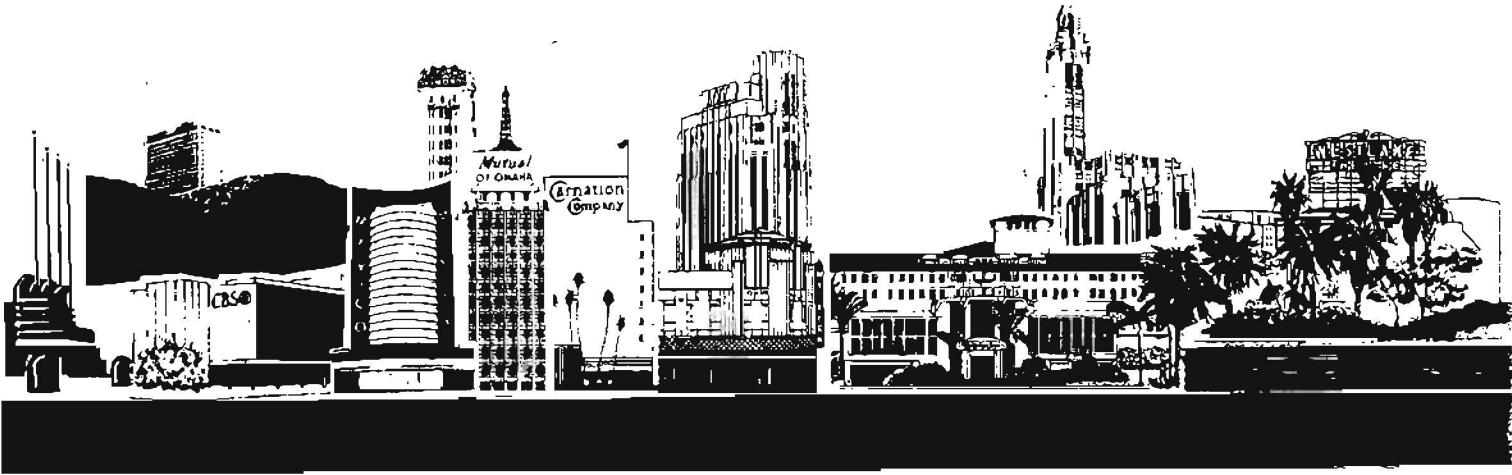


PROPOSED PLAN



City of Los Angeles

Metro Rail

Station Area Development Plan

HT
177
L7
W53p

Wilshire / Fairfax

6

HT
177
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W53p

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JUL 28 2006

METRO RAIL STATION AREA DEVELOPMENT PLAN
FOR THE WILSHIRE/FAIRFAX STATION

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I. PREFACE

WHAT IS METRO RAIL?

Metro Rail is the initial segment of a 150-mile rail rapid transit system planned to serve the greater Los Angeles region. This "Starter Line" is 18.6 miles in length linking important Centers in downtown Los Angeles, the Wilshire Corridor, Hollywood and the San Fernando Valley.

WHO IS INVOLVED?

The Los Angeles City Planning Department is currently involved in preparing land use plans at the following stations:

- Wilshire and Alvarado
- Wilshire and Vermont
- Wilshire and Normandie
- Wilshire and Western
- Wilshire and Crenshaw
- Wilshire and La Brea
- Wilshire and Fairfax
- Beverly and Fairfax
- Universal City (part)

The Los Angeles City Planning Commission, City Council and Mayor must review and approve all plans for the above stations.

The Los Angeles City Planning Department, Department of Transportation and other City Departments have been under contract with the Southern California Rapid Transit District since August, 1977, as partners in the Metro Rail Project.

The Community Redevelopment Agency of the City of Los Angeles oversees planning at the following stations:

- Union Station
- First and Hill
- Fifth and Hill
- Seventh and Flower
- Sunset and La Brea
- Hollywood and Cahuenga
- Chandler and Lankershim

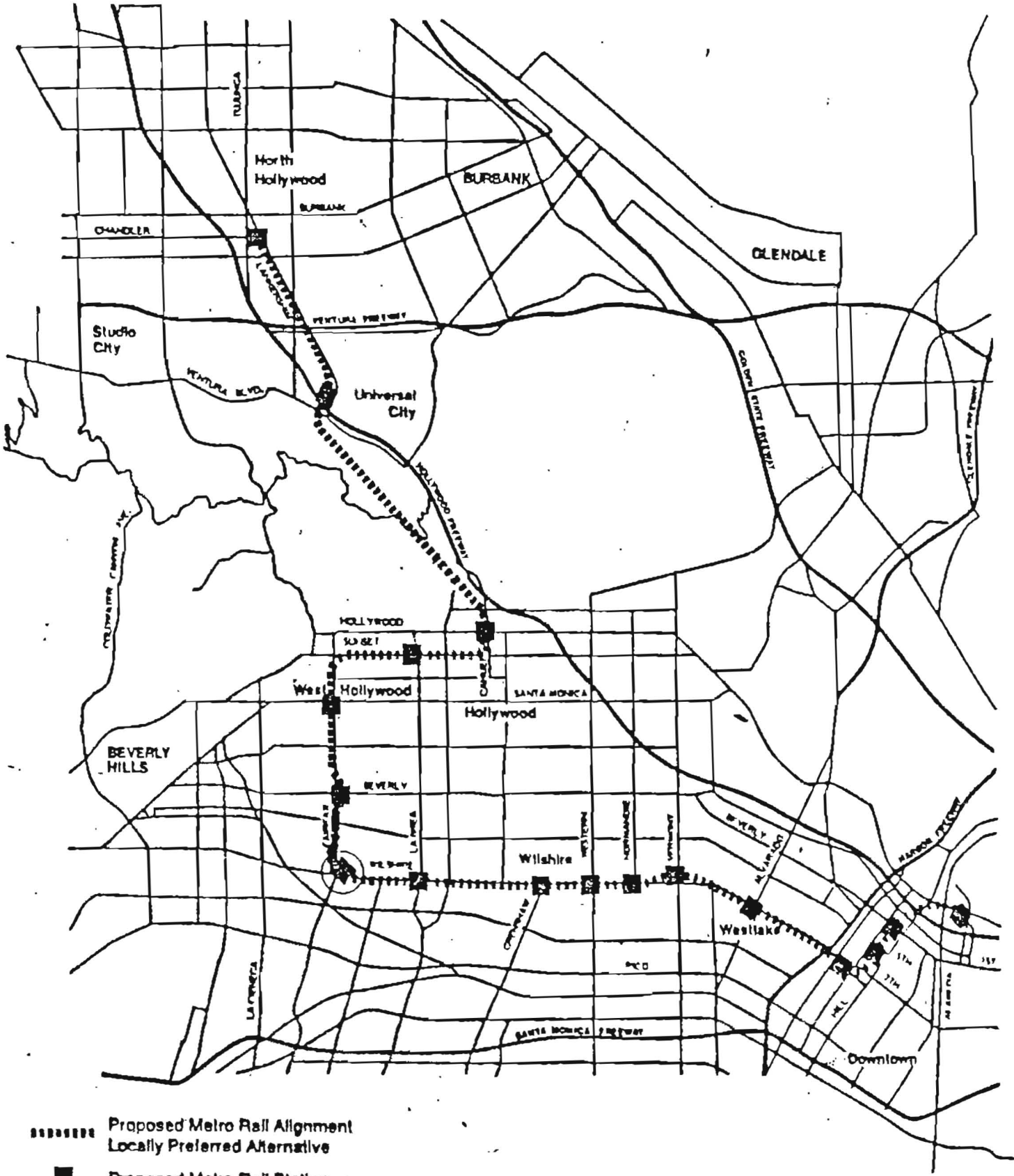
The Los Angeles County Regional Planning Department is involved in planning at the following station:



- Universal City (part)

The City of West Hollywood is responsible for planning at the following station:

- Santa Monica and Fairfax

The Southern California Rapid Transit District is the lead agency for Metro Rail and will construct and operate the system. They also coordinate, participate in and partially fund the planning activities of the planning agencies named above.



 Proposed Metro Rail Alignment
 Locally Preferred Alternative
 Proposed Metro Rail Station

The Southern California Association of Governments is a regional planning agency which prepares and coordinates regional plans and forecasts regional population estimates and growth locations. They are involved in the regional planning implications of this "Starter Line" and an ultimate 150-mile transit system.

The Los Angeles County Transportation Commission is responsible for coordinating rail transportation facilities in the County. They will also partially fund the construction of the total 150-mile system.

The Urban Mass Transit Authority is a federal agency within the U.S. Department of Transportation, which approves the planning, construction and funding of Metro Rail.

II. PURPOSE

The purpose of the Station Area Development Plans is to assure that development within the transit corridor is coordinated with the planning and construction of Metro Rail and established land use objectives. This process is hereinafter referred to as joint development, and by definition involves all projects within the Station Area Development Plan boundaries.

The Station Area Development Plans are intended to implement the Metro Rail Transit Corridor Specific Plan, which describes zoning throughout the Metro Rail Transit Corridor. The Development Plans encourage the highest density and intensity of uses in the areas immediately adjacent to the Metro Rail station stops, consistent with the Specific Plan. These plans contain urban design criteria and economic incentives to facilitate the types of development projects encouraged by the Transit Corridor Specific Plan and the City's Centers Program. Joint development and related programs are intended to actively promote the coordination of private development with the construction of the Metro Rail project to achieve mutual benefits and goals.

Examples of such benefits to the developer include increased land values due to proximity to the Metro Rail Station and increased access to transportation facilities for patrons of the private development. Examples of benefits to the public include improved quality and availability of public transit and the sharing of costs of station construction and revenues through fees to assist in maintenance and operation costs.

Each Station Area Development Plan consists of three major sections: Economic Incentives, Urban Design and Implementation. These sections are intended to provide the City with the tools necessary to attract and facilitate high intensity development, thereby creating centers incorporating commercials, entertainment, employment and residential components consistent with the long-range goals of the City's Concept Los Angeles.

The Economic Incentives Section addresses the economic aspects of joint development, including 1) general policies of the City Planning Department for the utilization of economic incentives; 2) various City financial assistance programs available to achieve the Policies and Urban Design Guidelines of the Development Plan; and 3) site-specific criteria for maximizing density bonuses and other economic incentives available to an applicant.

The Urban Design Section contains both an overall Design Concept and a series of Design Guidelines, which define the urban design criteria for the development plan station areas. Site - specific design criteria for the areas immediately adjacent to the station stop are also delineated.

The Implementation Section addresses the character and extent of public agency involvement in attracting, implementing, expediting and monitoring joint development including procedures for inter-agency cooperation. In particular, public/private co-ventures are examined in terms of the City's administrative structure and RTD opportunities.

III. USE OF PLAN

The Station Area Development Plans are intended to be used in a twofold manner:

- A. As a statement of public policy with supporting guidelines for negotiations, project packaging and implementation with property owners and developers at sites having the potential for a physical or functional connection to one of the Metro Rail Station stops.
- B. As a prospectus to be used by the public sector in actively seeking and soliciting projects which fulfill the objectives of the Station Area Development Plans.

IV. GOALS OF PLAN

The primary goal of the Station Area Development Plans is to optimize benefits to the public and private sectors through maximizing joint development opportunities and expediting their implementation.

A. Private Benefit Objectives:

1. To optimize access to transit through direct and functional connections to stations.
2. To provide project packaging services as well as construction expediting services from project inception through construction.
3. To provide maximum development levels through bonuses delineated in the Specific Plan.
4. To provide public financial participation and assistance to facilitate projects incorporating appropriate land uses and urban design features.

B. Public Benefit Objectives:

1. To assure the types and intensities of land uses necessary for the formation and continued vitality of Centers, while incorporating appropriate mitigation measures where necessary.
2. To promote superior urban design with integral pedestrian and vehicular networks through specific design recommendations.
3. To optimize transit usage through direct and functional connections between Metro Rail and adjacent development.
4. To optimize transit and infrastructure cost sharing.

V. RELATIONSHIP TO OTHER
PLANNING EFFORTS

The Station Area Development Plans are one component of a comprehensive planning effort in the Metro Rail Transit Corridor. This effort includes the following elements.

A. THE CENTERS CONCEPT

The long term goals for development in the City of Los Angeles are described in Concept Los Angeles, which was adopted by the City Council and Mayor in 1974. These goals, encourage high intensity development in Centers and promote the preservation of the predominantly low-density character of the City for those areas outside of Centers. As originally described in the Concept Plan, a Center is a self-contained grouping of and highly concentrated land uses diverse urban activities. The Centers Program is continuing to examine those goals for the entire City and study mechanisms for their implementation.

Concept Los Angeles identified preliminary locations for Centers and envisioned these Centers to be interconnected by a rapid transit system. An important, high priority component of the Centers Program now underway is the examination of those Centers identified by Concept Los Angeles, which are located in the current Metro Rail Transit Corridor, to more explicitly identify and define these Centers in coordination with the rail alignment and station locations of Metro Rail.

