the San Fernando Road and Fletcher Drive node, the annual dollar sales amounts are translated into store areas through retail sales efficiency ratios. These annual sales ratios are determined on a retail category basis and range from a high of \$500 per square foot for grocery supermarkets to a low of \$150 per square foot for furniture and hardware stores. Most other retail categories have annual retail expenditure levels in the \$200 to \$300 per square foot range.

Analysis of the 19 categories of retail expenditure indicate an overall capture potential of \$233 million, an average sales efficiency ratio of \$272 per square foot, and a total supportable retail demand of 818,600 square feet. The retail capture and supportable retail square footage would be shared by the existing development as well as any new retail development with the target area. Thus, the existing retail

uses square footage has been subtracted from the total supportable demand to determine the additional developable retail square footages. Existing retail uses have been categorized into the appropriate retail demand areas from the survey of commercial nodes presented previously in this report.

The next table extracts the existing retail uses, additional demand, and total supportable retail development from the retail demand analysis table. Here, the retail categories are rearranged to facilitate the formulation of a community shopping center profile. Total community retail demand is approximately 818,600 square feet. The existing retail uses within the Taylor Yards neighborhoods totals 260,900 square feet, and excluding medical and personal services, the existing retail totals approximately 245,000 square feet. The additional supportable retail demand within the community is approximately 573,000 square feet. This gross retail demand forms the basis of analysis and configuration of a community shopping center development.

Community Shopping Center Potentials

The analysis of the potentials for a community shopping center development at the San Fernando Road and Fletcher Drive retail node begins with identification of the existing retail stores at that location as shown by the following table. The retail uses include two general categories, typical shopping center retail uses and other retail types. The differentiation between the two categories is the frequency in which these uses are found in community shopping center, the typical uses being found most often; and the size of the retail stores, the other uses usually being larger square footages and often situated in freestanding stores.

As shown by the table, existing retail stores total approximately 134,150 square feet and are dominated by the K-Mart facility of 90,450 square feet. This store forms the traditional discount department store anchor for the non-contiguous community shopping center. Other uses include a variety of in-line retail type stores, various food service uses, and only one use in the other retail store category. This profile permits the formulation of possible new development to form a typical community shopping center.

The new development focuses upon the proposed new retail store categories and square footages. This formulation considers the additional retail demand identified

Table I-3
Taylor Yards Neighborhoods
Retail Development Potentials

Tenant Classification	Existing Sq. Ft.	Additional Demand	Total Sq. Ft.
TYPICAL COMMUNITY SHOPPING CENTER RETAIL USES			
Anchors			
General Merchandise Discount Department Store	90,450	61,450	151,900
Food Market Supermarket	41,100	100,000	141,100
Drug Store Superstore	4,100	38,300	42,400
Subtotal Anchors	135,650	199,750	335,400
In-Line Retail			
Gifts/Specialty	20,100	17,100	37,200
Jewelry	0	7,200	7,200
Clothing and Accessories	3,400	62,000	65,400
Shoes	2,200	3,800	6,000
Subtotal In-Line Stores	25,700	90,100	115,800
Freestanding Pads			
Food Service			
Restaurant	5,000	70,300	75,300
Fast food/carryout	43,635	(535)	43,100
Subtotal Freestanding Pads	48,635	69,765	118,400
Total - Typical Community Shopping Center	209,985	359,615	569,600
OTHER POTENTIAL SHOPPING CENTER RETAIL USES			
Appliance Store	2,800	2,700	5,500
Auto After Store	8,800	78,600	87,400
Convenience Store	4,200	53,000	57,200
Furniture Store	2,300	31,700	34,000
Hardware Store	3,600	13,000	16,600
Home Improv. Store	0	28,900	28,900
Liquor Store	13,500	5,900	19,400
Subtotal Other Retail Uses	35,200	213,800	249,000
TOTAL ALL RETAIL CATEGORIES	245,185	573,415	818,600

Source: Economics Research Associates. (tycom\$pc)

Table I-4
Community Shopping Center
San Fernando Road and Fletcher Street
Taylor Yards Development Profile

Tenant Classification	Existing Sq. Ft.	Proposed New Retail	Total Sq. Ft.
TYPICAL COMMUNITY SHOPPING CENTER RETAIL USES			
Anchors			
General Merchandise			
Discount Department Store	90,450	0	90,450
Food Market			
Supermarket	0	40,000	40,000
Drug Store			
Superstore	0	30,000	30,000
Subtotal Anchors	90,450	70,000	160,450
In-Line Retail			
Gifts/Specialty	3,150	4,000	7,150
Jewelry	0	2,000	2,000
Clothing and Accessories	2,000	15,000	17,000
Shoes	2,200	2,000	4,200
Personal Services	6,850	5,000	11,850
Subtotal In-Line Stores	14,200	28,000	42,200
Freestanding Pads			
Food Service			
Restaurant	5,000	15,000	20,000
Fast food/carryout	19,050	0	19,050
Subtotal Freestanding Pads	24,050	15,000	39,050
Total - Typical Community Shopping Center	128,700	113,000	241,700
OTHER POTENTIAL SHOPPING CENTER RETAIL USES			
Appliance Store	0	0	0
Auto After Store	5,450	30,000	35,450
Convenience Store	0	3,000	3,000
Furniture Store	0	15,000	15,000
Hardware Store	0	0	0
Home Improv. Store	0	40,000	40,000
Liquor Store	0	2,000	2,000
Subtotal Other Retail Uses	5,450	90,000	95,450
TOTAL ALL RETAIL CATEGORIES	134,150	203,000	337,150
PROPOSED SHOPPING CENTER DEVELOPMENT PROFILE		Proposed New Retail Uses	
	Typical	Other	Total
	Retail Uses	Retail Uses	Retail Uses
Parking			
Parking @ 5 spaces per 1,000 sq. ft.	565	450	1,015
Development Site Area			
Retail Uses			
Computed @ 85% pad coverage	133,000	106,000	239,000
Parking			
Computed @ 300 sq. ft. per space	170,000	135,000	305,000
Landscaping			
Computed @ 10% total area	34,000	27,000	61,000
Total Development Site Area			
Square Feet	337,000	268,000	605,000
Acres	7.7	6.2	13.9

Note: Detail may not add to totals due to rounding.

Source: Economics Research Associates. (tycom\$pc)

by the previously discussed retail demand analysis, the existing uses at the San Fernando Road and Fletcher Drive retail node, and other information regarding typical mixes and sizes of retail stores. The new retail uses include the anchor stores of a food supermarket and large drug store, together totaling 70,000 square feet of new retail development. In line stores include a wide variety of uses, totaling 28,000 square feet, and affording the proposed community shopping center a depth of variety of goods and personal services. The freestanding pads include full service restaurants totaling 15,000 square feet of new development, or approximately three new restaurants. The total typical community shopping center new development totals 113,000 square feet, which as shown in the last section of the table, requires approximately 7.7 net acres.

Other potential shopping center retail uses are considered next. These include a variety of uses which may or may not be fully integrated into the community shopping center. For instance, the auto after store includes a number of auto repair services and may be best suited for development as a self-contained use. The home improvement store of 40,000 square feet is supported by the combined retail demand for hardware and home improvement goods. These uses could be adjacent to the development containing the more typical community shopping center uses, or integrated to some extent to the overall center profile. The other uses described in the table total 90,000 square feet of new retail and, as shown in the last section of the table, require approximately 6.2 net acres.

The final section of the community shopping center profile computes the site requirements for development of the proposed new retail uses. The basis of the site requirement includes a parking ratio of five spaces for every 1,000 square feet of retail stores, typical parking space and access requirements of 300 square feet per parking space, building pad coverage of 85 percent, and landscaping of approximately 10 percent of the total site area. The resulting site requirements total 13.9 net acres, a development site size which can easily be accommodated by the Taylor Yards site.

In conclusion, the Taylor Yards neighborhoods could support additional retail demand in a non-contiguous community shopping center profile totaling approximately 200,000 square feet of new retail uses. The site requirements for such a development are approximately 13.9 acres, an area which may be easily

accommodated by the Taylor Yards site. However, development of alternative retail projects such as the proposed supermarket/shopping center at the existing Hughes distribution center site or the development of the vacated Van de Kamp bakery site into 97,000 square feet of retail and 250 residential units for seniors, could effectively absorb most of the retail demand identified by the above analysis.

