THE CITYWIDE GENERAL PLAN FRAMEWORK
AN ELEMENT OF
THE CITY OF LOS ANGELES
GENERAL PLAN

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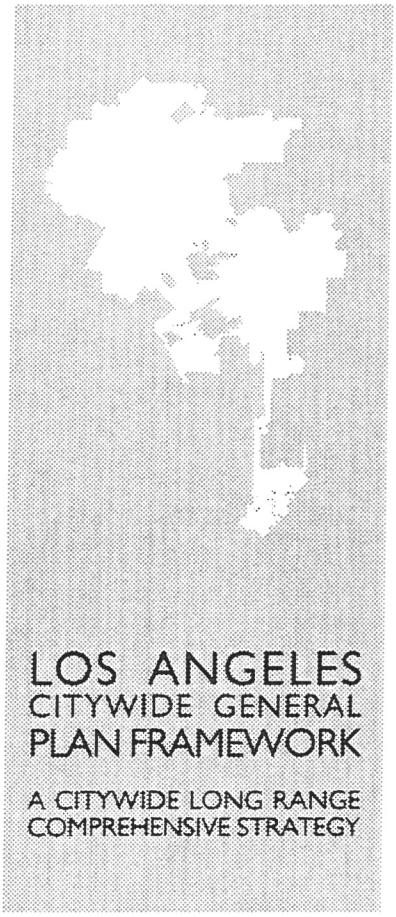


LOS ANGELES CITYWIDE GENERAL PLAN FRAMEWORK

A CITYWIDE LONG RANGE COMPREHENSIVE STRATEGY

EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

INTRODUCTION

The General Plan Framework Element is a strategy for long-term growth which sets a citywide context to guide the update of the community plan and citywide elements. The Element responds to State and Federal mandates to plan for the future. In planning for the future, the City of Los Angeles is using population forecasts provided by the Southern California Association of Governments (SCAG). The Framework Element does not mandate or encourage growth. Because population forecasts are estimates about the future and not an exact science, it is possible that population growth as estimated may not occur: it may be less or it may be more. The City could be at the beginning of a long decline in population or at the beginning of a sharp increase.

The Element is based on the population forecasts provided by SCAG. Should the City continue to grow, the Element provides a means for accommodating new population and employment in a manner which enhances rather than degrades the environment. The City does not have the option of stopping growth and sending it elsewhere. It must prepare for it, should growth occur. In preparing the General Plan Framework Element, the City has answered the question "What would the City do if it had to accommodate this many more people?" In answer to that question there are two possibilities: 1) prepare a Plan to accommodate density equally among all City neighborhoods, or 2) prepare a plan to preserve the single-family neighborhoods and focus density -- should it occur -- in limited areas linked to infrastructure.

A plan to spread growth among all neighborhoods negatively affects all single-family neighborhoods equally, and continues strip commercial development patterns without respect to available infrastructure and transportation facilities. A plan to focus growth preserves single-family and low density neighborhoods and affords a closer relationship with available infrastructure.

The Framework Element refines adopted City policy and is intended to update Concept Los Angeles. The central theme of Concept Los Angeles was to preserve single-family neighborhoods by focusing any growth away from them and into centers. While planning for the future is demanding and challenging for the City, it is clear that given the choices about how best to respond to the mandates to plan for growth, the Framework Element is clearly the better alternative.

GENERAL PLAN FRAMEWORK ELEMENT AND ITS RELATIONSHIP TO THE CITY OF LOS ANGELES GENERAL PLAN

The Framework Element supersedes Concept Los Angeles and the Plan citywide elements of the City of Los Angeles General Plan, and sets forth a citywide comprehensive long-range growth strategy. It defines citywide policies that will be implemented through subsequent amendments of the City's community plans, zoning ordinances, and other pertinent programs. In many respects, the Framework Element is an evolution of the Centers Concept, adopted in 1974, that provides fundamental guidance regarding the City's future. The City of Los Angeles is a city of cultural and natural diversity: its communities reflect a variety of people, while its environment reflects a variety of natural features ranging from mountains and hills to rivers, wetlands and coastal areas. This Element contains policies that are intended to maintain this diversity.

While the Framework Element incorporates a diagram that depicts the generalized distribution of centers, districts, and mixed-use boulevards throughout the City, it does not convey or affect entitlements for any property. Specific land use designations are determined by the community plans. The Framework Element provides guidelines for future updates of the City's community plans. It does not supersede the more detailed community and specific plans.

State Requirements

California State law (Government Code Section 65300) requires that each city prepare and adopt a comprehensive, long-term general plan for its future development. This Element must contain seven elements, including land use, circulation, housing, conservation, open space, noise and safety. In addition to these, State law permits cities to include optional elements in their general plans, thereby providing local governments with the flexibility to address the specific needs and unique character of their jurisdictions.

In fulfillment of the State's requirements, the City's general plan contains citywide elements for all topics except Land Use for which community plans establish policy and standards for each of the 35 geographic areas. As optional elements, the City has adopted Air Quality and Service Systems Elements.