B. THE GENERAL PLAN/ZONE CONSISTENCY PROGRAM

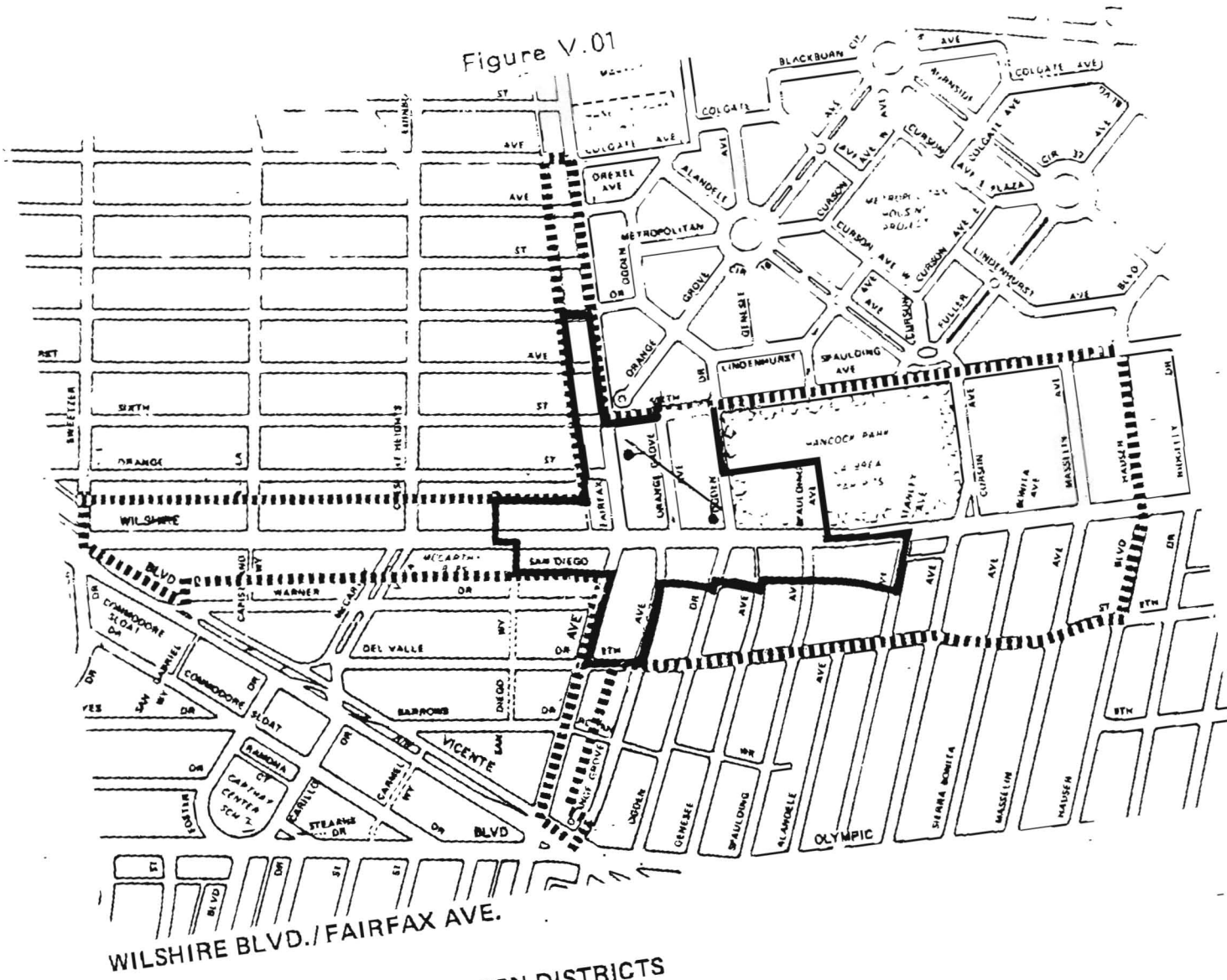
A general plan/zone consistency program is taking place at this time outside of the Metro Rail Transit Corridor. The purpose of this program is to preserve the low-density character outside of Centers. Concurrently, it encourages higher intensity of development within Centers, in particular in areas near transit stations as proposed in the Specific Plan. This General Plan/Zone Consistency Program will implement the Community Plans, which are part of the City's General Plan, and further the Centers Program as described in Concept of Los Angeles.

C. THE TRANSIT CORRIDOR SPECIFIC PLAN





The Specific Plan is intended to complement and promote the Metro Rail transit line and its stations as well as other transportation systems improvement measures. It provides for appropriate types and intensities of commercial and residential development within the transit corridor. The Plan also focuses the most intensive development nearer to the station areas, it encourages employment opportunities within the transit corridor, and it provides for a variety of housing opportunities.

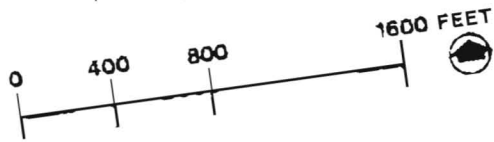
Further, the Plan is a guide to future development and the levels of impacts which may occur. It seeks to minimize traffic and parking problems, and to preserve historically and architecturally significant structures and unique cultural and entertainment/recreational uses, among other items.

Figure V.01



STUDY AREAS/IMPLEMENTATION DISTRICTS

-  Station (with • portals)
-  Immediate Station Impact Area
-  Primary Station Impact Area (coterminus with proposed Transit Corridor Specific Plan boundaries)
-  Secondary Station Impact Area (not shown)



VI. ECONOMIC INCENTIVES

A. PURPOSE

The Economic Incentives Section articulates the general position of the City with respect to joint development and the use of economic incentives in the station area. The intent of making these policies, objectives and standards known is to inform the general public, the real estate development community and other City and non-City agencies or districts of the rationale underlying the City positions and actions regarding joint development and the application of economic incentives. The statements of policy, objectives and standards contained herein may be refined by action of the City Planning Commission and City Council, as circumstances warrant.

B. POLICIES

1. Promote development and co-ventures in station areas which 1) increase Metro Rail ridership; 2) are potential revenue sources for transit-related facilities and the City; 3) provide goods, services or jobs for local residents; and 4) follow the overall urban design concepts delineated below.
2. Direct City financial assistance to qualified businesses and new developments in economically-distressed station areas. Priority is to be given to promoting projects which provide goods, services or jobs for lower-income residents of these areas.
3. Support establishment of economic development corporations to administer financial assistance for businesses, housing and new development in economically-distressed station areas.
4. Monitor economic indicators within station areas for evaluating the feasibility of co-venture investments in those areas.
5. Actively participate with developers, SCRTD and other agencies in co-ventures, as delineated in the implementation section.
6. Support private acquisition of Metro Rail station facilities with lease-back to SCRTD.
7. Encourage private assembly of parcels for mixed use development through the incentives of financial assistance (in qualified areas) and density bonuses.
8. Provide Development Agreements for large, complex development projects, as requested by the developer and approved by the City Council.
9. Promote private lease of public land for co-venture development projects overseen by DART.
10. Treat "joint development" as the development of real estate projects in relation to public transit stations. Joint development may be planned and executed in close coordination with the development of the transit station, including direct physical connections, or can be a project both physically and sequentially separate from the transit station development.

11. Encourage private utilization of parking management programs, density bonuses and transfers of development rights by expediting the approval process when these incentives are used.
12. Assign priority for staff processing and Planning Commission scheduling when a case requires discretionary approval.

C. OBJECTIVES

Economic incentives in the Wilshire/Fairfax station area should be targeted to support the following activities, which are of particular concern in this area:

1. Encourage parcel assembly to facilitate larger-scale mixed-use development, as illustrated in the Urban Design Section.
2. Facilitate RTD and City co-ventures (land leases, direct connections, kiss 'n' ride) with appropriate City mechanisms.
3. Create a mixed-use (hotel, retail, office, residential, entertainment) complex on the May Company property.
4. Generate regional and community employment opportunities in high-rise office development to the west of the station site along Wilshire Boulevard.
5. Create a ground-level entertainment zone above the station and to the south of Hancock Park which has extended hours and is complementary to the other uses of the area (i.e., retail and art museum.)
6. Promote and incorporate housing (permanent or temporary) within mixed-use developments that is oriented to the low-income, senior citizen or handicapped segments of the community's population.

D. STANDARDS

A chart of recommended standards and corresponding incentives for selected sites (from the Potential Development Sites Map, Figure VI.01) follows. This chart illustrates specific application of the City's policies and objectives, but has no binding authority on actual parcel development. It is to be used as an aid in project planning. Alternative development proposals may be equally suitable for economic incentives. In addition, economic incentives will be utilized only after City determination of their suitability for individual project proposals.

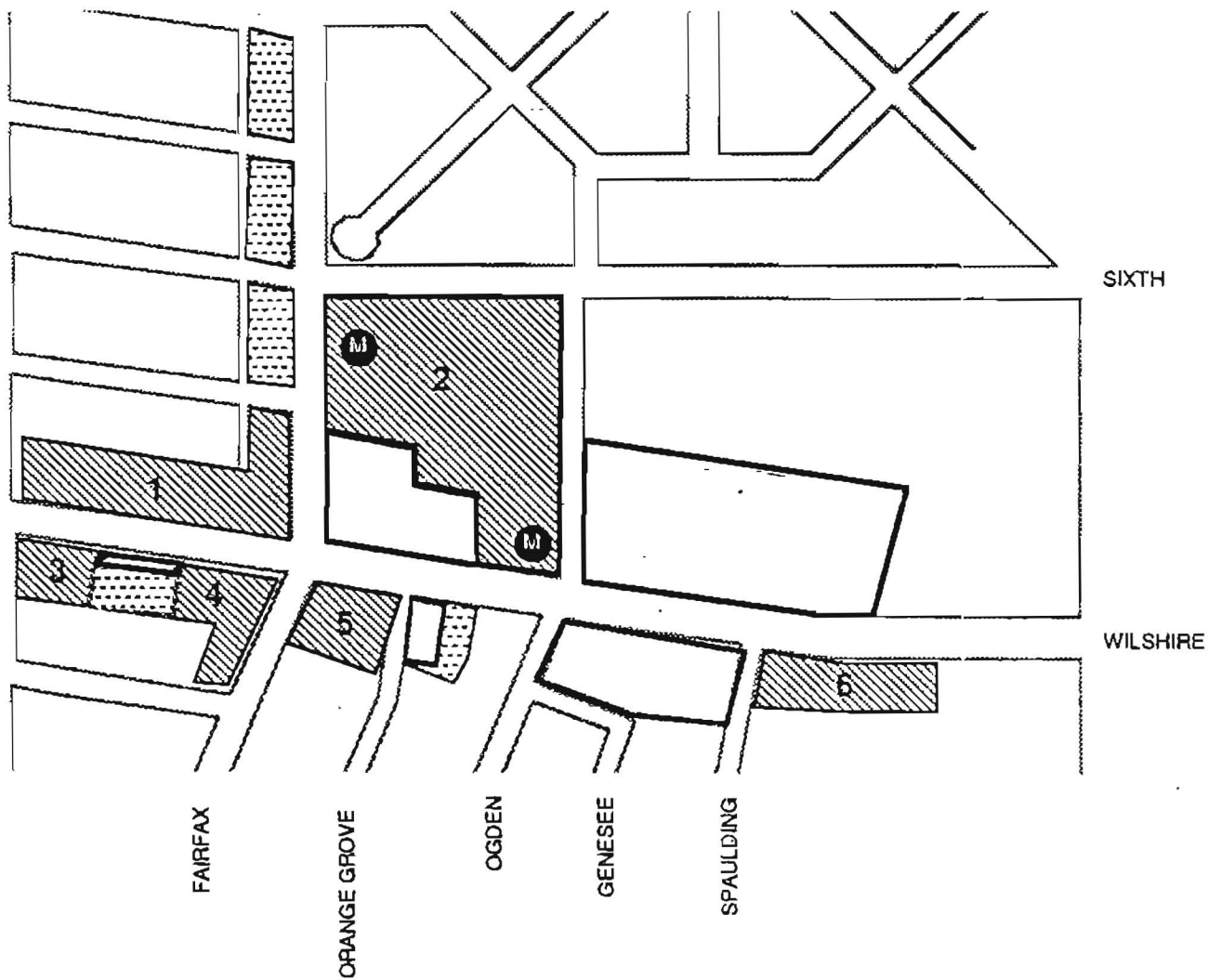
A Build-Out Potential chart (Figure VI.02) for the same sites precedes the chart of standards and incentives. This chart, which shows site square footage, proposed Specific Plan zoning and potential build-out, is also to be used as a development aid. It is for illustrative purposes only, and no guarantee is made that the City will approve these densities.

Following these charts is a description of the City's Land Use/Trip Use Model for calculating development potential on individual sites. The model, which is a software spread sheet program, is useful for testing project feasibility and designing master site plans. Examples of the model's product which were used in formulating development envelopes for the Urban Design component can be found in the Station Area Development Plan Background Report.

On all sites, and throughout the station area, development applications will be "fast-tracked" through the City's permit process. Fast-tracking procedures are currently being developed (see Implementation section). In addition, the City is exploring the use of Master EIRs for station areas in order to expedite environmental review of individual projects.

The Potential Development Sites Map was formulated from information contained in the following Data Maps from the Station Area Development Plan Background Report: Existing Land Use, Land Use Allowed by Specific Plan, Age of Buildings, Condition of Buildings, Total Projected Development for Selected Blocks by 1995, Building and Parcels Susceptible to Change, Significance of Properties and Station Integration Opportunities.

DEVELOPMENT SITES



LEGEND

-  POTENTIAL DEVELOPMENT SITES
-  MASTER DEVELOPMENT SITES
-  REHAB / INFILL SITES
-  BUILDINGS / SITES NOT SUSCEPTIBLE TO CHANGE
-  METRO RAIL PORTAL

0 200 1000

WILSHIRE / FAIRFAX

LOS ANGELES DEPARTMENT OF CITY PLANNING
METRO RAIL STATION AREA DEVELOPMENT PLAN




Figure VI.02
BUILD-OUT POTENTIAL
WILSHIRE/FAIRFAX

<u>SITE NUMBER*</u>	<u>LOCATION</u>	<u>SITE SQ. FT.</u>	<u>SPECIFIC PLAN F.A.R.</u>	<u>BUILD-OUT POTENTIAL</u>
1	Wilshire & Fairfax	62,391 124,200	3:1 6:1	187,173 745,200 <u>932,373</u>
2	Sixth & Ogden	132,732 199,098	6:1 13:1	796,392 <u>2,588,274</u> 3,384,666
3	Wilshire between Fairfax & McCarthy	28,730	13:1	373,490
4	Wilshire & Fairfax	29,490	13:1	383,370
5	Wilshire Fairfax	40,740	13:1	529,620
6	Wilshire & Spaulding	90,000	6:1	540,000

* Site Numbers keyed to Potential Development Sites Map, Figure VI.01.

Figure VI.03
 ECONOMIC INCENTIVES AND STANDARDS FOR SELECTED SITES¹
 WILSHIRE/FAIRFAX

SITE #	LOCATION	SITE STANDARDS AND COMMENTS	POTENTIAL ECONOMIC INCENTIVES ²							
			PARKING	FINANCIAL ASSISTANCE: SMALL BUSINESS	FINANCIAL ASSISTANCE: LARGE BUSINESS	FINANCIAL ASSISTANCE: RESIDENTIAL	PUBLIC LAND LEASING	DENSITY BONUSES	TRANSFER DEVELOPMENT RIGHTS	DEVELOPMENT AGREEMENT
1	Wilshire & Fairfax	Recommended for retail and high-rise office over retail frontage.	•					•	•	
2	Sixth & Ogden (adjacent to May Company)	<u>RTD Co-Venture Opportunity:</u> Direct connections to station box possible utilizing proposed knock-out panel; recommended for office, hotel and residential over retail plaza linking the two Metro Rail portals; recommended for parcel assembly.	•		•			•	•	•
3, 4	Wilshire between Fairfax & McCarthy	Recommended for low- to mid-rise commercial infill.	•					•	•	
5	Wilshire & Fairfax	Recommended for mid- to high-rise office over retail frontage.	•					•	•	
6	Wilshire & Spaulding	<u>County Co-Venture Opportunity:</u> County Museum Associates owns large parking lot; (see Development Potential Example utilizing density bonuses and TDR); recommended for mid- to high-rise office and residential over retail; museum addition.	•				•	•	•	

1 Site #'s keyed to Potential Development Site Map
 2 See Programs description

Land Use/Trip Use Model

Using a software spreadsheet program developed by the City Planning Department, the development potential of individual parcels under a variety of zoning and density bonus scenarios can be quickly determined. The development potential is measured in square footage and number of vehicular trips generated. Additional features include automatic calculation of floor/area ratio, required parking spaces, construction costs, and building valuation.