Regional Retail Center

Potentials for a regional retail center do not readily lend themselves to the technical analyses which are conducted for more local serving retail centers. Regional retail centers require substantial supporting populations and specific site characteristics. The Taylor Yards site exhibits some opportunities for discount or factory outlet "big-box" retailers, but also must overcome several site access and configuration issues to be successfully developed. These uses are similar to the proposed by the Southern Pacific Transportation Company (SPTC) for a 94-acre portion of the site. The conceptual proposal include such users as Costco Wholesale and Food 4 Less. Regional shopping centers, such as the Eagle Rock Plaza, Glendale Fashion Center, or Glendale Galleria, are not suitable development candidates for the Taylor Yards site.

The demand analysis for regional retail is based upon typical per capita average of 4.5 square feet. This retail square footage includes the full range of regional shopping centers, discount or big-box retailers, and factory outlet centers. The big-box discount retailers and/or factory outlet centers are estimated to account for approximately one-half of this overall per capita demand, or 2.25 square feet per resident.

Resident demand is estimated using the concentric circle population statistics first introduced for the analysis of the community shopping center. The one-mile market area has an estimated 1991 population of 28,668 persons, the two-mile market area of 78,000 persons, and the three-mile market area of 227,000 persons. The potential capture of discount or factory outlet center demand is estimated at 80 percent for the primary market area, 60 percent for the secondary market area, and 40 percent for the third market area. These demand capture rates indicate potential market support by 160,000 residents, or approximately one-half of the population residing within the total three-mile radius.

Applying the retail support ratio of 2.25 square feet per capita, the analysis indicates discount or factory outlet center demand of 360,000 square feet. The existing 90,400 square foot K-Mart discount store absorbs one-fourth of this total demand, resulting in a development potential of approximately 270,000 square feet. This demand level equals three or four big-box retailers.

Site requirements for development of 270,000 square feet of big-box retail development are computed using the site coverage, parking, and landscaping assumptions discussed previously for the community shopping center analysis. The pad coverage ratio is 85 percent, parking ratio of 5 spaces per 1,000 square feet of store area, average parking space size of 300 square feet, and landscaping of 10 percent of the total site area. The resulting site requirement is computed at 18 acres. The Taylor Yards site physically accommodates an 18-acre big-box retail development.

Other site requirements for successful regional retail development include excellent access, visibility, and appropriate levels of infrastructure capacity to accommodate new development. Regional access to the Taylor Yards site is afforded by the three nearby freeways, Glendale, Golden State, and Pasadena Freeways. Local circulation relies upon San Fernando Road, the major north-south surface street thoroughfare serving the Taylor Yards and adjoining communities. Access from the west is somewhat limited due to the Golden State Freeway and Los Angeles River barriers. To the east, the hillside residential communities effectively block access except at the north end of the site via Fletcher Drive and Eagle Rock Boulevard and at the south end by way of Figueroa Street. Both of these east-west thoroughfares require use of San Fernando Road to access the Taylor Yards site.

Development visibility is limited from all major surface and freeway arterials except San Fernando Road. The major east-west surface thoroughfares, Fletcher Drive and Figueroa Street, provide no site visibility. The Pasadena Freeway on the south is generally at or below grade in the vicinity of the southern tip of the Taylor Yards. Visibility from the Glendale Freeway is also limited due to the nature of the bridging over the rail right-of-way and Los Angeles River, and the requirement upon drivers to be particularly attentive to driving this stretch of the freeway. Finally, visibility from the Golden State Freeway is generally blocked by the sound abatement walls along the freeway's eastern right-of-way. These visibility

constraints tend to devalue the Taylor Yards site as a location for regional retail development.

Finally, the extent of local area infrastructure capacity, including elements of utility availability, intersection capacity, and San Fernando Road traffic capacity, may increase the costs associated with retail development. However, these infrastructure requirements can generally be remedied while the regional access and visibility issues are not typically curable during the development process.

REAL ESTATE LAND AND BUILDING PRICES

Introduction

The review of real estate transactional data provides only a partial indication of price levels for commercial, industrial, and residential uses within the Taylor Yards neighborhoods. This is due to the very limited transactional data available, particularly for commercial and industrial development and newer residential development. However, the lack of information does support the use of the alternative valuation methodologies, namely the land residual technique, for the valuing of development sites within this market. Additionally, a survey of other major development sites north of Downtown Los Angeles provides insight into the current market pricing for large land parcels.

The commercial transaction data search relied upon information published by Comps Inc., a recognized real estate appraisal data source, and DAMAR Real Estate Information Services, a computerized real estate database. The detailed transactional tables are provided in the Addenda to this report. In addition to these sources, a survey of major development sites identified four properties suitable for comparison to the Taylor Yards site.

In addition to the commercial and industrial pricing information, a secondary source survey was conducted of residential properties within the Taylor Yards neighborhoods. Although residential uses are not initially assessed as necessarily the most appropriate or productive use of the Taylor Yards sites, this information does provide an initial information base for potential residential development in areas surrounding the Taylor Yards.

Commercial and Industrial Transactions

The commercial and industrial property transactions within the general market area of the Taylor Yards site are limited. Two sources, Comps Inc. and DAMAR Real Estate Information Services, revealed only five industrial sales, three commercial transactions, two commercial/residential sales, and one industrial land transaction. The following summarizes the limited findings from the survey data.

Commercial transactions included a restaurant building on Eagle Rock Boulevard, a strip retail center on Figueroa Street, and a retail building on

Cypress Avenue. These transactions varied in age, size, and condition of improvements. The overall price range is from \$55 to \$120 per square foot of improvements.

Commercial/residential transactions include a retail/duplex structure on Silver Lake Boulevard and a restaurant/duplex on San Fernando Road. These sales involve two very different properties and range in price from \$138 to \$192 per square foot of improvements.

Industrial transactions include a mini-storage facility, an auto repair shop, and three light industrial buildings. The transactions generally range in overall pricing from \$49 to \$69 per square foot of improvements. One industrial building having excess land was priced at \$120 per square foot, or \$13 per square foot of land.

The singular industrial land transaction was for a small parcel on Blake Avenue which transacted for \$57 per square foot.

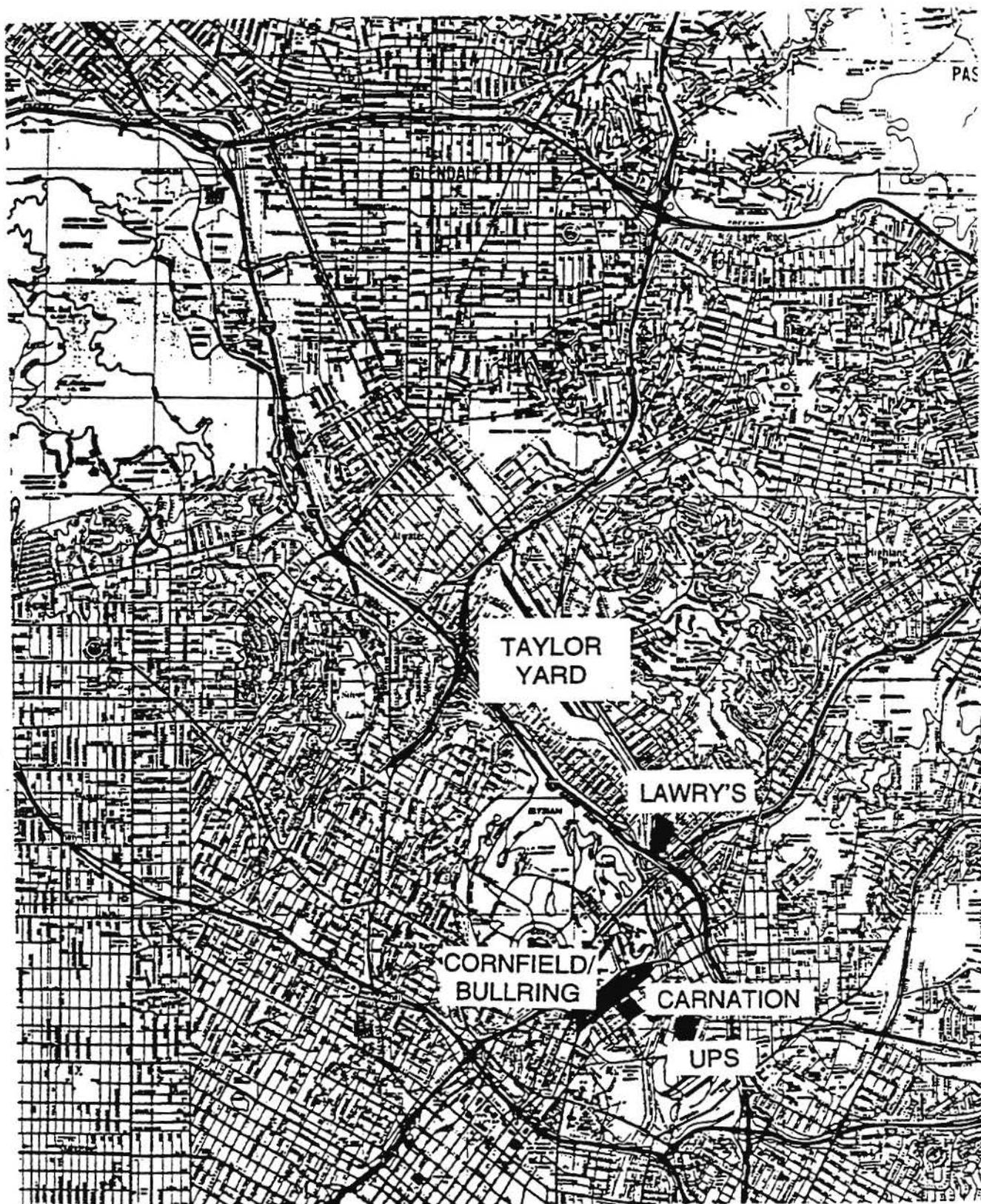
The above limited transaction data does not afford general conclusion regarding commercial and industrial values within the Taylor Yards marketplace. However, the lack of an active sales market does support the valuation of development sites using the land residual techniques to determine the land burden which new development can support.