The Land Use/Trip Use Model can be used to test the development potential of individual sites and to create projects which meet the objectives of the Development Plan while capitalizing on Specific Plan zoning. The model can also be used to test the feasibility of development proposals in terms of Specific Plan densities and uses. Examples of the model's product are in the Station Area Development Plan Background Report.

Following is a step-by-step description of how the Land Use/Trip Use Model works in terms of input data and output information.

Step 1

Input: Address/location, Book-Page-Parcel number, Specific Plan Sector, Subareas, Phase

RESIDENTIAL ZONES ONLY

Step 2

Input: Gross area, setback area, average lot area per dwelling unit

Output: Buildable area

Step 3

Input: Existing square footage, existing number of dwelling units

Output: Total and additional permitted square footage and number of dwelling units; floor/area ratios

COMMERCIAL ZONES ONLY

Step 4

Input: Zoning, gross area, setback area

Output: Buildable area

Step 5

Input: Subareas, trips generated per 1,000 square feet of buildable area

Step 5

Input: Subareas, trips permitted per 1,000 square feet of buildable area

Output: Total trips permitted on parcel "by right" and with "discretionary review"

Step 6 ("By Right")

Input: Existing and proposed "by right" commercial square footage, dwelling units and hotel rooms

Output: Trips used at "by right" development level, total square footage, dwelling units and hotel rooms; floor/area ratios; required parking; construction costs; building valuation

Step 7 (Density Bonus)

Input: Proposed square footage or number of bonusable features

Output: Density Bonus allocated

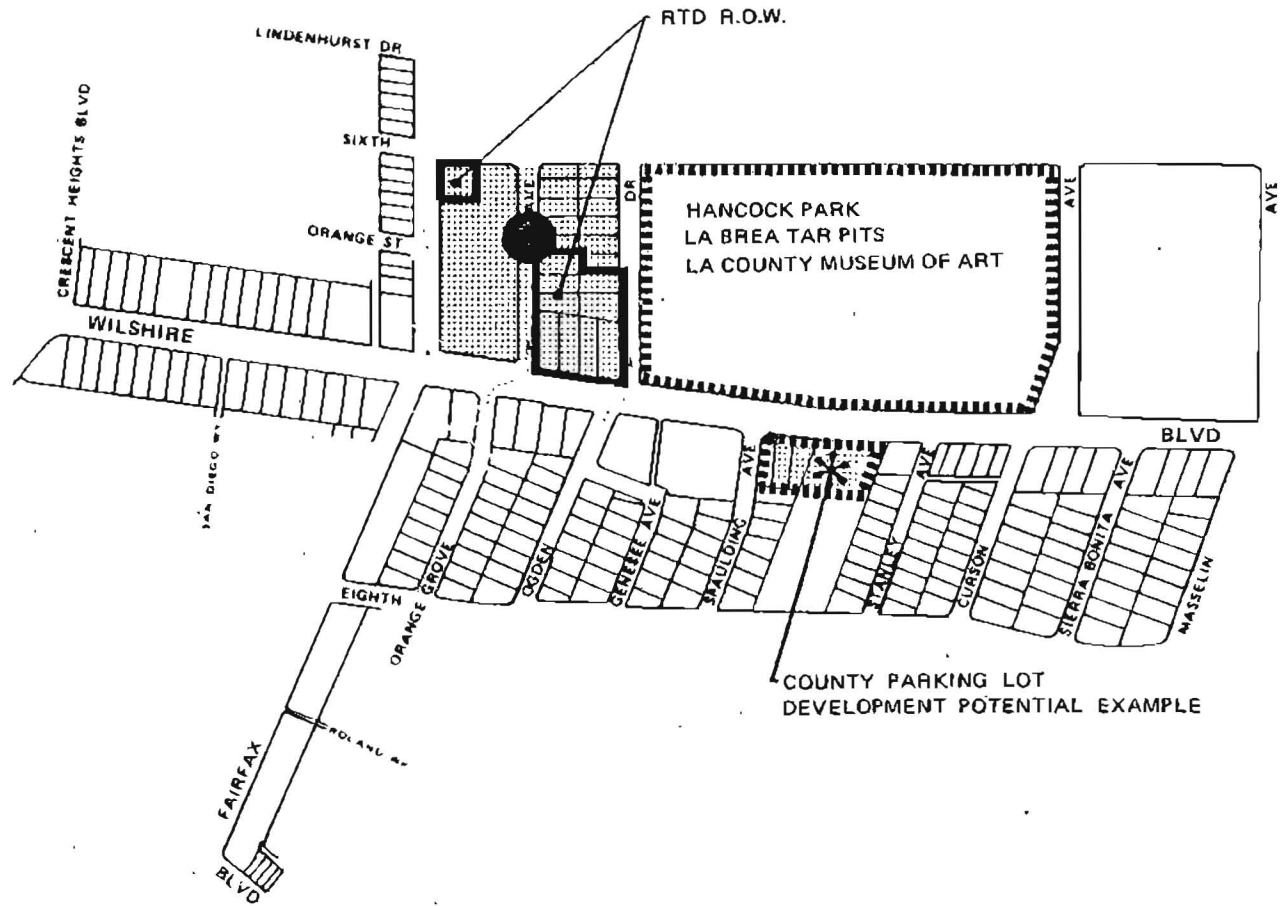
Step 8 ("Discretionary Review")





Input: Proposed commercial square footage, hotel rooms and dwelling units requiring discretionary review

Output: Trips used at "discretionary review" development level, total square footage, dwelling units and hotel rooms; floor/area ratios; required parking; construction costs; building valuation

Step 9

Output: Total existing and proposed commercial square footage, hotel rooms and dwelling units; floor/area ratios; total trips used, total required parking; total construction costs; total building valuation



-  DEVELOPMENT POTENTIAL EXAMPLE
-  PUBLIC OWNERSHIP
-  TO BE ACQUIRED BY RTD
-  CO-VENTURE OPPORTUNITY

 METRO RAIL STATION

COUNTY PARKING LOT
DEVELOPMENT POTENTIAL EXAMPLE

RTD R.O.W.

HANCOCK PARK
LA BREA TAR PITS
LA COUNTY MUSEUM OF ART

WILSHIRE-FAIRFAX STATION AREA

E. PROGRAMS

The economic incentives listed in the Economic Incentives and Standards for Selected Sites chart are intended to help developers reduce risk, reduce cost and increase allowable density over the Specific Plan's "by right" allocation, in exchange for their cooperation in helping the City to implement the policies and objectives of the Station Area Development Plan. The economic incentives are actually comprised of many different City programs, ordinances and procedures, which will be applied to individual projects at the discretion of the Development Area Review Team (DART), a City inter-departmental advisory committee (see Implementation section for further description of DART and its functions).

The City's economic incentives are described below, with individual programs, ordinances and procedures organized under the general headings from the Economic Incentives and Standards for Selected Sites chart.

1. Parking Incentives

Parking incentives allow a reduction of on-site parking requirements in exchange for alternative arrangements, such as ride sharing or peripheral parking. With regard to the Station Area Development Plan, the objectives of these incentives are:

- 1) to facilitate development by reducing the cost of providing on-site parking, and
- 2) to ameliorate traffic congestion, especially during peak hours, within the station area.

The City currently requires one parking space per 500 square feet of building gross floor area for commercial or industrial uses. Required on-site parking may be reduced up to 40% if the developer provides 1) an acceptable Transportation Alternative, such as ridesharing program, or 2) remote off-site parking. Transportation Alternatives must have significant, achievable participation levels (e.g., 20% of building employees). In the case of remote off-site parking, the developer must provide transportation between the remote site and the main building. Additionally, no more than 75% of the building's parking may be provided off-site.

A developer may apply for a Reduced On-Site Parking/Transportation Alternative Authorization through the City Planning Department. The application is treated as a Conditional Use Permit. It must include a Parking Management Plan, which is treated as a legal agreement between the landowner and the City.

Analysis of peripheral parking needs in the Station Area should be done by the Planning Department in conjunction with the implementation of any transportation system management programs. Such a needs assessment can be done by projecting future parking demand and supply in the Station Area based on current supply of parking, projected development levels and the impact of Metro Rail on vehicle trip generation. (Techniques for performing this assessment have been developed by the City Planning Department). Should the assessment reveal a projected deficit in parking supply, the City may wish to initiate a public/private

coverture effort to provide peripheral parking facilities near the affected Station Area or Areas. In some cases, a Station Area may have enough surplus parking to act as a peripheral parking facility for other areas, with the Metro Rail providing shuttle service.

The City is considering increasing the number of parking spaces required for commercial and office development from two spaces to three spaces per 1,000 square feet. If this change was enacted, the City Planning Department would seek to place Station Areas in a special discretionary zone, similar to the Central Business District, where the City Planning Commission could lower the parking requirement to one space per 1,000 square feet of commercial or office development. This discretionary incentive would be offered to developers in exchange for including features in their projects which meet the objectives of the Station Area Development Plan, such as senior citizens housing.

2. Financial Assistance: Small Business

Financial assistance is available for eligible small businesses through City agencies and City-sponsored economic development corporations. Businesses must be located in lower-income neighborhoods or provide goods, services or jobs for lower income persons. With regard to the Station Area Development Plan, the objectives of these financial assistance programs are:

- 1) to increase return on investment by reducing costs to small businesses
- 2) to reduce risk for private investors, particularly in locations which are unattractive without City investment, and
- 3) to ensure a supply of goods, services and jobs for lower income residents of Station Areas.

A number of public and private non-profit corporations have been formed locally to assist businesses in preparing applications for funds from private lending institutions and from loan and grant programs available through the City. Below are listed the economic development corporations which cover this Station Area:

Development Corporation
Los Angeles Economic
1411 West Olympic Boulevard
Los Angeles, CA 90015
(213) 385-0351

Pacific Coast Regional
1930 Wilshire Boulevard, Suite 414
Los Angeles, CA 90057
(213) 484-2900

The following City programs are specifically targeted at small businesses, and can be accessed through the economic development corporations listed above:

- 1) Commercial Area Revitalization Effort (CARE) - low interest loans, rehabilitations rebates, facade improvement grants, public improvements and technical assistance. (Administered by the City's Community Development Department.)
- 2) Small Business Revolving Loan Fund - low interest loans up to \$40,000 to match private funding on a dollar for dollar basis. (Administered by the City's Community Development Department.)
- 3) Small Business Administration Loans and Loan Guarantees - SBA 502 and SBA 503 provide loans at below-market interest rate SBA 7a provides loans and guarantees at market interest rate. (Administered by the City Economic Development Office.)
- 4) Industrial-Commercial Revolving Loan Program - adjustable rate loans of up to \$250,000 to cover 30% of project costs. (Administered by the City Economic Development Office.)

3. Financial Assistance: Large Business

Financial assistance is available for qualified large businesses and private developers seeking gap-financing for major commercial development projects that would not be feasible without such assistance. Businesses and developers must meet the eligibility criteria established by the administering City agency, as well as DART, to qualify for funding. With regard to the Station Area Development Plan, the objectives of these financial assistance programs are:

- 1) To increase return on investment by reducing costs to businesses and developers,
- 2) To reduce risk for private investors, particularly in locations which are unattractive without City investment,
- 3) To encourage the development of projects which are consistent with the policies and objectives of the Station Area Development Plan, and
- 4) To obtain a stream of income for the City through equity participation, leasing or other financial arrangements in co-venture projects.

The following Programs are administered by, and can be accessed through, the Community Development Department, Industrial and Commercial Development, (213) 485-2952:

- 1) Urban Development Action Grant (UDAGs) - reduced interest rate loans for land, building, machinery, equipment and other capitalized costs.

- 2) Local Economic Action Program (LEAP) - low interest and deferred payment loans between \$100,000 and \$500,000.
- 3) Industrial Development Bonds (IDB) - tax-exempt financing up to \$10 million for industrial or energy-related development.
- 4) Marks Historic Rehabilitation Bonds (pending City Council approval) - low interest loans for rehabilitation of historic or architecturally significant buildings.
- 5) Construction Loans - large, short-term loans for major development projects.

Programs which are administered by, and can be accessed through, the City Economic Development Office, (213) 485-6154:

- 1) Economic Development Administration Grants - loans of up to \$15 million for operating public works and major commercial and industrial projects.
- 2) Industrial-Commercial Revolving Loan Program - adjustable rate loans of up to \$250,000 to cover 30% of project costs.

4. Financial Assistance: Residential

Financial assistance is available for various types of residential construction and rehabilitation in areas with low-income households and a deteriorated housing stock. With regard to the Station Area Development Plans, the objectives of these financial assistance programs are:

- 1) To reduce financial risk for private investors in locations which are unattractive without City investment,
- 2) To improve conditions for Station Area tenants and homeowners, encouraging stability in the resident population, and
- 3) To encourage the development of housing projects which are consistent with the policies and objectives of the Station Area Development Plan.

The following programs are administered by, and can be accessed through, the Community Development Department, Housing Division, (213) 485-3406:

- 1) Housing Production Program - gap-financing, utilizing predevelopment loans and land write downs, for Section 8 housing projects.
- 2) Multi-Family Rehabilitation Program (MORE) - low-interest loans for the rehabilitation of sub-standard apartment buildings.
- 3) Homeowner Opportunity Maintenance Effort Program (HOME) - interest rate subsidies and technical and architectural assistance for rehabilitation of owner or renter-occupied single-family dwellings.

5. Public Land Leasing

Private developers can benefit from leasing, rather than buying, public land through lower up-front cost (no land purchase), access to prime properties and minimal land rents. The advantages for the City of leasing, rather than selling, its vacant or underutilized land include a higher return on investment, a future stream of income and greater control over new development. As a lessor, the City is in a better position to negotiate for particular land uses and amenities.