Comparable Major Development Sites

Four comparable properties of large acreage, three unimproved parcels and one improved site, are presently being offered for sale within the general market area of the Taylor Yards site. The map on the following page identifies the location of the four properties and the discussion below briefly details the present for sale offerings along with some brokerage community comments regarding the sites.

The Cornfield/Bullring rail yards are situated between North Broadway and Main Street in Central City North, immediately above Chinatown and south of the Los Angeles River from the Taylor Yards site. This property has been marketed by CB Commercial Real Estate Services since early 1988. The original offering included a total of 56.81 acres for \$120 million, or

Figure I-4
MAJOR DEVELOPMENT SITES



approximately \$48 per square foot. Subsequently, a 5.65-acre parcel was purchased by the LACTC as part of a larger acquisition. The southernmost parcels, containing 2.52 acres, were recently reported under negotiation at \$55 per square foot. The remaining 48.64-acre northern parcel is being offered at \$50 per square foot, and would require some environmental mitigation. Brokerage community sources suggest a \$30 per square foot pricing is more in line with current market values, however, this pricing appears to be above supportable land residual values under current zoning limitations for the site.

The 17.1-acre Carnation site is bounded by North Spring, Mesnager, Main, and Sotello Streets. The property is located directly across North Spring Street from the Cornfield Yard. The property is improved with a number of special purpose buildings with little market value and a cold storage building with some potential value. The Carnation site is being offered for approximately \$21.6 million, or \$29 per square foot. Some environmental mitigation may be necessary on the property. Realistic pricing of the site suggests a somewhat lower value, potentially in the \$20 to \$25 range.

The 28.7-acre United Parcel Service (UPS) site is situated at the southwest corner of Moulton Avenue and North Main Street, southeast of the Taylor Yards site. The property is vacant and has had environmental mitigation completed by UPS. The property is being offered at \$28,675,000, or \$22.94 per square foot. Some potential bidders for this sit have expressed realistic pricing in the \$17 to \$18 range.

The Lawry's site is at San Fernando Road and Avenue 26, immediately south of the Taylor Yards site. The property is an improved 16.84-acre site containing 285,000 square feet of retail, office and industrial uses in good condition. This site was previously in competition as a candidate for the new Metropolitan Water District facility, but was recently eliminated from consideration and is again being actively marketed. The asking price is \$18.5 million. This equates to a pricing of \$25 per square foot of land or \$65 per square foot of buildings.

Comparison of the four sites to the Taylor Yards site is not direct nor can adjustments be readily discerned. The Cornfield/Bullring site is also owned by SPTC and includes considerable acreage which is not readily developable due to easements, topography, and site configuration constraints. This is a similar situation to that of the Taylor Yards site, where only a relatively small portion of the property is readily developable. The Carnation and UPS sites are smaller than the Taylor Yards property, have little or no loss due to topography and easements, and are more readily developable.

The above market indicators tend to suggest realistic competitive development site values in the range of \$15 to \$20 per square foot for the readily developable portions of the Taylor Yards property. This pricing is somewhat below the reported \$25 per square foot for 104 gross acres SPTC had proposed for a power center development. The \$15 to \$20 per square foot value considers near-term development opportunities and reflects the current depressed state of the industrial and commercial real estate market. This near-term competitive development land value for the Taylor Yards site is not likely to motivate SPTC to eagerly dispose of the property.

RESIDENTIAL MARKET DATA

Single-Family and Multi-Family Residential Transactions

The survey of residential uses includes residential land, single-family units, duplexes, triplexes, quadruplexes, and apartment buildings of five or more units. The following discussions detail the findings of the survey information. The detailed transactional tables are provided in the Addenda to this report.

The DAMAR Real Estate Information Services "Area Sales Analysis Profile" for the Taylor Yards neighborhoods summarizes 1,404 transactions occurring over the past nine years. The Thomas Map grid area upon which the information is based is shown in the Addenda and excludes the Mount Washington area. Only 14 sales are indicated to be new home sales, or sales occurring one-year after construction. The 1992 median price is \$167,660 for homes with an average living area of 1,136 square feet and an average year built of 1929. The average annual price increase from 1984 to 1992 is 13 percent.

The DAMAR Real Estate Information Services residential land sales indicate single family lot prices in the range of \$14,000 to \$30,000. One R3 zoned development site on Carlyle Place, totaling 1.65 acres, was acquired in mid-1992 for \$5.42 per square foot.

The duplex transactions total 18 sales with an average sales price of \$192,400, or approximately \$96,000 per unit.

The triplex transactions total six sales with an average price of \$231,750, or approximately \$77,000 per unit.

There was only one quadruplex transaction with a per unit price of \$48,000.

The two apartment building transactions were adjacent properties acquired by the same buyer, total 24 units, and are priced at \$54,000 per unit.

Section II

**ECONOMIC PERFORMANCE ASSESSMENT
OF THE
REUSE ALTERNATIVES**

The consultant team evaluated five alternatives for land use development programs at Taylor Yard and in the immediately surrounding community. The five alternatives are:

1. The Town Center Concept Plan — developed by the AIA team (December 10, 1992)
2. The Commercial Industrial Concept Plan — by the AIA team (December 10, 1992)
3. A Flood Detention/Recreation Area Concept Plan
4. A likely Southern Pacific Parcelization Plan, based on meetings with Southern Pacific Transportation Company
5. A Community Plan framed by the HNTB/BPI/ERA team (May 1993)

Each alternative has been assessed via a common format, which included the following characteristics:

- Land Uses
- Private Uses
- Public Uses
- Estimated Private Development Floor Area Types
 - Potential Land Values
 - Potential Improvements/Structures Values
- Estimated Permanent Job Opportunities
 - Potential Payroll
- Estimated Construction Job Opportunities
 - Potential Payroll

- Estimated Business/Economic Activity
 - Business Types and Volumes
- Market Areas Served by Private and Public Uses
- Estimated Annual Municipal Revenues Generated by Property Uses
- Notes and Comments
 - Likelihood of Community Access to Employment Opportunities
 - Community Serving Aspects of Land Uses
 - Probable Phasing/Buildout of the Proposed Land Uses

Each of the five alternative land use development programs is detailed hereafter, using the uniform format. A great deal of specific information is presented. In order to model the potential economic and employment performance of each alternative, the consultant defined standards and working estimates from current experience in the development and revitalization of properties drawn from numerous other central Los Angeles County program areas.

After the separate individual alternatives were presented to the local Advisory Committee and to the Metropolitan Transportation Authority in May 1993, a comparative matrix of the essential economic and employment features of the five alternatives was created — which was presented to the MTA in late May and to the local Advisory Committee in August 1993. Two matrix tables — included hereafter as Tables A and B — focused upon the differences between the alternatives. Note that the consultants concentrated the analyses on the Taylor Yard properties which lie north of the main rail tracks, inasmuch as the SPTC properties located south of the tracks will continue to remain in use for many years to come.

The essential things to note from this evaluation process were the consultant team intentions:

- To learn from the AIA Taylor Yard proposals and analyses of 1992 and to use the materials developed in that process to the fullest extent, so that no duplication of effort would occur.

- To more clearly understand the position and realities of the Southern Pacific Transportation Company and land owner and land seller.
- To recognize and define the converging interests of the SPTC, the LACMTA, the community, and the First Council District as the coordinating entity for the City.
- To devise a community plan alternative that would take the best from several alternatives and create a land use program binding together the convergent interests with several key policy objectives which give priority to community access to:
 - Job opportunities as openings occur on the reused Taylor Yard properties
 - Job training and technical education access which will prepare residents for more effective job opportunity competition
 - Business opportunities on selected sites (commercial retail) within the plan of land uses

The alternative evaluation stage of the assignment then led directly to the formulation of the implementation proposals.

**TAYLOR YARD
ECONOMIC PERFORMANCE ASSESSMENT OF
TAYLOR YARD REUSE ALTERNATIVES**

REUSE ALTERNATIVE

TOWN CENTER (ALTERNATIVE) PLAN
(AIA TEAM PROPOSAL)

LAND USES

The 173+ acres are distributed among Community Commercial, Commercial with Residential Mixed Use, Multi-Family Residential, Light Industrial, Community Park, Community Facilities, and Flood Detention Basin with recreational use. An additional 60 to 70 acres on the northeast side of San Fernando Road is included in the land use program, converting what is presently existing.

PRIVATE USES

ERA estimates the following mix of uses: 500 to 700 housing units (from AIA report); 160,000 to 180,000 s.f. of community commercial; 280,000 to 310,000 s.f. of light industrial uses. The upper ranges are used in the analyses below. (The public park area appears to be located on LACMTA property.)

PUBLIC USES

This alternative would require a redevelopment project in order to convert the land uses on the northeast side of San Fernando Road. An estimated 60 to 70 acres of property outside of the SPTC ownerships would need to be redeveloped.

Estimated Costs of Public Uses

Parcels G and H (79.6 acres) are shown for eventual conversion to flood control detention basin with recreational uses — when released by SPTC from ongoing railroad uses (15+ years from now). If purchased at \$10/s.f., the cost would be \$34.7 million. Excavation is estimated at \$13.5 million, and recreational landscaping at \$12.1 million. (Redevelopment Project could cost roughly \$60 million.)

ESTIMATED PRIVATE DEVELOPMENT FLOOR AREA TYPES

Potential Land Values

SPTC offers at \$25/s.f.; consultant estimates at \$17.50/s.f.
28.4 acres of industrial land (net sites) x \$762,300/acre = \$21.6 million
16.5 acres of commercial land (net sites) x \$762,300/acre = \$12.6 million
Residential land (25% of sales price) is already included below (\$27.1 million).

Potential Improvements/Structures Values

Assume 700 housing units @ \$155,000 each on average = \$108.5 million (sales prices)
310,000 s.f. of commercial x \$65/s.f. = \$20.2 million
200,000 s.f. of light industrial x \$45/s.f. = \$9.0 million

Total private value estimate of \$171.9 million.

TOWN CENTER (ALTERNATIVE) PLAN
(AIA TEAM PROPOSAL)
(Continued)

ESTIMATED PERMANENT JOB OPPORTUNITIES

Potential Payroll

Community commercial employment @ 400 s.f./employee = 500 jobs x \$17,500/job
= \$8.75 million/year.

Industrial employment @ 850 s.f./employee = 365 jobs x \$18,720/job
= \$6.83 million/year.

Total jobs = 865 = \$15.58 million/year.

ESTIMATED CONSTRUCTION JOB OPPORTUNITIES

Potential Payroll

\$136.1 million (all public and private hard construction) x 55%
= \$74.9 million + \$45,000 = 1,664 person-years of employment.

ESTIMATED BUSINESS/ECONOMIC ACTIVITY

Business Types and Volumes

Community commercial @ \$225/s.f./year x 200,000 s.f. = \$45 million.

Industrial space produces little direct sales activity; say 12% of 310,000 s.f. x \$50/s.f.
= \$1.9 million.

MARKET AREAS SERVED BY PRIVATE AND PUBLIC USES

Community commercial would serve the immediate neighborhoods (55% of business), the industrial employees (10%), and others from within a 5-mile radius ring (35%). Industrial spaces would be single Southern California locations as well as branch locations within the larger region. Many industrial users would be linked to the downtown business, financial, and other industries.

ESTIMATED ANNUAL MUNICIPAL REVENUES GENERATED BY PROPERTY USES

Property Tax

Existing assessed valuation = \$24.8± million
New assessed valuation = \$171.9± million
Net new assessed valuation = \$147.1± million
Net new property tax = \$1.47 million/year

Sales Tax

\$46.9 million of net new retail sales = \$469,000 of sales tax to City of Los Angeles.

Utility User Tax

Estimate of \$108,900 per year (\$84,000 from housing units; \$24,900 from commercial and industrial).

Business License Tax

Estimate of \$17,850 per year to City of Los Angeles.

TOWN CENTER (ALTERNATIVE) PLAN
(AIA TEAM PROPOSAL)
(Continued)

Other (specify) (e.g., Property Transfer Tax)

Housing units may resell every seven to ten years. If units were assisted with public funding, the resale value might be required to be at low and moderate income affordability levels. Therefore, presume that one-half of total (350 units) may resell at market rates every ten years, or 35 per year at 50 percent value increase = \$15,000+ per year.

Public User Fees (e.g., Trail User Fee, Recreation Facility Fee, etc.)

Recreation space in flood detention basin may realize modest fees — if playing fields are developed; say \$250,000 per year.

Public park space on MTA property may collect, say, \$100,000 per year.

NOTES AND COMMENTS

Likelihood of Community Access to Employment Opportunities

30% to 40% of retail jobs (a reasonable assumption) = 200 jobs

25% to 30% of industrial jobs (reasonable) = 110 jobs

Comment on Community Serving Aspects of Land Uses

Provides a new in-community center, but requires redevelopment displacement of some existing spaces. Presumes one-half of housing units are produced with public subsidies. Forces major change to San Fernando Road — which becomes a residential corridor (?)

Probable Phasing/Buildout of the Proposed Land Uses

Requires major multi-agency commitments to redevelopment, assisted housing, public park community facilities, flood basin/recreational use. A 20- to 25-year plan. Very complex.

Note: Redevelopment Project could cost about \$60 million; housing development subsidies could cost an additional \$25,000 x 350 units = \$8.75 million.

**TAYLOR YARD
ECONOMIC PERFORMANCE ASSESSMENT OF
TAYLOR YARD REUSE ALTERNATIVES**

REUSE ALTERNATIVE

COMMERCIAL INDUSTRIAL (ALTERNATIVE) PLAN

(AIA TEAM PROPOSAL)

LAND USES

Region serving retail, community serving retail, manufacturing/light industry, potential for some housing. Two sets of rail tracks divide the properties, causing circulation challenges. Light rail station. Public park (on MTA property). Flood detention basin with recreation.

PRIVATE USES

Estimated project sales: 150,000 s.f. of regional retail; 80,000 s.f. of community serving retail; 600,000 s.f. of manufacturing/light industry floor area; 240 to 280 residential units. Plan proposes reuse of both sides of San Fernando Road — would require redevelopment project to carry out. Plan also uses MTA parcel for public park.

PUBLIC USES

Public park, community facilities, flood detention basin/recreational use, "Gateway" themed plaza.

Estimated Costs of Public Uses

Flood basin (excavation and landscaping) — \$60.3 million
Public park — land from MTA, landscaping @ \$4.0++ million
Community facilities — to be determined
"Gateway" plaza — to be determined

The 60± acres on north side of San Fernando Road, probably within a redevelopment project, would cost roughly \$60 million to recycle to the plan uses.

ESTIMATED PRIVATE DEVELOPMENT FLOOR AREA TYPES

Potential Land Values (Use \$17.50 per square foot)

Regional retail — 14 acres x \$762,300/acre = \$10.7 million
Community retail — 7.3 acres x \$762,300/acre = \$5.6 million
Industrial — 70 acres x \$762,300/acre = \$53.4 million
(Housing land value is included in unit prices below at 25% of price, or \$10.9 million.)

Potential Improvements/Structures Values

280 residential units @ \$155,000 each = \$43.4 million
230,000 s.f. of combined retail x \$65/s.f. = \$15.0 million
620,000 s.f. of industrial x \$45/s.f. = \$27.0 million

Estimated total new private value of \$155.1 million.