The City currently has no set program for the lease of vacant, City-owned land. Two departments, however, are engaged in this activity. The Department of General Services has a Leasing Office which respond to public inquires about vacant City properties (e.g., Los Angeles Mall space). The Department will act as leasing agent for vacant City land if that land meets at least one of the following criteria:

- 1) Where such property is 10,000 square feet in size or larger;
- 2) Where the appraised value (or approximate value where there is no official appraisal) of such property is \$100 a square foot or more;
- 3) Where significant private and/or public redevelopment and/or rehabilitation activities are underway;
- 4) Where a Community Plan, Redevelopment Plan, Specific Plan or similar land use plan or study is in progress;
- 5) Where any building moratorium is in effect;
- 6) Where the subject property in whole or part may be eligible for historic landmark designation by a City, State or Federal agency and where such application or determination has not yet been made;
- 7) Where other unique situations apply (e.g., the use of such property for staging, in whole or part, the Olympics.)

The City Administrator's Office (CAO) is occasionally approached by developers or others about vacant or underused City property, in which case it may act as the leasing or sales agent or as a project coordinator. The CAO also, from time to time, sends out RFP's for development of particular parcels.

A number of California municipalities are pursuing aggressive leasing programs, utilizing RFP's and "participating leases" for large, complex projects. In a participating lease, a minimum land rent (below market) is negotiated by the City and the developer. The developer pays either that minimum rent or some percentage of sales or profits from the development, whichever is higher. Such a lease is usually long-term.

Developers benefit by leasing, primarily through lower up front cost (no land purchase), access to prime properties and minimum land rents. For the City, the advantages of leasing are a higher return on investment than from direct sale of the land, and greater control over new

development since the City is also the landlord. As a lessor, the City is in a better position to negotiate for particular land uses and amenities.

6. Density Bonuses

Density bonuses which enable a project to surpass the Specific Plan "by right" level of development (up to the maximum "discretionary" level) are listed below. Density bonuses are intended to encourage the development of certain facilities, amenities and uses which contribute to the creation of pedestrian-oriented, high-density, mixed-use urban centers. The Development Area Review Team (DART) will determine the exact portion of the maximum bonus to be granted on individual projects (see Implementation section for criteria). An example of how density bonuses can be used in conjunction with transfer of development rights to reach maximum development potential under the Specific Plan is presented in the Standards section above.

* City Planning Case No. 83-137-PWA. Adopted as precedent for lease of public land by City Planning Commission.

CATEGORY	BONUSABLE FEATURE	MAXIMUM BONUS
TRANSIT Subarea 1	Direct Connection (such as elevator, escalator, bridge or underpass provided between Project and Metro Rail station stop)	{14.0 Trips/1,000* square feet of Buildable lot area} Project may be granted* an additional Floor Area Ratio of 1:1 or a portion thereof.
	Off-street bus terminal incorporated into Project	
	Off-street public parking for Metro Rail patrons incorporated into Project. In addition to Project's required parking	
TRANSIT Subareas 1, 2, 2a	Functional Connection (such as a pedestrian path or walkway between a project and a Metro Rail Station Stop)	{5.0 Trips/1,000 square feet of Buildable lot area} Project may be granted* an additional Floor Area Ratio of 0.50:1 or a portion thereof.
STREET ENVIRONMENT Subareas 1, 2, 2a	Retail on Ground Floor	{7.0 Trips**} 5 square feet
	Ground Floor Restaurant	{7.0 Trips**} 5 square feet
	Outdoor Cafe	{7.0 Trips**} 5 square feet
CULTURAL Subareas 1, 2, 2a	Cultural/Entertainment Use	{6.6 Trips**} 4 square feet
HISTORIC PROPERTY PRESERVATION Subareas 1, 2, 2a	Historic Property incorporated into Project	{6.6 Trips**} 4 square feet
	{Historic Property facade incorporated into Project}	{6.0 Trips/1,000* square feet of Buildable lot area}
COMMUNITY SERVICES Subareas 1, 2, 2a	Community Use Facility	{5.6 Trips**} 4 square feet
	Recreational Use Facility	3 square feet

(Cont'd) CATEGORY	BONUSABLE FEATURE	MAXIMUM BONUS
OPEN SPACE Subareas 1, 2, 2a	Amenity Space	{4.2 Trips**} 3 square feet
	{Recreational Use} {Rooftop Garden}	{4.2 Trips**} {4.2 Trips**}
HOUSING* Subareas 1, 2, 2a	Handicapped Housing	{7.0 Trips**} 5 square feet
	Senior Citizen Housing	{7.0 Trips**} 5 square feet
	Low to Moderate Cost Housing (either Rental, Condominiums or Stock Cooperatives)	{7.0 Trips**} 5 square feet
	Rental Housing	{6.6 Trips**} 4 square feet
	Condominiums or stock cooperatives	{2.0 Trips**} 2 square feet
PARKING Subareas 1-5	Senior Citizen Housing (Permanent use as Senior Citizen Housing)	That portion of the Project's parking required for the Senior Citizen Housing may be permanently reduced to not less than 25 percent of the number of full-size spaces normally required for a residential project.
	Theater, occupying less than 50% of Project's Buildable Area	May provide one parking space for every ten fixed seats or for every 100 square feet of Floor Area whichever is less

* Maximum Bonuses are expressed (in Trips) at the level indicated when providing the specific bonusable feature in its entirety.

** Maximum Bonuses are expressed in Trips at the level indicated for each 100 square feet of Bonusable Feature provided. Unless otherwise stated.

* Housing shall be retained as originally designated for a minimum of 30 years.

7. Transfer of Development Rights

Development rights may be transferred (sold) from one parcel to another within a Station Area.

The maximum amount of development rights which may be transferred is 42 trips per 1,000 square feet of a donor parcel's buildable area. However, a parcel may receive development rights from more than one donor parcel. In addition, the distance between a receiving parcel and its nearest station must be no greater than the distance between a donor parcel and its nearest station. Development rights transferred from a donor parcel may also be replaced by development rights transferred from another parcel.

<u>Parcels located in Sub-Areas. . .</u>	<u>. . .May receive development rights from parcel located in Sub-Areas. . .</u>
1, 1a	1, 1a, 2, 2a, 3, 3a
2, 2a	2, 2a, 3, 3a
3, 3a	3, 3a

To qualify for the transfers, the developer must provide bonusable features within the project (see Density Bonuses section above) which generate at least the same number of trips as are being transferred to that project site.

8. Development Agreements

In response to requests from the development community, California State Law (Government Code 65864) authorizes cities and counties to enter into legal agreements with developers. These agreements set forth the rules that will govern a development as it proceeds through the permit process. The city or county agrees not to change its planning or zoning laws applicable to a development for a specific period of time. The jurisdiction does not guarantee unconditional or qualified approval of the development, but it may not base its decisions on zoning changes or plan amendments which occurred after the agreement was effectuated. The developer may agree, in return, to construct specific improvements, provide public facilities or to follow a specified time schedule.

A development agreement, which takes the form of a legal contract and is enacted as an ordinance, is only practical for complex development proposals. Extensive legal documentation, security instruments and an EIR are usually required. The agreement must stipulate the period of time in which the City or County may not alter zoning or general plan requirements, permitted uses on the property, density, size of buildings, provisions for public dedication of land, and requirements imposed on the developer. (See the Implementation section for further discussion).

VII. URBAN DESIGN

A. PURPOSE

This Section defines the urban design criteria for development within the station area development plan boundaries. Also see Section VI, Economic incentives, for direction to facilitate these guidelines; and Section VIII, implementation, for procedures of review and approval.

B. POLICIES

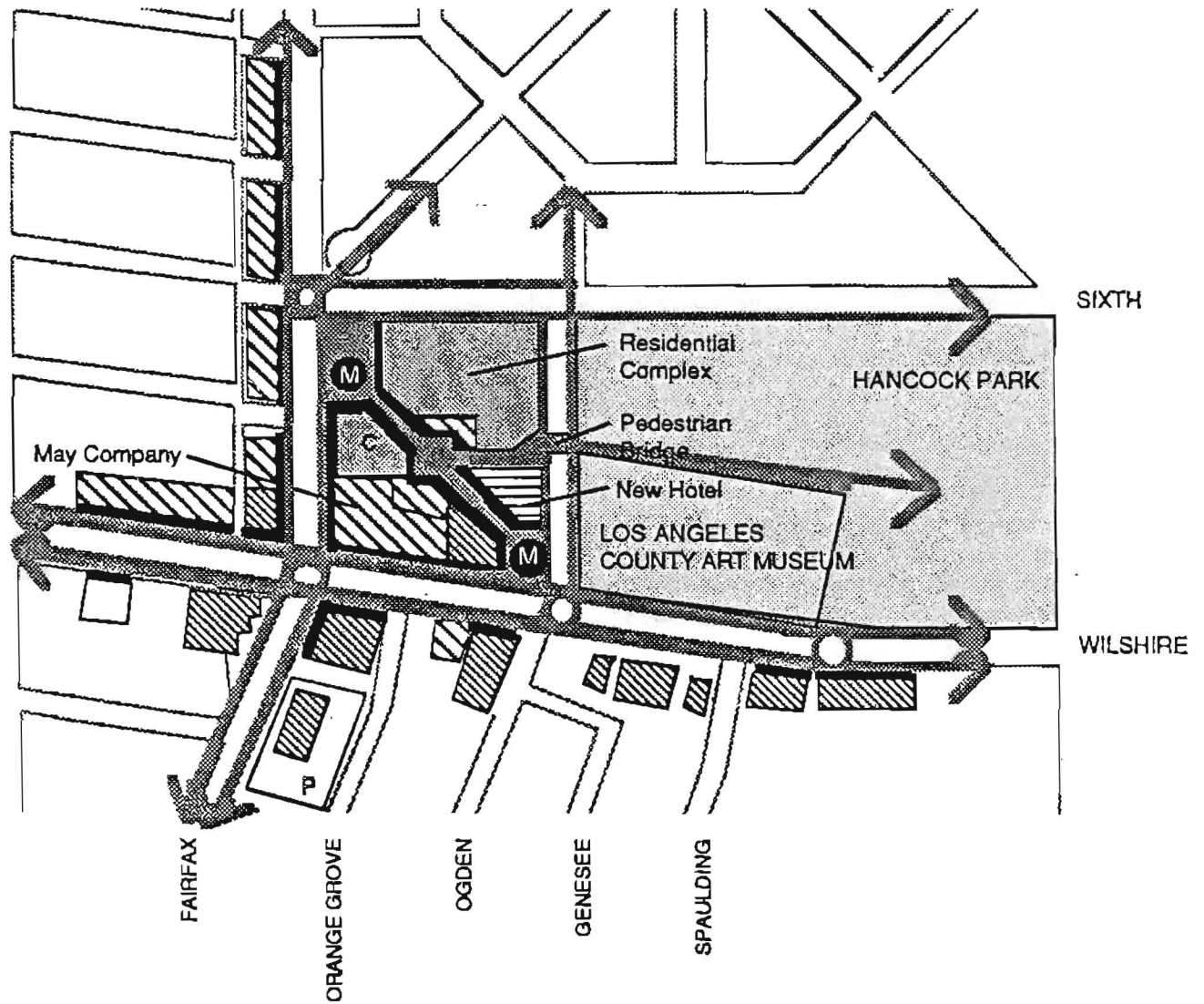
1. Utilize the Hispanic influence found in the station area's architecture and land use in creating an urban design theme for the station site.
2. Encourage new construction and additions to existing buildings to be designed with sensitivity to the scale, massing and elevation, detailing of adjacent historic and noteworthy buildings.
3. Encourage developer's sensitivity to the solar rights of existing and future buildings.
4. Encourage commercial, entertainment, and cultural uses to be visible and readily accessible from the street.
5. Enhance pedestrian safety from crime and traffic and improve the aesthetic quality of the pedestrian experience by creating wide walkways and plazas open to street view and avoiding "blind" pedestrian corners and long, enclosed passageways.
6. Ensure that open space amenities are proximate to and/or well connected by views and public walkways to pedestrian activity generators.
7. Create active public open spaces and pedestrian areas which, through site planning and street furniture, reflect and reinforce the Hispanic character of the station area community and which assist in relating the transit station to surrounding development. Avoid creating "dead" or unused spaces.
8. Encourage the incorporation of small-scale plazas at the front of buildings.
9. Encourage provisions of rooftop plazas and gardens no higher than the third story level.

C. DESIGN CONCEPT AND GUIDELINES

1. CORRIDOR ROLE OF STATION

The Wilshire/Alvarado Station area is envisioned as 1) a focus of existing neighborhood shopping, 2) a new office location, 3) an active edge and definition for MacArthur Park, 4) a residential community with community services and 5) an interface between the community and the Wilshire Boulevard office district extending from downtown Los Angeles.

DESIGN CONCEPT



LEGEND

- | | | | | | | | |
|----------|---------|----------|--------------------|--|--------|--|----------------------|
| | RETAIL | | OFFICE OVER RETAIL | | PUBLIC | | OPEN SPACE/ PLAZAS |
| | OFFICE | | RESIDENTIAL | | HOTEL | | PEDESTRIAN FRAMEWORK |
| P | PARKING | M | METRO RAIL PORTAL | | | | |

0 200 1000

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The neighborhood now is characterized by mixed uses including community-serving retail stores and offices related to Wilshire Boulevard and MacArthur Park and residential units. The area is a lively, busy shopping environment, with most shopping activity on Alvarado Street, south of Sixth Street. The two blocks contain the neighborhood's last large underdeveloped land parcels, across Alvarado from MacArthur Park.

2. DESIGN CONCEPT

The design concept features anticipated development of approximately 1,000,000 square feet of retail space and approximately 200 residential units on the two station blocks, with parking, residential and community-serving retail between Bonnie Brae and Westlake, and retail, office and residential development between Westlake and Alvarado, Figures VII.01 and VII.02 illustrate the key components. The Alvarado block would focus on plaza space just off Alvarado, to provide retail continuity for Alvarado Street.

The two blocks can be developed separately or by one master developer. The concept also includes establishing a built form edge around MacArthur Park to define it as an urban focus.

3. METRO RAIL PORTALS AND TRANSIT INTERFACES

Two Metro Rail portals are planned, accessible from Alvarado Street, one inside a new building and one in an outdoor plaza. (See Figure VII.03). A kiss-n-ride lot is planned, accessible from Westlake Street near the station portals. Bus bays are to be located on Alvarado Street, adjacent to the portals.