COMMERCIAL INDUSTRIAL (ALTERNATIVE) PLAN
(AIA TEAM PROPOSAL)
(Continued)

ESTIMATED PERMANENT JOB OPPORTUNITIES

Potential Payroll

150,000 s.f. of regional retail @ 550 s.f./employee =	272 jobs x \$17,500 =	\$ 4.76 million
80,000 s.f. of community retail @ 400 s.f./employee =	200 jobs x \$17,500 =	3.50 million
600,000 s.f. of industrial @ 850 s.f./employee =	<u>706 jobs x \$18,720 =</u>	<u>13.20 million</u>
Total private jobs =	1,178 jobs =	\$21.46 million

ESTIMATED CONSTRUCTION JOB OPPORTUNITIES

Potential Payroll

Combined retail: \$15.0 million x .55 =	183 person-years (@ \$45,000)
Industrial: 27.0 million x .55 =	330 person-years (@ \$45,000)
Residential: 43.4 million (less land) x .55 =	<u>530 person-years</u>
Total construction:	1,043 person-years

\$65.87 million payroll, benefits, dues, etc., for construction workers.

ESTIMATED BUSINESS/ECONOMIC ACTIVITY

Business Types and Volumes

Regional retail: 150,000 s.f. x \$350/s.f. =	\$52.5++ million
Community serving retail: 80,000 s.f. x \$225/s.f. =	18.0++ million
Industrial space (low sales activity on site): 600,000 s.f. x 12% x \$ 50/s.f. =	<u>3.6++ million</u>
	\$74.1++ million

MARKET AREAS SERVED BY PRIVATE AND PUBLIC USES

Regional retail ("big box," power center, etc.) serves 7.5+ mile radius ring.

Community retail serves immediate surrounding neighborhoods.

Industrial serves as Los Angeles County location for new firms and as new process location for existing firms in the county.

Housing market is likely to be primarily central and northeast Los Angeles; one-half of units may be substantially subsidized.

COMMERCIAL INDUSTRIAL (ALTERNATIVE) PLAN
(AIA TEAM PROPOSAL)
(Continued)

ESTIMATED ANNUAL MUNICIPAL REVENUES GENERATED BY PROPERTY USES

Property Tax

\$155.1 million less \$24.8 million existing assessed valuation = \$130.3 million x 1%
= \$1,303,000 new property tax annually.

Sales Tax

\$74.1 million x 1% sales tax to city = \$741,000 annually.

Utility User Tax

\$33,600±/year from 280 housing units
39,500±/year from retail and industrial
\$73,100±/year to City of Los Angeles

Business License Tax

Estimate of \$24,850 per year to City of Los Angeles (may be reduced if city forgives portions of business license tax for firms within Enterprise Zone).

Other (specify) (e.g., Property Transfer Tax)

Presumes that one-half of total residential units sell every ten years at 50 percent value increase; may yield \$6,000++ per year. Other housing may be deed restricted for low-moderate purposes and not realize higher value resales.

Public User Fees (e.g., Trail User Fee, Recreation Facility Fee, etc.)

Recreation space use fees in flood basin may yield \$250,000 per year, when developed fully. Public park space on MTA property may collect \$100,000 per year, when developed fully.

NOTES AND COMMENTS

Likelihood of Community Access to Employment Opportunities

30% to 40% of retail jobs (reasonable) = 189 jobs
25% to 30% of industrial jobs (reasonable) = 212 jobs
401 jobs

Comment on Community Serving Aspects of Land Uses

Provides a new in-community retail center (of small scale). Provides access to new jobs over time. Presumes one-half of new housing units are produced with public subsidies. Northeast side of San Fernando Road recycling will require redevelopment/ displacement. Forces San Fernando Road to become retail and residential corridor.

Probable Phasing/Buildout of the Proposed Land Uses

Requires major commitments by MTA, CRA, Flood Control, and the agencies which will build and operate all of the public facilities. The separated rail tracks (two sets) cause careful phasing challenges. Probable 15- to 20-year delivery plan; funding of infrastructure will be key to delivery of each land use.

**TAYLOR YARD
ECONOMIC PERFORMANCE ASSESSMENT OF
TAYLOR YARD REUSE ALTERNATIVES**

REUSE ALTERNATIVE LOS ANGELES COUNTY DEPARTMENT OF PUBLIC WORKS
FLOOD DETENTION BASIN/RECREATION AREA

LAND USES

Includes all remaining SPTC property (about 173.56 acres), shown as four major scale Los Angeles River flood flow detention basins, and a very small additional basin. Three basins are shown as landscaped depressions with meandering ponds; one basin, closest to San Fernando Road, shows two baseball diamonds, three soccer fields, seven tennis/basketball courts, and no parking.

PRIVATE USES

None, except for potential operation of the field sports basin by a private concessionaire — as a public recreation facility. Note that SPTC does not intend to release Parcels G and H (79.53± acres) from railroad use for some time to come, however. Therefore, the concept would need to be awkwardly phased to create the first flood basins in the interior spaces.

PUBLIC USES

Principally recreational, with the public safety use as Los Angeles River flood stage detention basins.

Estimated Costs of Public Uses

- A) Land acquisition from SPRR (probably via costly condemnation)
173.56 acres x \$435,600/acre = \$75.6 million
- B) Earth removal to create detention basins (to a depth of 25 or 30 feet below present grade)
8.4 million cu.yds. x \$3.50/cu.yd. = \$29.4 million
- C) Landscaping and improvements of 173.56 acres x \$3.50/s.f. = \$26.46 million
- D) Annual operations of 173.56 acres x \$12,500/acre = \$2,169,500/year

ESTIMATED PRIVATE DEVELOPMENT FLOOR AREA TYPES

Potential Land Values

None.

Potential Improvements/Structures Values

None.

LOS ANGELES COUNTY DEPARTMENT OF PUBLIC WORKS
 FLOOD DETENTION BASIN/RECREATION AREA
 (Continued)

ESTIMATED PERMANENT JOB OPPORTUNITIES

Potential Payroll

Public:

Flood Control	3 FTE x \$27,500 =	\$ 82,500
Parks & Recreation	<u>12 FTE x 25,000 =</u>	<u>300,000</u>
	15 FTE	\$382,500

Private:

Potential Concession (food & beverage)	<u>6 FTE x 15,000 =</u>	<u>90,000</u>
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Total:	21 jobs	\$472,500
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ESTIMATED CONSTRUCTION JOB OPPORTUNITIES

Potential Payroll

Earth removal & park/landscaping = \$55.86 million x .55 = \$45,000
 = 683 person-years of construction employment.

ESTIMATED BUSINESS/ECONOMIC ACTIVITY

Business Types and Volumes

Public recreation uses: Active sports fields uses — presume night lighting.
 (Must have off-street parking!) Probable fishing in one lagoon area. Picnic uses in one lagoon area. Bird watching in one lagoon area. ERA estimates 650,000 annual users of the facilities, with an average repeat usage of three visits per year, for a total single user estimate of 217,000 actual users per year.

MARKET AREAS SERVED BY PRIVATE AND PUBLIC USES

Public recreation uses would serve the downtown core area, Northeast Los Angeles, as well as the local neighborhoods of Atwater, Glassel Park, etc. Sports fields could host local team/league play.

ESTIMATED ANNUAL MUNICIPAL REVENUES GENERATED BY PROPERTY USES

Property Tax

None likely if public use. Additionally, all taxing jurisdictions might lose \$285,000 to \$305,000+ in present property tax receipts (an ERA estimate).

Sales Tax

Very small — from potential concession for food and beverage.

Utility User Tax

None likely if public use.

Business License Tax

Very small — from potential concession.

LOS ANGELES COUNTY DEPARTMENT OF PUBLIC WORKS
FLOOD DETENTION BASIN/RECREATION AREA
(Continued)

Other (specify) (e.g., Property Transfer Tax)

Depending on whether city or county develops and operates the public recreation, there are likely to be user fees and charges, as well as cost reimbursement charges for night lighting, etc. (See below.)

Public User Fees (e.g., Trail User Fee, Recreation Facility Fee, etc.)

Assume 217,000 annual users (repeating visits on the average of three times per year) and an average annual paid use fee revenue of \$5 per user = \$1,085,000 in gross revenues. This would be roughly one-half of annual operating costs.

NOTES AND COMMENTS

Likelihood of Community Access to Employment Opportunities

Very low, because there will be so few actual jobs.

Comment on Community Serving Aspects of Land Uses

Relatively high, if the local neighborhoods are consistent organized users of the recreational facilities. A probable ratio of actual use will be 25 percent from the immediately surrounding neighborhoods, 60 percent from within a 5-mile radius, and 15 percent from the region.

Probable Phasing/Buildout of the Proposed Land Uses

This is a very difficult public project because of the enormous costs and the tricky phasing. It is likely to take 15 years overall, if funds can be found and the SPTC is willing to sell (even under threat of eminent domain).

SOUTHERN PACIFIC TRANSPORTATION COMPANY
PARCEL PLAN
(Continued)

ESTIMATED PERMANENT JOB OPPORTUNITIES

Potential Payroll

Retail employment @ 550 s.f./employee = 382 jobs x \$17,500/job
= \$6.685 million/year.

Industrial employment @ 850 s.f./employee = 741 jobs x \$18,720/job
= \$13.872 million/year.

Total jobs = 1,123 = \$20.557 million/year

ESTIMATED CONSTRUCTION JOB OPPORTUNITIES

Potential Payroll

\$42 million x 55% = \$23.1 million + \$45,000/job/year
= 518 person-years of construction employment.

ESTIMATED BUSINESS/ECONOMIC ACTIVITY

Business Types and Volumes

"Big box" warehouse retail @ \$350/s.f./year x 210,000 s.f. = \$73.5 million.

Industrial space produces little retail activity; say 12% x 630,000 s.f. x \$50/s.f.
= \$4.725 million.

MARKET AREAS SERVED BY PRIVATE AND PUBLIC USES

Big box warehouse serves regional market of 7.5-mile radius ring.

Industrial/warehouse could serve as primary Los Angeles County location for users.

ESTIMATED ANNUAL MUNICIPAL REVENUES GENERATED BY PROPERTY USES

Property Tax

Existing assessed valuation = \$24.8 million

New assessed valuation = \$100.78 million

Net new assessed valuation = \$75.98 million

Net new property tax @ 1% = \$759,800/year

Sales Tax

New gross sales volume of \$78.225 million = \$782,250/year

Utility User Tax

Estimate of \$41,000+ per year (on electricity, gas, telephone, cable TV)

Business License Tax

\$29,400+ per year

Other (specify) (e.g., Property Transfer Tax)

Commercial retail and industrial property likely to be held for 7 to 10 years, so no regular recurring additional revenues are forecasted.

Public User Fees (e.g., Trail User Fee, Recreation Facility Fee, etc.)

None anticipated.

SOUTHERN PACIFIC TRANSPORTATION COMPANY
PARCEL PLAN
(Continued)

NOTES AND COMMENTS

Likelihood of Community Access to Employment Opportunities

25% to 30% of the retail jobs is a reasonable assumption	(96 to 115 jobs)
15% to 17% of the industrial jobs is a reasonable assumption	<u>(111 to 126 jobs)</u>
Total	207 to 241 jobs

Comment on Community Serving Aspects of Land Uses

Small amount of community retail services. Small amount of on-the-job training opportunity at the retail and industrial locations.

Probable Phasing/Buildout of the Proposed Land Uses

Estimated to take 5 to 7 years; entirely reliant upon the market demand for new locations. Commercial retail likely to be built first.

TAYLOR YARD ECONOMIC PERFORMANCE ASSESSMENT OF TAYLOR YARD REUSE ALTERNATIVES

NOTE: ALL OF THE SPTC PROPERTY IS SHOWN TO BE DEVELOPED TO PRIVATE USES: 73± ACRES ABOVE THE RR TRACKS; 40± ACRES BELOW. THESE ARE ESTIMATED NET LAND AREAS, AFTER PUBLIC RIGHTS-OF-WAY HAVE BEEN SUBTRACTED.

REUSE ALTERNATIVE

COMMUNITY PLAN

The proposed Community Plan defines reuses of the SPTC Taylor Yard and MTA available properties; it also proposes community revitalization and community facilities in the surrounding neighborhoods—which may be accomplished individually via differing programs and initiatives. The analysis concentrates upon the SPTC and MTA properties.

LAND USES

Industrial reuse of the SPTC properties—70 acres north of the tracks; and eventually (in the distant future) 40± acres south of the tracks. Food Park/Retail and Community Retail of 3 acres. Use of the vacant available 24± acres of MTA land for a Technical Magnet School—which would link education to industrial and technical job opportunities, as well as future MTA job opportunities.

PRIVATE USES

Industrial properties schematically proposed at different parcel sizes. First phase: 3 parcels at 8.5 to 10 acres each; 12 parcels at 2± acres each; 16+ parcels at 1± acre each; and other variously shaped parcels. A distant second phase, depending on SPTC release of RR properties features 6 parcels of 4-5 acres each, and 4 other parcels of varying sizes. Retail uses are kept small—to serve the industrial area and the Magnet School, located at the entry to the industrial park, featuring a Food Park, and Community Retail at 1.5± acres each.

PUBLIC USES

A Technical Magnet School is proposed on the 24± acres now available vacant, owned by MTA. The school should have a 14-hour/day multi-track schedule, and accommodate 1,200-1,500 students at peak load times.

Estimated Costs of Public Uses

Technical Magnet School: about 260,000 s.f. x \$120/s.f. for "turn key" opening = \$31.2M. Linear Park and River Trail Park uses will require an estimated \$2M.

ESTIMATED PRIVATE DEVELOPMENT FLOOR AREA TYPES

Potential Land Values — Use \$17.50/s.f. (SPTC properties)

First phase (next 10 years) of 73± acres x \$762,300 = \$55.6M

Second phase (after 2000) of 40± acres x \$762,300+ = \$30.5M

MTA property for Magnet School: 24 acres x \$10/s.f. = \$435,600 x 40 = \$17.4M (MTA property is already off the tax rolls, and would remain so under this proposal; this is a purchase/transfer price estimate).

Potential Improvements/Structures Values

First phase:		
3 acres commercial x .3 FAR = 39,000 s.f. x \$65/s.f. =		\$ 2.5M
70 acres industrial x .3 FAR = 914,760 s.f. x \$45/s.f. =		\$41.2M
Total first phase private land and improvements =		\$99.3M
Second phase (much later):		
40 acres industrial x .3 FAR = 522,720 s.f. x \$45/s.f. =		\$23.5M
Total second phase private land and improvements =		\$54.0M

ESTIMATED PERMANENT JOB OPPORTUNITIES

Potential Payroll

First phase:	Industrial	914,760 s.f. + 850 s.f./employee = 1,076 employees	
	Retail	39,000 s.f. + 400 s.f./employee = 97 employees	
	Magnet School	1 instructor/staffer for each 35 students = 45 personnel 1 staffer for technical maintenance/10,000 s.f. = 26 personnel Times 3 "shifts" of instruction = 71 x 3 = 213 jobs	
	Industrial	1,076 x \$18,720 =	\$20.1M
	Retail	97 x \$17,500 =	\$ 1.7M
	Magnet School	213 x \$25,000 =	\$ 5.3M
			<u>\$27.1M/year</u>

ESTIMATED CONSTRUCTION JOB OPPORTUNITIES

Potential Payroll

All public and private land construction for first phase is \$74.9M x 55% + \$45,000/construction job year = 915 construction job years.

ESTIMATED BUSINESS/ECONOMIC ACTIVITY

Business Types and Volumes

First phase: Retail activity 39,000 s.f. x \$300/s.f. = \$11.7M gross sales/year
Industrial (retail sales portion only) 914,760 s.f. x 12% x \$50/s.f. = \$5.5M/year
Second phase: Industrial 522,720 s.f. x 12% x \$50/s.f. = \$3.1M/year

MARKET AREAS SERVED BY PRIVATE AND PUBLIC USES

Industrial space opportunities will serve industrial relocation needs in and around the LA CBD, and in the regional core area. Parcel sizing is attractive to several scales of building and yard operations—and can be marketed on an LA countywide basis. The land program is aimed at small and medium sized enterprises, and larger relocatee firms. Scale of parcels also works for potential incubator type structures.

Retail uses are targeted specifically to industrial park employees, magnet school students, and the adjacent residents.

**ESTIMATED ANNUAL MUNICIPAL REVENUES GENERATED BY PROPERTY USES
(First Phase Only) — That portion north of the RR tracks.**

Property Tax

Total first phase private value of \$99.3 less \$24.8 existing A.V. = \$74.5M x 1% = \$745,000 in net new property taxes/year

Sales Tax

Total first phase gross sales of \$17.2M x 1% to City of L.A. = \$172,000/year

Utility User Tax

Estimated to be \$46,000 to City of L.A. annually (this is conservatively low).