Guideline 3.1 Development on Alvarado Street should provide for two Metro Rail portals as located on the drawing of the station portals. Clear, unobstructed access to the portals should be provided in the building development.

Guideline 3.2 Kiss-n-ride spaces should be provided in an at-grade lot accessible from Westlake Street. The lot should be visible from the Metro Rail portal.

4. LAND USE

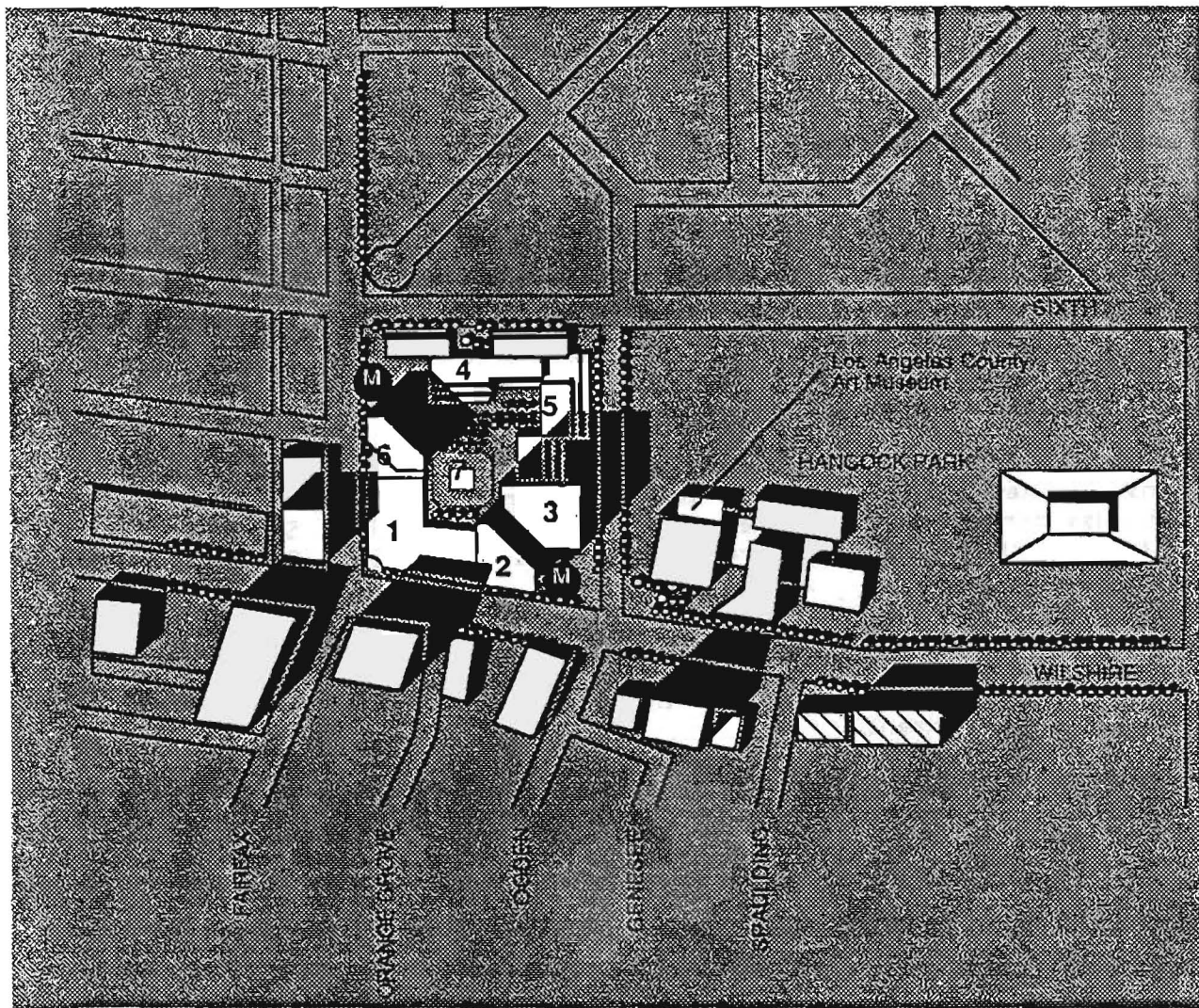
Retail Stores: The overall retail goal is to reinforce and enhance the existing Hispanic retail character of the area. A retail center would be developed as the focus of a mixed use block, with retail frontage on every street face but Bonnie Brae. Retail uses would be oriented toward community needs but also be attractive to the Wilshire Boulevard business community.

Guideline 4.1 Retail frontages along Alvarado, Wilshire and all other ground level pedestrian paths should be continuous to the maximum extent possible, to provide a rich pedestrian experience.

Guideline 4.2 Retail frontages along Alvarado and the plaza should be arcaded to widen the sidewalk and to shelter shoppers.

Guideline 4.3 Retail space should be developed fronting on the kiss-n-ride lot off Westlake. This will be a pedestrian route from parking to the Metro Rail station.

ILLUSTRATIVE SITE PLAN



LEGEND

- 1 MAY COMPANY BUILDING
- 2 HIGH-RISE OFFICE
- 3 HOTEL
- 4 RESIDENTIAL UNITS
- 5 RESIDENTIAL UNITS
- 6 HIGH-RISE RESIDENTIAL OVER NEW RETAIL
- 7 GALLERIA AND ATRIUM

 DEVELOPMENT POTENTIAL EXAMPLE

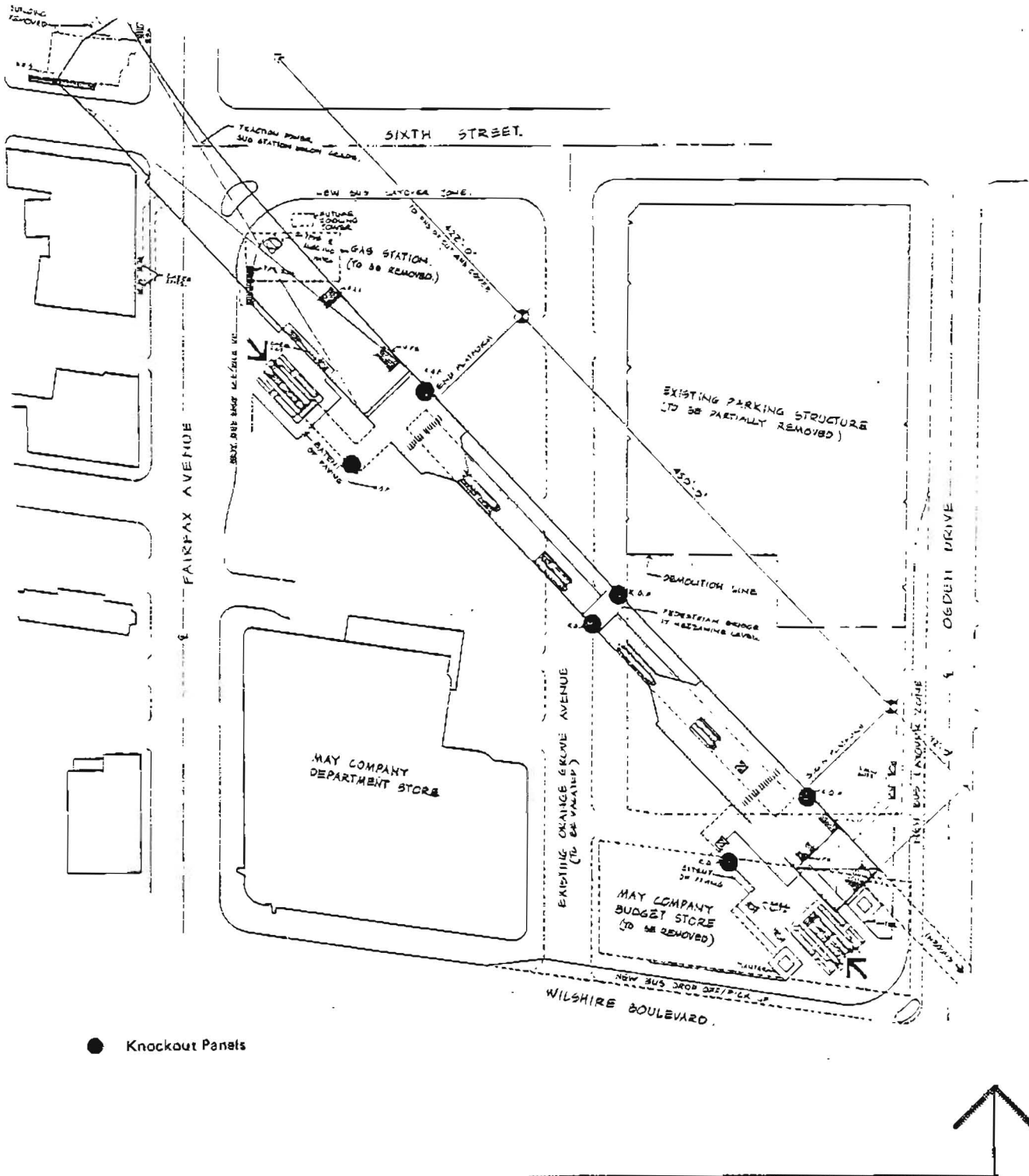
 METRO RAIL PORTAL

0 200 1000



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LOCATION OF KNOCKOUT PANELS



Office Space: The continuity of major office development on Wilshire Boulevard with retail uses at ground level would be reinforced by a major new "landmark" office building at the southeast corner of Wilshire and Alvarado. The two existing Wilshire Boulevard office buildings would remain, with potential upgrading as needed. A second new office building could be developed at Wilshire and Bonnie Brae.

Additional office space could be developed along Alvarado Street, directly over the Metro Rail portal, through use of parking incentives. Smaller offices could be incorporated into the retail development, especially along Seventh Street.

Guideline 4.4 Office space developed on the two blocks south of Wilshire and east of Alvarado should front on the respective Wilshire and Alvarado sides of the blocks.

Residential Units: Residential units would be developed over parking, up to 13 stories on the western block and low to midrise on the eastern block. Residential units on both blocks would relate more to Seventh, Westlake and Bonnie Brae and to the existing residential community than to the Wilshire Boulevard office environment.

Guideline 4.5 Residential units should be oriented to Westlake Avenue and to Seventh and Bonnie Brae Streets, rather than to Wilshire Boulevard.

5. DEVELOPMENT SITES

Potential Development Sites: The sites identified in the previous chapter and on Figure VI.01 were identified by the Department of Planning as potential development sites. This designation does not necessarily mean that these sites are planned for development. It is, however, an indication of their potential developability, with Metro Rail as a catalyst for development.

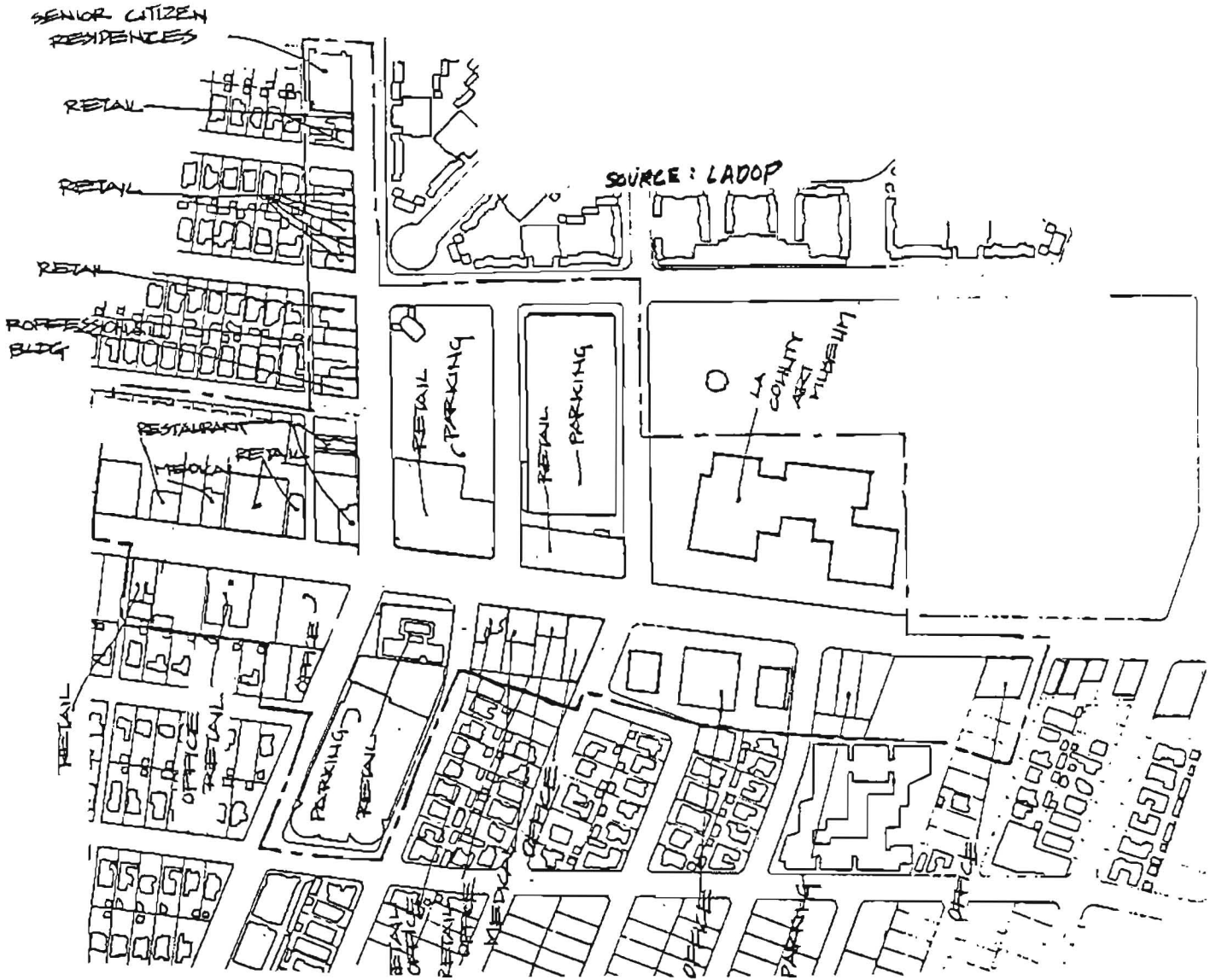
Rehabilitation and Infill Areas: Some areas have been designated for potential rehabilitation and infill of development on a small scale, compatible with the existing development, such as on a strip commercial street.