Business License Tax

Estimated to be \$33,400 to City of L.A. annually (this is conservatively low). The City may choose to stimulate business development by reducing business license tax in enterprise zones.

Other (specify) (e.g., Property Transfer Tax)

Property transfer tax not likely to be significant.

Public User Fees (e.g., Trail User Fee, Recreation Facility Fee, etc.)

Not likely to be significant. Depending upon formation and support of the Technical Magnet School, portions of operations may be supported by MTA, LAUSD, corporations, JTPA, and some tuitions/fees.

NOTES AND COMMENTS (First phase developments)

Likelihood of Community Access to Employment Opportunities

50% of retail jobs is reasonable	46 jobs
30% of industrial jobs is reasonable	323 jobs
15% of magnet school jobs is reasonable	<u>32 jobs</u>
Total (estimate)	401 jobs

Comment on Community Serving Aspects of Land Uses

This program plan serves principally as a job development/employment access program. It does not take land uses from the community that are better located elsewhere in the community. The SPTC and MTA property are organized for linked community purpose (job development) uses.

Probable Phasing/Buildout of the Proposed Land Uses

Phase 1 — 7 to 10 years.

Phase 2 — After the year 2000, depending upon release of properties by SPTC.

Program does not require a redevelopment project adoption.

Other community serving retail and housing is located nearby in the community, and may be pursued simultaneously as and when resources and partnerships can be assembled.

**TAYLOR YARD
COMPARISON OF POTENTIAL ALTERNATIVE
ECONOMIC DEVELOPMENT SCENARIOS
TABLE "A"**

(Note: All estimates refer primarily to the first phase of development likely to occur north of the main rail tracks.)

	AIA Team Town Center Concept Plan	AIA Team Industrial Commercial Concept Plan	Los Angeles County Department of Public Works/ Flood Control and Recreation Concept	Southern Pacific Transportation Company Parcel Plan	Community Plan Prepared for MTA
Permanent Jobs Estimate	865	1,178	36	1,123	1,386
Payroll Estimate	\$15.6 million	\$21.5 million	\$0.5 million	\$20.6 million	\$27.1 million
Construction Job Person- Years Estimate	1664	1043	683	518	915
Development Floor Areas Estimates (sq.ft.) or Dwelling Units	310,000 commercial 200,000 Industrial 700 residential ¹	80,000 commercial 600,000 Industrial 280 residential ¹	- 0 - - 0 - - 0 -	210,000 commercial 840,000 Industrial - 0 -	39,000 commercial 915,000 Industrial 260,000 Magnet School
Economic Development Techniques and Key Players	Redevelopment (for North side of San Fernando Rd) and SPTC, MTA	Redevelopment (for North side of San Fernando Rd) and SPTC, MTA	L.A. County Ownership and Operation	Southern Pacific Transportation Company (SPTC)	SPTC, MTA and, if necessary, Redevelopment
Flood Control Excavation Estimate	3± million cubic yards	3± million cubic yards	8.4± million cubic yards	None	None

Note: Some numbers will change as alternatives are revised — particularly the L.A. County Flood Control proposal.

¹At 20 dwelling units per acre.

Source: All figures are estimates derived by Economics Research Associates from concept drawings and texts developed by the AIA Team, from SPTC parcel maps, and from MTA Consultant Team analyses (HNTB/BPI/ERA).

**COMPARISON OF POTENTIAL ALTERNATIVE
ECONOMIC DEVELOPMENT SCENARIOS
TABLE "B"**

(Note: All estimates refer primarily to the first phase of development likely to occur north of the main rail tracks.)

	AIA Team Town Center Concept Plan	AIA Team Industrial Commercial Concept Plan	Los Angeles County Department of Public Works/ Flood Control and Recreation Concept	Southern Pacific Transportation Company Parcel Plan	Community Plan Prepared for MTA
New Development Private Property Value Estimate (net of existing assessed valuation)	\$147.1 million	\$130.3 million	-\$24.8 million (property goes off tax rolls)	\$76± million (second phase could add \$50+ million)	\$74.5± million (second phase would add \$54± million)
Potential Public Costs of Facilities Development, including Land Costs	Second phase flood basin \$60.3 million	Second phase flood basin \$60.3 million	First & second phases 1st \$71.2 million 2nd \$60.3 million	None	None
Annual New Site Revenues to the City and Other Jurisdictions	Property Tax \$1,470,000 Sales Tax 469,000 Utility User Tax 108,900 Bus. License Tax 17,850 State Subventions 85,750 \$2,151,500±±	\$1,303,000 741,000 73,100 24,850±± 34,300 \$2,176,250±±	- 0 - - 0 - - 0 - - 0 - - 0 - - 0 -	\$ 759,800 782,250 41,000±± 29,400±± - 0 - \$1,612,450±±	\$745,000 172,000 46,000 33,400 - 0 - \$996,400±±
Economic Development and Housing Incentives	350 housing units (1/2) \$8.75± million	140 housing units (1/2) \$3.5± million	None anticipated	None anticipated	Need MTA property for job development training
Public Costs	Redevelopment \$60± million	Redevelopment \$60± million		Could use redevelopment	Could use redevelopment
Potential Annual Recreation Use Site Revenues	\$350,000±	\$350,000±	\$1,085,000±	- 0 -	- 0 -
MTA Property Use (24 acres)	For public park	For public park	Not shown	Not shown	Technical Magnet School
Light Rail Station Included	Yes	Yes	Not shown	Not shown	Yes

Note: Some numbers will change as alternatives are revised — particularly the L.A. County Flood Control proposal.

Source: All figures are estimates derived by Economics Research Associates from concept drawings and texts developed by the AIA Team, from SPTC parcel maps, and from MTA Consultant Team analyses (HNTB/BPI/ERA).

Section III

IMPLEMENTATION PROPOSALS

Six highly focused text tables define the implementation options and recommendations. These tables formed the principal materials presented to the community at the August 21, 1993, meetings. Each table follows in sequence from Table III-1 through III-6.

The core issue for the primary parties at interest, including the community, is to define a series of long-term commitments and partnerships which will deliver "win-win" economic development results for the community; the City; the land owner(s), including Southern Pacific; and the Metropolitan Transportation Authority. Specific performance by each of these parties is required to achieve the proposed community based plan of development.

An overview of the implementation proposals is presented in Table III-1. The City is urged to define with Southern Pacific Transportation Company a more comprehensive planning and infrastructure approach to reuse of the Taylor Yard.

Existing economic development characteristics and the status of governmental understandings are shown on Table III-2. Taylor Yard is on the market. The manner in which the City and SPTC partner with each other will influence the quality of the land reuses, the value of the properties, and the linkages of the properties with expressed community objectives.

The complexity of the forthcoming development process is portrayed in Table III-3. Taylor Yard is a highly complex series of reuse sites; eight or more public and private players will be involved in the delivery of the development programs over a 10- to 15-year period.

The fundamental need to establish a higher level of comprehensive planning and commitments is shown in Table III-4. The consultant recommends that the City pursue an Overlay Development Agreement with the land owners (SPTC and MTA). It is also recommended that the City direct the CRA to prepare a redevelopment feasibility study and to define the support for economic development of the Taylor Yard and the immediately surrounding area which may be available from future tax increment resources.

An integrated economic development program is outlined on Table III-5. The recommended components and the specific techniques are defined. Each is available to the several parties at interest. The First District Council Office will need to coordinate all of the components.

A realistic phasing program is shown on Table III-6. The planning activities are likely to require 12 to 24 months, and property development will stretch out, as the market demands the properties and as governmental entities schedule, budget, and deliver commitments, over a 10- to 15-year future.

Table III-1

**TAYLOR YARD
AN OVERVIEW OF
IMPLEMENTATION PROPOSALS**

- A. Alternatives Considered (Five were evaluated.)
- B. Phasing Recommendations (Ten to fifteen years is realistic.)
- C. Near-Term Implementation (Decisions and policies in 1994.)
 - Southern Pacific Transportation Company (SPTC) and Los Angeles County Metropolitan Transportation Authority (LACMTA) Properties Uses
 - Development Agreement Overlay Concept
 - Job Generation
 - Infrastructure Funding
 - Master Plan of Subdivision
 - Programs and Projects in the Community (defining community access to economic and employment participation)
 - Determine to Seek a Redevelopment Project
- D. How Does the Taylor Yard Development Contribute to the Community?
 - Potentials for Redevelopment Tax Increment from Taylor Yard New Development
 - Transportation Enhancement Project Funding — from LACMTA
 - Technical School/Academy Proposal — a New Facility and Program by the Los Angeles Unified School District
- E. How Does the Community Participate in the Economic Benefits of Taylor Yard Development?
 - Option for Formation of a Local Economic Development Corporation
 - "Tenant Participation Rights" (Food Court, etc.) — Opportunities to Create Businesses
 - Potential for Redevelopment Investments in the Community Adjacent to Taylor Yard
 - Community Resident Training and Employment — Access to New Jobs on Taylor Yard Properties
 - Accessibility Improvements via Future Light Rail Line Stations
- F. Long-Term Programs and Projects — the "Out Years" — Conversion of SPTC Properties Between the Main Tracks and the Los Angeles River
- G. Summary of Phasing, Implementation Steps

Source: Economics Research Associates.