Master Development Sites: To achieve the highest and best potential of the development concept at Wilshire and Alvarado, master development of assembled parcels is encouraged. Incentives for assembling larger parcels may include higher FAR allowances or other bonuses. The map cited above indicates master development sites recommended to implement this design concept.

Guideline 5.1 The two station blocks indicated as master development sites on Figure VII.01 should be master planned and developed as whole blocks, rather than parcel by parcel improvements by separate owners.

Existing Buildings to Remain: The buildings at the corner of Seventh and Alvarado could remain and be upgraded and incorporated into the development, if possible. If these buildings cannot be retained, a residential tower and plaza would be located at this corner.

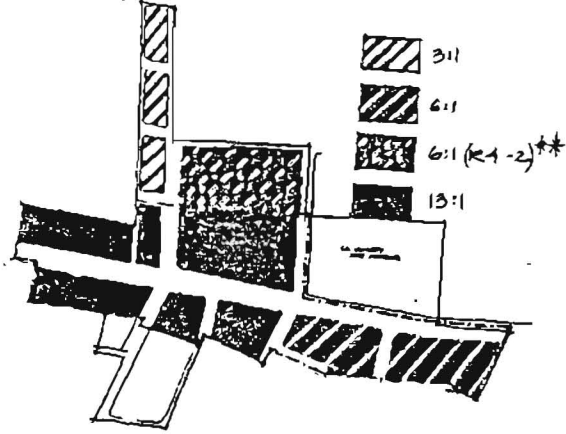
EXISTING LAND USE



**FLOOR AREA RATIO
ALLOWED BY SPECIFIC PLAN**

INFORMATION
SOURCE: LADDP

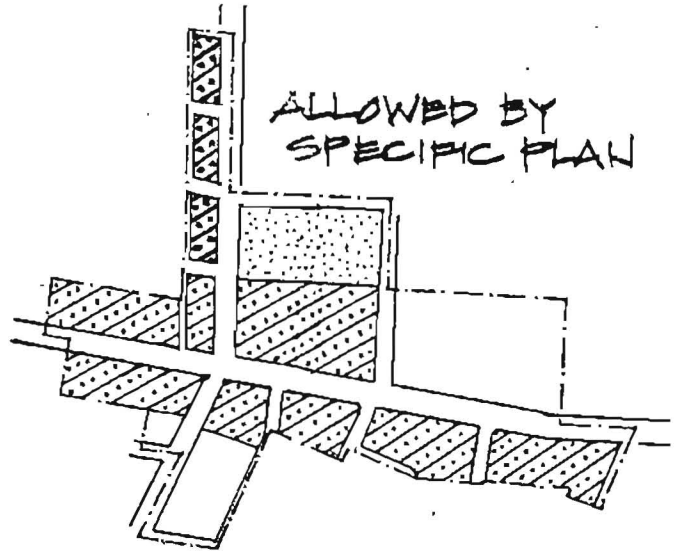
**LIMITS ALLOWED BY
SPECIFIC PLAN***



* THESE ARE MAXIMUM FAR'S
WITH BONUS, TDR & DIRECT
CONNECTION

** AT THIS LOCATION RESIDENTIAL MAY
RECEIVE COMMERCIAL TDR'S

**ALLOWED BY
SPECIFIC PLAN**



 RESIDENTIAL*

 RESTRICTED
COMMERCIAL-
MULTI-USE

 COMMERCIAL-
MULTI-USE

* AT THIS LOCATION RESIDENTIAL MAY
RECEIVE COMMERCIAL TDR'S



Guideline 5.2 The Westlake Theatre should remain, ideally as a restored building retaining entertainment uses.

6. BUILDING FORM AND APPEARANCE

Building Height and Bulk: Relative building heights are shown on the Building Heights map. The Illustrative Site Plan (Figure VII.02), the Massing Concept Map (Figure VII.06), and the Axonometric Illustration (Figure VII.07) show the building massing for the Alvarado Station.

The highest building would be the office tower at the corner of Wilshire and Alvarado, stepping down toward the pedestrian plaza. Another tall building could be developed at Seventh and Alvarado, if the existing building is not retained. These higher buildings on Alvarado would be stepped back at the lower levels from Alvarado Street, and from the plaza, as shown on the illustrations, to provide a building scale in keeping with the pedestrian plaza, and to provide upper level entertainment and restaurant uses overlooking the park.

Buildings on Seventh Street would be low to mid-rise, except for the residential tower, to relate to the existing neighborhood environment to the south of the block, and to allow sun access into the middle of the block. Buildings in the middle of the block would be low to mid-rise.

Guideline 6.1 Heights of new development on the two blocks south of Wilshire and east of Alvarado should reflect the Building Heights and Illustrative Site Plan illustrations.

The edge of MacArthur would be defined in subsequent stages of development by higher buildings around the park. The building heights in the area should be highest on the station block, to mark it as the focus of activity and access in this section of Wilshire Boulevard.

Building Scale: Smaller elements at lower levels with vertical stepbacks and horizontal staggering of building forms would tie together the human scale of the plaza and the small scale of the buildings in the neighborhood.

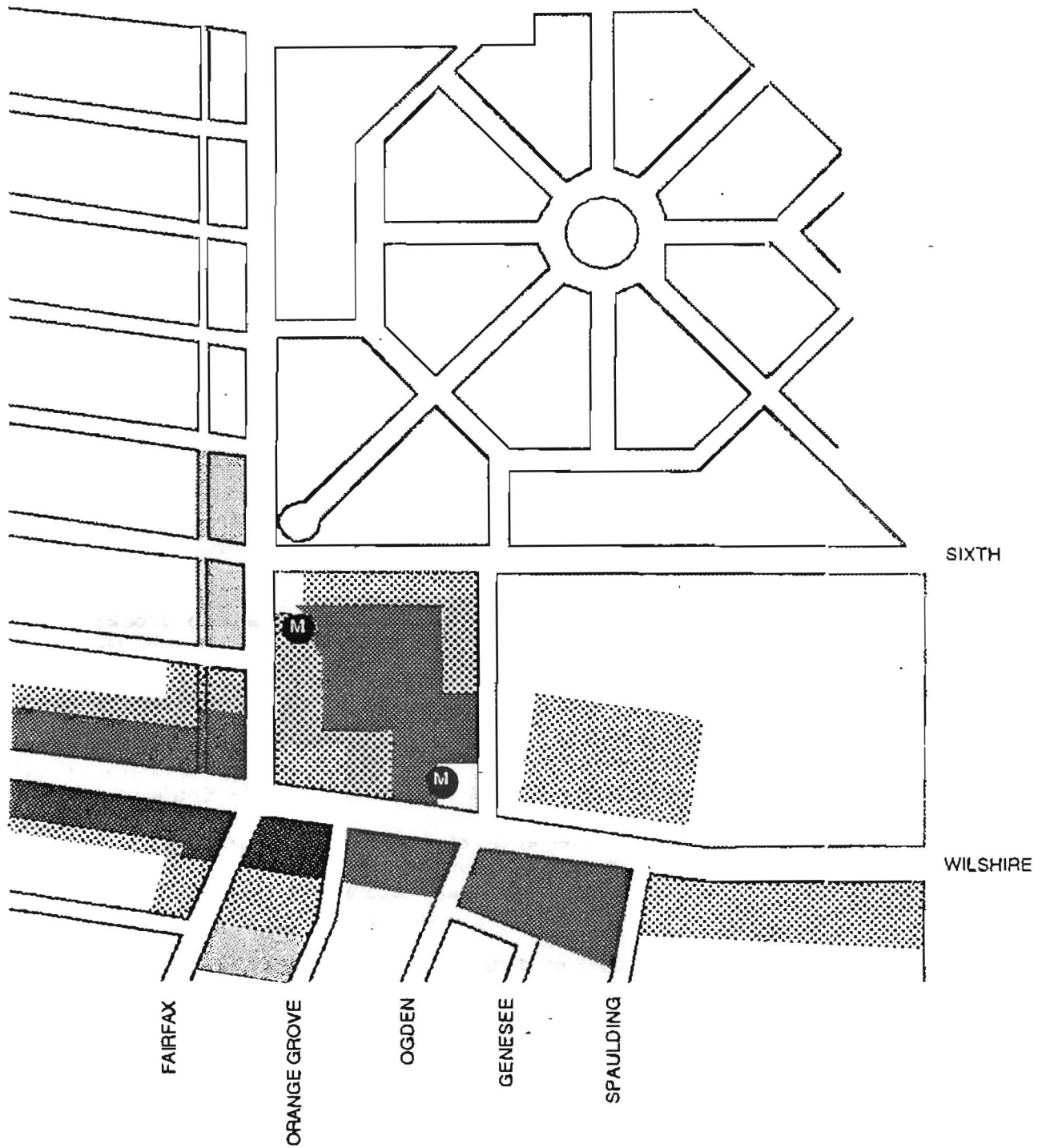
Guideline 6.2 Use staggered and stepped back forms on lower building elements to create a human scale relation between to the scale of plaza and adjacent buildings.

Building Setbacks: The major office building at Wilshire and Alvarado should be set back from the corner as shown. Structures along Alvarado would feature a pedestrian arcade along Alvarado Street, which has the advantage of increasing the sidewalk width on this block.





Guideline 6.3 The building at Wilshire and Alvarado should be set back from the corner and should provide pedestrian arcades along the Wilshire and Alvarado frontages.

View Corridors: Views to and from the Metro Rail portal and to MacArthur Park are important to preserve. Views from the residential structures are key to the success of this development concept.

Guideline 6.4 A view corridor shall be established through the block between the Metro Rail portal and the kiss-n-ride lot. Views shall be kept open from residential tower to MacArthur Park, by keeping buildings low on the corners of Seventh and Alvarado.



LEGEND

-  HIGH (7 - 13 STORIES)
-  MEDIUM (4 - 6 STORIES)
-  LOW (1 - 3 STORIES)
-  SUBWAY PORTAL



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(This page is reserved for an Axonometric Map which illustrates a hypothetical build-out consistent with the Design Concept and Massing Maps. The Axonometric Map will be prepared and inserted prior to this document's publication as a Final Plan).

Building Appearance: New development should reflect to the extent possible the area's identity in the architectural style of the built environment.

7. PEDESTRIAN FRAMEWORK

The pedestrian framework makes the connections between uses in the station area and knits the area together by joining its uses and by providing pleasant pedestrian experiences. (See Figure VII.08).

Pedestrian Framework: The pedestrian framework focuses on Alvarado Street at the Metro Rail portals, and extends through the block to Westlake, connecting the parking structure with the Metro Rail portals and Alvarado Street. As the block will be the focus of walk-in shopping for the neighborhood, the framework extends out from the station to surrounding blocks. North-south pedestrian ways at-grade would be developed through the block to stimulate the mixing of Wilshire Boulevard and the local community.

The framework emphasizes the relationship to MacArthur Park by location of the plaza on Alvarado Street, making pedestrian movement to the park as pleasant and easy as possible.

Other important elements of the pedestrian framework are:

Streetscape improvements: Improvements are proposed to extend the pedestrian movement system outward from the station area to MacArthur Park, along Seventh Street, Wilshire Boulevard and Alvarado Street, to reinforce the identity of the district. Special paving, lighting, and other amenities would reinforce these connections.

Guideline 7.1 Streetscape improvements on private property should extend and complement the treatment of the public right-of-way, to reinforce the pedestrian framework.

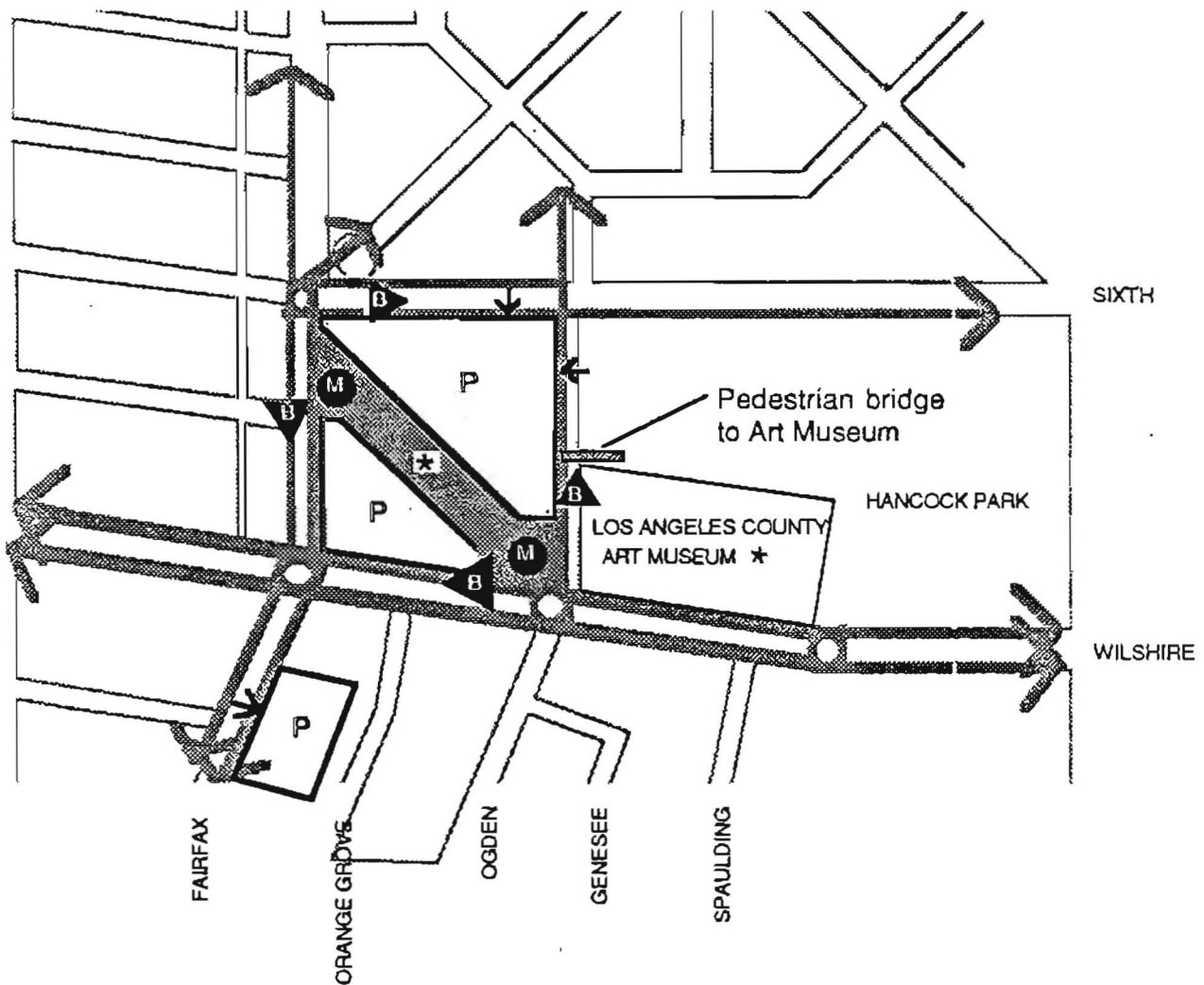
Plazas: Outdoor plazas would open onto Alvarado Street to form the west entrance to the mall. A shopping environment using the principles of the mercado would be developed around these plazas, with retail shops possibly on two levels facing the plaza on Alvarado. Community-serving retail would be located on Seventh Street, below residential units.

Guideline 7.2 A pedestrian plaza should be developed in conjunction with the Metro Rail portal and the retail space. This plaza should include active uses such as space for vendors, and should provide adequate space around the portal to accommodate the anticipated volumes of pedestrian traffic at the Metro Rail portal.

Continuity of active uses: Continuity of active uses such as retail and restaurant uses is important to a successful pedestrian environment.

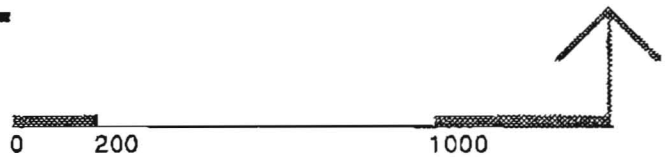
Guideline 7.3 Active uses such as retail space and eating establishments should be developed as shown in the Design Concept, along pedestrian routes. Long expanses of blank walls should be avoided.

CIRCULATION



LEGEND

- BUS BAY AND DIRECTION OF TRAVEL
- PARKING ACCESS
- PARKING STRUCTURE
- PEDESTRIAN CIRCULATION
- ACTIVITY CENTER
- METRO RAIL PORTAL



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 METRO RAIL STATION AREA DEVELOPMENT PLAN

Safety and security of the pedestrian environment: Surveillance of sidewalks and the plaza should be possible from adjacent retail, office and other space, and the Metro Rail Portal should be visible from Alvarado and the plaza. Pedestrian security should be carefully considered.

Guideline 7.4 All pedestrian spaces should be designed using principles of defensible space.

Art in public spaces: Public art should be included for enhancement of the pedestrian experience, and it should be sited for maximum public exposure and enjoyment.

Guideline 7.5 Space for public art should be provided in the plaza and elsewhere along the pedestrian paths.

8. CIRCULATION

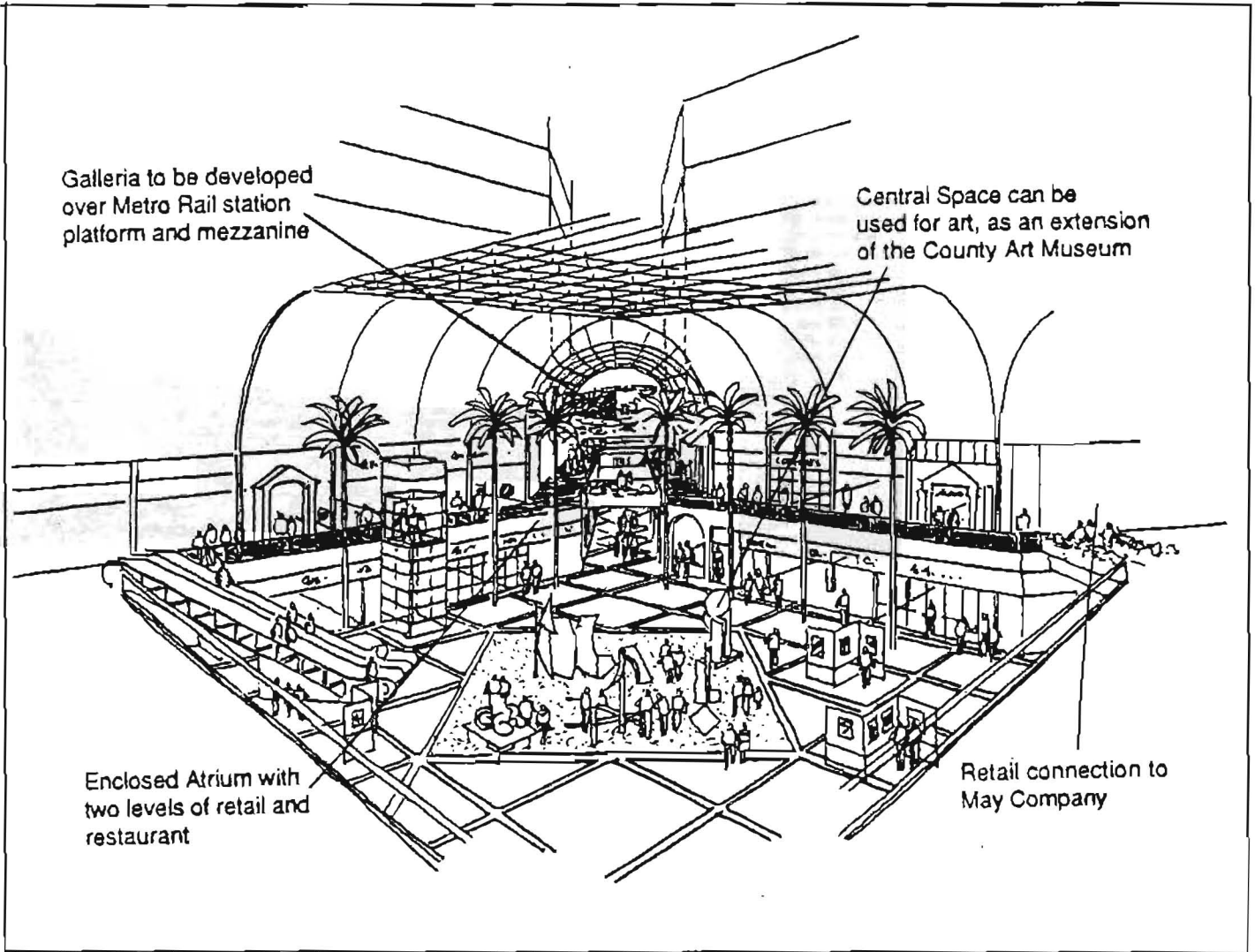
Parking and Vehicle Access: Parking for uses on the two key blocks would be located 1) in a parking structure accessible from Bonnie Brae or Westlake, on the eastern block, and 2) in an underground structure on the west block. Open space could be developed on the top level of the parking structure, related to the residential development. (See Figure VII.10).

Westlake Street would remain open for vehicle and parking access to kiss-n-ride and for parking structure access.

Guideline 8.1 Vehicular access to parking facilities should be provided from the streets shown on the Pedestrian Circulation and Vehicular Access to Parking map (Figure VII.10).

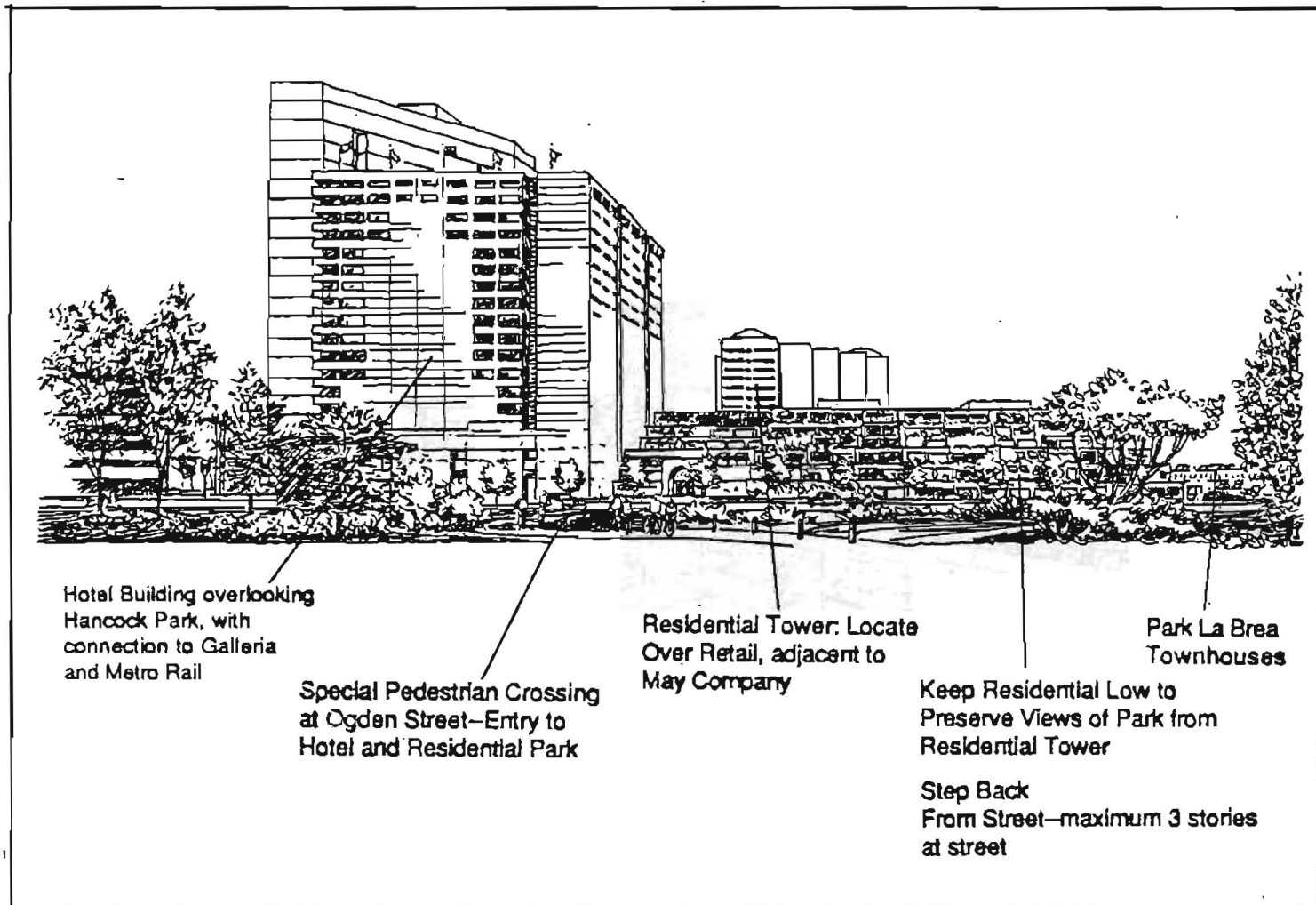
Developers are urged to incorporate parking management techniques such as off-site parking, to reduce the amount of on-site parking and to gain additional office space.

Figure VII.09



WILSHIRE/FAIRFAX
Central Atrium

Figure VII.10



WILSHIRE/FAIRFAX

View Looking West
From Hancock Park

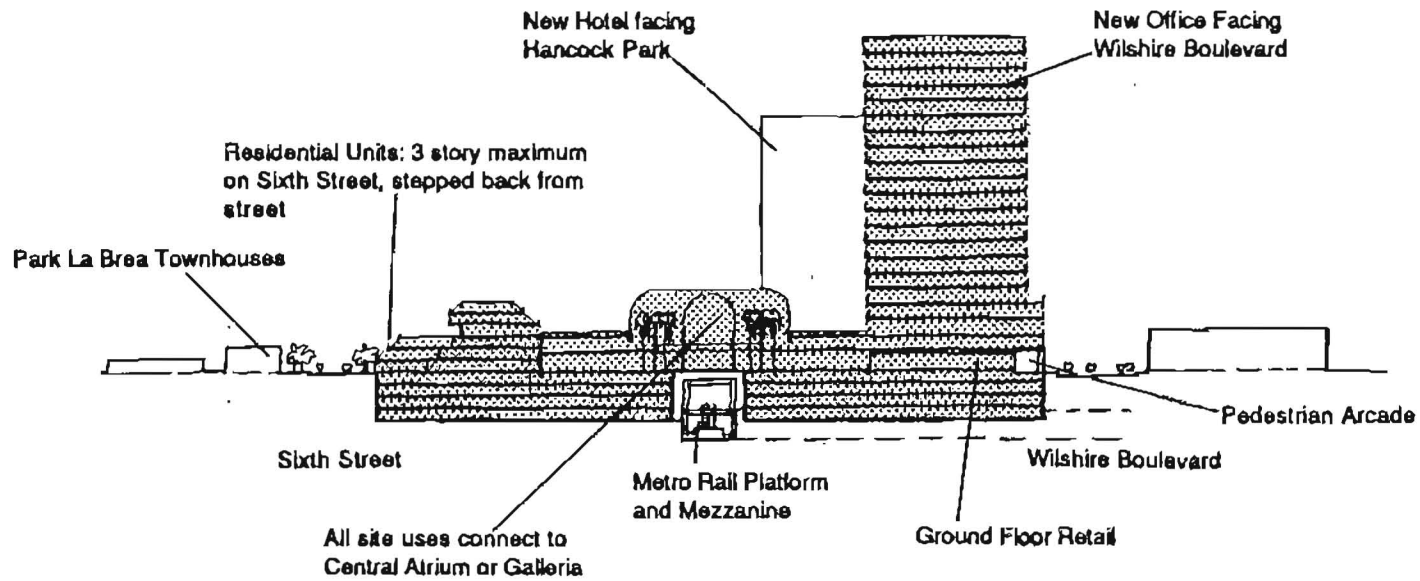
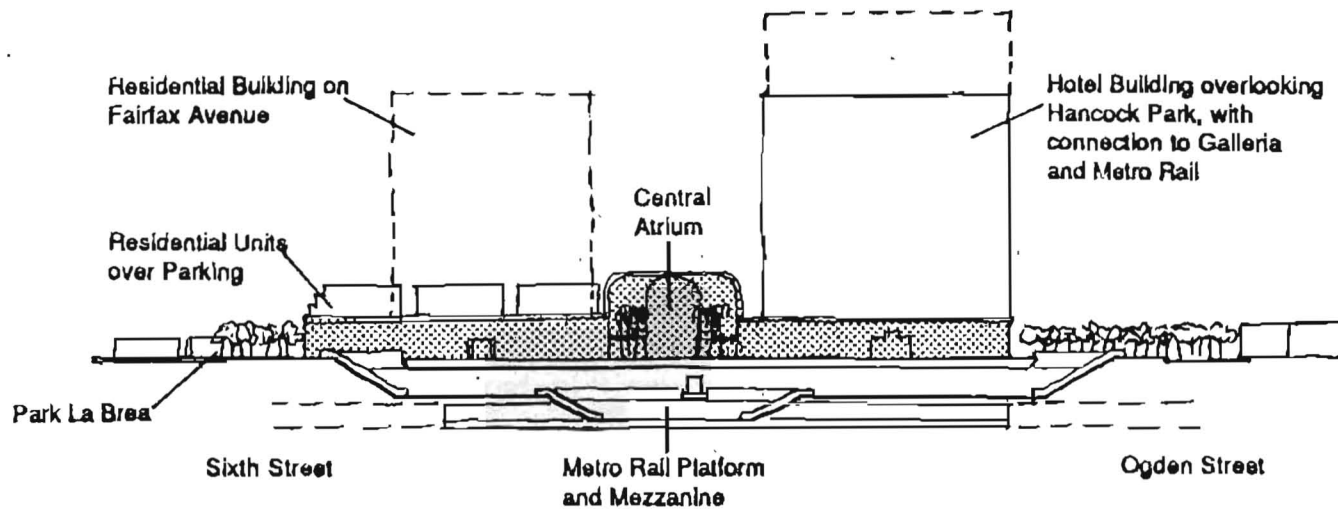


Figure VII.11

WILSHIRE/FAIRFAX
 Site Section Looking East



WILSHIRE/FAIRFAX
 Site Section Looking Northeast
 along Metro Rail Station and
 Galleria

VIII. IMPLEMENTATION

A. PURPOSE

The Implementation Section sets out administrative procedures to implement the economic and design policies of the Station Area Development Plan. Public agency roles and involvement in attracting, processing, expediting and monitoring joint development are described. The procedures a development project must undergo, and methods for streamlining those procedures, are also described. This Section is intended to implement an on-going joint development program in conjunction with the Station Area master planning process and value capture mechanisms.