Table III-2

**TAYLOR YARD
COMMUNITY ECONOMIC DEVELOPMENT
IMPLEMENTATION TECHNIQUES**

ALREADY EXISTING

1. Eastside Enterprise Zone, expanded recently to include Taylor Yard.
2. Los Angeles Revitalization Zone (riot recovery); includes Taylor Yard.
(Both 1 and 2 are somewhat indirect techniques involving tax credits for firms.)
3. Recently adopted City ballot measure allowing City to approve lesser business license tax levels in enterprise zones.

LOCATIONAL ADVANTAGE

4. Taylor Yard is already known in the market as an industrial location at the central core within the region.
5. Southern Pacific Transportation Company has cleared much of the yard and put the property on the market.
6. Metropolitan Transportation Authority has:
 - Built the Metro Link Yard
 - Available vacant unused land area for public purpose use (23 acres)
 - Proposed a light rail line and two or more stations in the immediate vicinity — which may be constructed and operational after 2005

UNIQUE CIRCUMSTANCES

7. SPTC is the landowner and desires to sell the properties for redevelopment.
8. LACMTA and the Council Office have cooperated to define options which will benefit the community.
9. Much of the land preparation (site clearance and toxics cleanup) for reuse has already occurred, and will continue.

Table III-2
(Continued)

POTENTIALLY AVAILABLE ECONOMIC DEVELOPMENT
TECHNIQUES

10. Define a planning agreement between the SPTC and the City which works with the present circumstances to gain community, City and owner objectives.
11. Selectively utilize the redevelopment technique to provide opportunities to generate new employment and community facilities.
12. Commit the available LACMTA property to educational/job preparation uses which can be linked to the new industrial uses and to LACMTA operations employment.
13. Provide for opportunities for community economic participation in business.
14. Eventually reinvest Taylor Yard tax increment resources in the larger community.

Source: Economics Research Associates.

Table III-3

**TAYLOR YARD
DEVELOPMENT COST CATEGORIES/RESPONSIBILITIES MIX**

	SPTC	MTA	DWP	City	CRA	LAUSD	Developer	County Flood Control
1. Public Roadways	X			?	?		X	
2. Traffic Signalization	X			?	?		X	
3. Water System			X				X	
4. Power System			X				X	
5. Sewer System				?	?		X	
6. Storm Drain Lines				?	?		X	
7. Property Purchase/Dedication					?	X	X	X
8. Detention Basin Excavation								X
9. Recreational/Open Space Landscaping of Detention Basins								X
10. Technical Training School ("Academy")					?	X		
11. Light Rail Station and Limited Station Parking		X						
12. Light Rail Line Trackage		X						
13. Property Development EIRs	?				?	X	X	X
14. Development Fees and Charges							X	
15. Phase II Property Cleanup and Certification	X							

GLOSSARY

SPTC — Southern Pacific Transportation Company

MTA — Los Angeles County Metropolitan Transportation Authority

DWP — City of Los Angeles Department of Water and Power

Developer — Entity which buys or leases property from SPTC for development and use

County Flood Control — Los Angeles County Department of Public Works, Flood Control District

City — City of Los Angeles Department of Public Works

CRA — City of Los Angeles Community Redevelopment Agency

LAUSD — Los Angeles Unified School District

Source: Economics Research Associates.

Table III-4

TAYLOR YARD DEVELOPMENT PLAN TECHNIQUES In Order of Ascending Complexity and Time Requirements

1. Parcel Maps — as presently defined by SPTC. Sale by parcel map requires minimal commitment to the City's standard public improvements requirements.
2. Subdivision Tract Map (with preceding Tentative Map conditions negotiations with the City). This will require a comprehensive public improvements and site planning approach to the entire Taylor Yard property.
3. An Overlay Development Agreement between the SPTC and the City, defining more restrictive industrial and commercial uses than are presently contained in M-2 and M-3 zoning. This may also be used to define employment opportunities access for the community, as well as business tenancy opportunities.
4. Specific Plan Ordinance overlaying the entire property (SPTC, MTA, and possibly some adjoining ownerships and public right-of-way). This technique, and the scale of its size, should yield a comprehensive and negotiated series of development standards as well as agreed-upon responsibilities of SPTC, the future owners, the future tenants, and the City.
5. Specific Plan coupled with new infrastructure financing assessment district. This is the same as No. 4 above, and adds commitments to fund roads, utilities, and public facilities.
6. Redevelopment Plan Ordinance with real estate property tax increment financing authority. This is a further commitment to a long-term program of specific public/private partnerships which can be assisted with public funding via tax increments when sufficiently available.

Notes: No. 1 and No. 2 can be accomplished under existing conditions. No. 3 and No. 6 will be appropriate if all parties agree to community economic and employment development objectives and a public/private financing mechanism to assist in implementation.

Source: Economics Research Associates.

Table III-5

**TAYLOR YARD
INTEGRATED ECONOMIC DEVELOPMENT
PROGRAM**

RECOMMENDED COMPONENTS

1. Development Agreement Overlay on Taylor Yard properties (Southern Pacific Transportation Company and adjoining ownerships).
2. Continuing cooperation between City and Los Angeles County Metropolitan Transportation Authority — on all next steps.
3. Focusing the City's four economic development delivery agencies on Taylor Yard and the community (CRA, CDD, HDD, City Planning).
4. Use of redevelopment project area tax increment to finance public infrastructure and public facilities.
5. Use of LACMTA available parcel for education/employment training.
6. Development of at least two Light Rail stations in the area to increase access.
7. Delivery of the multipurpose recreational use flood detention basins when SPTC relinquishes its continuing rail yard/maintenance uses.

SPECIFIC TECHNIQUES

1. Development Agreement Overlay (City initiates.)
2. Zone changes implementing the Development Agreement Overlay
3. Redevelopment Project Adoption (CRA initiates.)
4. LACMTA "Transportation Enhancement Program" for San Fernando Road, in concert with SPTC Taylor Yard property development, LACMTA Light Rail line and stations, and LACMTA property uses.
5. LACMTA designation of available property for public purpose educational/employment training reuse — authorizing sale/transfer on long-term ground lease.
6. Community Economic Participation Agreement for specific potential business activities — e.g., the food court proposal (agreement between SPTC, City, CRA and CDD).

Source: Economics Research Associates.

Table III-6

TAYLOR YARD PHASING

GIVENS

1. Southern Pacific Transportation Maintenance Yard properties (southwest of main rail tracks) will not be available for many years.
2. Roadway from San Fernando Road and Tunnel under the railroad tracks will be available soon (1994).
3. Light Rail line is needed for property value and access, but may not be in operation until after Year 2005.
4. Property development depends entirely upon effective access points from San Fernando Road.

PLANNING IMPERATIVES

5. Single roadway access will not provide adequate traffic service or allow simultaneous multiple property development.
6. Taylor Yard needs a comprehensive subdivision layout with an internal loop road providing for two points of entry and exit from San Fernando Road — built as one phase of public improvements.
7. Meeting all of the community planning objectives will require a new initiative between the City, MTA and SPTC.

PROBABLE TIME FRAMES

(These are not cumulative; many could occur simultaneously.)

- Development Agreement Overlay — 6 to 9 months
- Subdivision Tract Map and recordation — 12+ months
- Redevelopment Plan Ordinance adoption — 12 to 18 months
- Design and construction of loop road — 10 to 12 months
- Individual development project design, financing, and construction (depends on user) — 9 to 36 months

RECOMMENDED/ANTICIPATED TIME LINE

- Development Agreement Overlay — 1994
- Subdivision Tract Map — 1994
- Redevelopment Plan Ordinance adoption — 1994/1995
- Completion of loop road — 1995
- First new private developments completed — 1996
- First phase area built out — 1996-2006

Source: Economics Research Associates.

Taylor Yard Development Study