B. POLICIES

1. Encourage the concentration of new development and investment into the Station Area by means of administrative mechanisms which implement economic incentives or otherwise attract private sector investment.
2. Ensure adequate administrative review of development proposals for general consistency with the economic and design policies and objectives of the Station Area Development Plan.
3. Coordinate with SCRTD, other public agencies and the private sector undertaking co-ventures.
4. Follow these guidelines in negotiating co-ventures between the City and the private sector:
 - (a) Give highest priority to a periodic cash flow to the City over a number of years as opposed to any one-time, lump-sum payment.
 - (b) Give highest priority to obtaining an equity participation for the City with the private development.
 - (c) Retain any public lands in public ownership and lease, rather than sell, any such lands.
5. Establish administrative procedures for "fast-tracking" development applications within the station area.
6. Identify City and SCRTD co-venture and benefit-sharing opportunities in the station area.
7. Initiate a proactive, project-packaging approach with regard to the leasing and development of City-owned vacant land in station areas, particularly through the use of RFP's and City financial assistance.

C. PROCEDURES

1. Attracting Development

The fact that good joint development does not necessarily occur spontaneously around rail transit systems is a lesson learned from the experience of various other cities. Good joint development projects and the accompanying inherent benefits are achievements which can best be attained by effective planning, continual inter-agency support and cooperation and hard work. Fundamental to the Metro Rail Station Area Development Plan joint development program is the cooperation of the City and SCRTD working together as partners to create an environment which is inviting and attractive to qualified developers.

To attract development interest, a city must offer a clear statement of "Game Rules", reasonable and consistent processing procedures, economic and financial incentives, and above all, potentially valuable development sites. In Los Angeles, the implementation of the Metro Rail Transit System together with the Metro Rail Transit Corridor Specific Plan and the Station Area Development Plans address these requirements.

- a) Land Use Plans ("Game Rules") - the City Council adopted Metro Rail Transit Corridor Specific Plan provides the basic regulations in ordinance form for governing land uses within the transit corridor. The Station Area Development Plans serve as implementation guidelines working within the broader parameters of the Specific Plan.
- b) Processing Procedures - The City of Los Angeles has well developed building permit processing procedures which have evolved over the years to provide consistent and fair review and evaluation of all proposed development projects. These procedures have recently been improved by the implementation of the Construction Services Center. The Center physically consolidates building-related permit issuing agencies into one area to increase convenience and enhance efficiency and coordination for permit applicants. The procedures will be further augmented by the creation of a Development Area Review Team (DART) to take into account the special nature of joint development projects. DART is discussed in the next section under Project Processing.
- c) Financial and Economic Incentives - The Station Area Development Plans include an Economic Incentives Section describing City programs which function as financial and economic incentives to joint development which is consistent with this Plan.
- d) Potentially Valuable Development Sites - The implementation of the Metro Rail Transit System is expected to greatly enhance real estate values in the station areas. The City has identified several potential development sites in the Economic Incentives Section of the Station Area Development Plan for either master development, requiring some parcel assembly, or individual parcel development. The suggested site standards, design concept and design guidelines, accompanied by appropriate economic incentives, can be used to plan and create successful, valuable development projects.

2. Project Processing

The Development Area Review Team (DART) is a proposed inter-departmental committee to coordinate city review and approval of any proposed project requiring discretionary determination (especially density bonuses and financial incentives) within the Metro Rail Transit Corridor Specific Plan or redevelopment areas. The DART would function as a liaison between the project applicant and the City, interpreting City plans and regulations. This new Committee would be chaired by the Director of Planning and makes recommendations to the City Planning Commission and City Council on the aforementioned projects. The DART should be comprised of the following departments: City Planning, Transportation, Public Works (Bureau of Engineering), and Community Redevelopment Agency (CRA projects only). The DART chair would have the authority to call in other departments, including the City Economic Development Office and the Community Development Department as needed for specific cases.

The City intends to include SCRTD as a participant in DART meetings and City Planning Commission meetings when Metro Rail issues and land development in Metro Rail station areas are being discussed. The City also intends to place Metro Rail and related land use items on the DART agenda at SCRTD's request with tasks arising from these meetings to be completed by each agency.

Specific responsibilities of the DART might include, but are not limited to, the following:

- a) Receive and review development project applications.
- b) Establish preliminary City negotiating positions and recommendations.
- c) Coordinate with the City Economic Development Office (CEDO) and the Community Development Department (CDD) with respect to use of financial incentives and economic development programs.
- d) Recommend use of density bonuses and other incentives, where applicable, to the Planning Commission.
- e) Recommend related public improvements to the Planning Commission.
- f) Coordinate with OPERA, the SCRTD equivalent of DART, in processing development applications.

If a development application utilizes density bonuses, the DART would determine, based on the criteria specified herein, the degree of consistency of the project with the Station Area Development Plan. The DART would then determine the magnitude of bonuses to be granted based on this consistency review. Criteria to be considered would include, but would not be limited to, the criteria of the Urban Design component of this Development Plan and the following additional criteria:

- To what degree the bonusable feature will increase the potential ridership of Metro Rail;
- To what degree the bonusable feature provide a use which will fulfill the goals of the Centers Concept;
- Whether the bonusable feature will provide an amenity that is not now present in the Plan area;
- To what degree the bonusable feature will provide an amenity that services a demonstrated need;
- To what degree the bonusable feature will fulfill the intent of the Transit Corridor Specific Plan and other elements of the General Plan;
- The appropriateness of the bonusable feature to the site and/or as part of the overall project;
- The accessibility of the bonusable feature to the intended users;
- Other criteria which may be established by the DART.

To facilitate the joint development process, the Planning Department will establish a new Specific Plan Section. Specific Plan Section staff will specialize in interpreting provisions and monitoring applications for development in all specific plan areas in the City of Los Angeles. The Specific Plan Section will then provide information and analysis to the DART for further analysis and review.

The new Specific Plan Section will also be responsible for project-packaging co-ventures between the City and other agencies or private parties. These responsibilities may include, but are not limited to:

- a) Soliciting and reviewing development proposals for lease and development of City-owned parcels in the immediate station area, and presenting such proposals to DART.
- b) Soliciting and reviewing parcel assembly and master development proposals for development of land in the immediate station area, consistent with the Urban Design Concept of the Station Area Development Plan, and presenting such proposals to DART.
- c) Preparing and processing development agreements and cooperative agreements for consideration by DART.
- d) Providing development counseling for potential applicants, utilizing development potential spreadsheet software, financial pro forma spreadsheet software, computer-generated graphics, and various economic incentives provided in the Station Area Development Plan.

3. Project Expediting

Joint development opportunities can be made more attractive to potential developers if the permit process can be made as abbreviated as possible without sacrificing project quality. The City as well as the Planning Department have created or will create several new entities which serve to speed up the permit and discretionary review process some of which have been mentioned in previous sections of this component:

- a) City Construction Services Center - Quickens processing by reducing the number of offices to which an applicant is required to go and by facilitating interdepartmental communication and cooperation. Within the Construction Services Center applicants have access to the Land Development Counseling Center.
- b) Development Area Review Team (DART) - Chaired by the Planning Department, makes recommendations to the Planning Commission and City Council on proposed projects requiring discretionary determination within the Metro Rail Transit Corridor Specific Plan or redevelopment areas. Like the Construction Services Center, the DART facilitates interdepartmental cooperation and coordination.
- c) Specific Plan Section - Proposed by the Planning Department to groom staff as specific plan experts to facilitate faster and better plan interpretations, among other benefits.

Other possibility for further streamlining of City Planning Department discretionary application case processing include:

- Increased Casework Productivity - The Planning Department's Casework Operations Analysis Task Force has produced a report which analyzes City Planning Department casework productivity citywide and recommends actions for improvement. Findings were submitted to the City Council Planning and Environment Committee for further action.
- Environmental Clearance - An Environmental Impact Report has been written covering the Metro Rail Transit Corridor Specific Plan. This document may save time in analyzing and processing environmental clearance of subsequent individual projects within the Transit Corridor Specific Plan area.
- Zoning Code Variances - The Transit Corridor Specific Plan could be amended to contain a clause which broadens the definition of "slight modifications", Zoning Code Section 12.27-B-2 to include certain predetermined uses which would allow the approval of that use without a public hearing pending requisite findings to preserve the intent of the Specific Plan.

In addition, the current standard of allowing yard and area variances of up to 10 to 20 percent without a public hearing could be increased to 20 to 30 percent by the Transit Corridor Specific Plan.

- Exceptions to the Metro Rail Transit Corridor Specific Plan - Exceptions to specific plans usually involve the additional processing of a Zoning Code variance. The problem lies in the fact that exceptions to specific plans are processed by the Planning Commission and Zoning Code variances are processed by the Zoning Administrator, creating dual processing. Amending Zoning Code Section 11.5.7 could eliminate the dual processing by allowing the Zoning Administrator action is required. The elimination of this dual processing warrants further investigation. (It should be noted that Zoning Administrator approvals may be appealed to the City Council. Denials may not be appealed.)

4. Monitoring Joint Development

A system to monitor all development projects, including the monitoring and recording of transferred development rights in the Regional Core must be implemented to ensure that necessary development data is available to the City and to the SCRTD. This monitoring effort will most likely be a function of the new Specific Plan Section.

The Specific Plan Section would also monitor Key economic indicators within the City in general and within the Transit Corridor in particular to better assist the DART in assessing the economic feasibility of a development project applying for bonuses or financial assistance. Those economic indicators include, but are not limited to:

- Vacancy rates for commercial and retail uses
- Rents for commercial and retail square footage
- Land costs
- Construction costs
- Comparisons of the above factors to Citywide figures
- Other factors as determined by the DART and City Planning Department

5. Development Agreements

The development agreement is an important component of joint development implementation because it formalizes the terms under which a city and a developer have committed themselves to proceed on a given project. Development agreements for joint development projects should include language outlining the various components of the agreement including cash flows, benefit-sharing, public amenities and enforcement provisions.

Enforcement is an issue of particular importance, because without proper enforcement, a developer could, by receiving additional development rights or financial incentives without any reciprocity make a mockery of the joint development process. The development agreement is a legal contract and is enacted as an ordinance. Periodic review of bonus amenities and/or renewable certificates of occupancy should also be considered as techniques for enforcing a development agreement.

The League of California Cities has published a development agreement manual which addresses a number of these issues and should be referred to in the process of developing a City of Los Angeles Development Agreement. The following checklist from this manual covers the relevant

components which should be considered in writing a development agreement.

CHECKLIST FOR DRAFTING DEVELOPMENT AGREEMENT*

1. Parties
 - a. Names
 - b. Capacities
2. Recitals (this refers to actions taken, e.g. (SS65867, 65867.5))
3. Definitions
4. List of exhibits
5. Reference to and/or incorporation of other documents, e.g., development plan, agency's approval of project, regulations establishing procedures and requirements for considering development agreements, etc.
 - a. Changes in development plan
6. Property description (S65868.5)
7. Interest of contracting party in real property (S65865)
8. Assignability
9. Relationship of parties
10. Duration of agreement (S65865.2)
 - a. Beginning and completion of construction (S65865.2)
 - b. Progress reports
 - c. Availability of documents to agency
11. Effect on agreement of inclusion of real property in another jurisdiction
12. Indemnification
13. Insurance
 - a. Amounts
 - b. Evidence

*References are to the Government Code.

14. Restrictions on use of property (S65865.2) (or cross reference to exhibit)
 - a. Permitted uses
 - b. Density of uses
 - c. Intensity of uses
 - d. Maximum height of buildings
 - e. Maximum size of buildings
 - f. Reservations and dedication of land for public purposes
15. Subsequent discretionary actions by agency (S65865.2)
 - a. Include conditions, terms, restrictions and requirements for subsequent discretionary actions
16. Duty to obtain other approvals
17. Cooperation with other agencies
18. Effect of agreement in light of subsequently adopted land use regulations and design and construction standards.
19. Periodic review (65865.1)
 - a. Time
 - b. Duty of contracting party to provide evidence of good faith compliance
20. Contract security
21. Recordation of agreement and of action making amendment, cancellation, modification, suspension or termination (S65868.5)
22. Amendment or cancellation of agreement (S65868)
23. Grounds for termination or modification (S65865.1)
 - a. Additional events constituting event of default
24. Enforcement and remedies
 - a. Who may enforce (S65865.4)
 - b. Damages, liquidated or other
 - c. Other remedies
25. Attorney's fees and costs
26. Notices
27. Miscellaneous terms and conditions, rules of construction

IX. CREDITS

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