California State law requires that the day-to-day decisions of a city follow logically from and be consistent with the general plan. More specifically, Government Code Sections 65860, 66473.5 and 65647.4 require that zoning ordinances and subdivision and parcel map approvals be consistent with the general plan.

Scope of the General Plan Framework Element

The General Plan Framework Element defines citywide policies that influence most of the City's General Plan Elements. It includes policies for:

1. Land Use
2. Housing
3. Urban Form and Neighborhood Design
4. Open Space and Conservation
5. Economic Development
6. Transportation
7. Infrastructure and Public Services

PREPARATION OF THE GENERAL PLAN FRAMEWORK ELEMENT

Over a period of several years, the Departments of City Planning and Transportation, in collaboration with a team of professional consultants, outside organizations, and residents from all parts of the City, developed the Proposed Framework Element. The primary means was approximately 60 community and neighborhood workshops, at which more than 3,000 residents and business persons participated.

IMPLEMENTATION OF THE GENERAL PLAN FRAMEWORK ELEMENT

Implementation of the General Plan Framework Element will be achieved through plans, ordinances, standards and guidelines, studies, capital improvements, economic development procedures, administrative procedures, and coordination with other governmental agencies, coordination and joint partnerships with private landowners and developers, and development review procedures. Many of the Element's policies will be implemented by the revision of the community plans and the Municipal Code, which is the basic mechanism through which the City regulates the use and development of land. The full-text Element specifies the implementation programs associated with each Framework Element policy.

OVERVIEW OF THE GENERAL PLAN FRAMEWORK ELEMENT

The following sections present an overview of the principal Framework Element policies. Some policies have been paraphrased for the purposes of brevity. Refer to the full-text chapters for the complete text.

Basis for Planning: Growth and Capacity

The General Plan Framework Element is based on a planning horizon for population and employment growth: that the City's population could increase by approximately 820,000 residents and employment by approximately 390,000 jobs. The City is not promoting this population growth. Rather, pursuant to conformity requirements, it has developed this Element to establish policies to best accommodate this growth when and if it should occur. The population estimate is the growth forecast for 2010 for the City of Los Angeles provided by the Southern California Association of Governments (SCAG) (June, 1993). The employment increase goal doubles the SCAG 2010 forecast to maintain the City's 1990 jobs-housing ratio. While the SCAG employment forecast represents the prevailing trend in economic activity, the higher number is considered essential if the City is to have sufficient job opportunities for its residents and to maintain and improve the level of services for the City's future. Without changes in the current State taxation and revenue distribution laws, lesser employment growth would significantly and adversely impact the City's fiscal stability and the quality of City services.

The population and employment estimates represent a "step" in the City's future that can rationally be used for the planning and funding of supporting transportation, utility infrastructure, and services. Though the Framework Element's Land Use Diagram could accommodate higher levels of growth, these would not be achieved in the foreseeable future as determined by the Framework Element's economic analyses.

At the same time, the population and employment estimates do not represent maximum or minimum levels of growth to be permitted. A system for the annual monitoring of growth, infrastructure, and services, used as the basis to guide future capital investments and development decisions, will also be used as a mechanism to gauge the appropriateness of the estimates and provide for their modification over time.

The City is not promoting this population growth. Rather, pursuant to conformity requirements, it has developed this Element to establish policies to best accommodate this growth when and if it should occur.

Principal Framework Element Policies

Land Use

The primary objectives of the policies in the Framework Element's Land Use chapter are to support the viability of the City's residential neighborhoods and commercial districts, and, when growth occurs, to encourage sustainable growth in a number of higher-intensity commercial and mixed-use districts, centers and boulevards and industrial districts particularly in proximity to transportation corridors and transit stations.

The Framework Element establishes new land use categories whose specific locations are determined through the community plans. In general, these categories continue the residential and industrial designations that have been used in the past. New categories are recommended for selected areas of the City that, in general, have been previously designated for commercial uses. These include:

- Neighborhood Districts

These are pedestrian-oriented retail focal points for surrounding residential neighborhoods (15,000 to 20,000 persons) containing a diversity of local-serving uses. Generally, these districts are at a floor area ratio of 1.5:1 or less and are characterized by buildings of one- and two-stories in height, both to be determined by the community plans.

- Community Centers

Generally, these are the "downtowns" that serve Los Angeles' communities (25,000 to 100,000 persons). They contain a diversity of uses such as small retail and offices, entertainment, public facilities, and neighborhood oriented uses. In many areas, an emphasis is placed on the development of projects that integrate housing with the commercial uses. The Centers may contain one or more transportation hubs. Generally, Community Centers range from floor area ratios of 1.5:1 to 3.0:1. Heights are generally characterized by two- to six-story buildings, depending on the scale of the area. Floor area ratio and any specific height restrictions would be determined in the community plan.

- Regional Centers

These serve as the focal points of regional commerce, identity, and activity for a population of 250,000 to 500,000 persons. Generally, they include corporate professional offices, concentrations of entertainment and cultural facilities, and mixed-use developments. Some contain region-serving retail facilities. Typically, Regional Centers are higher-density places whose physical form is substantially differentiated from the lower-density neighborhoods of the City. Regional Centers will fall within the range of floor area ratios from 1.5:1 to 6.0:1. This category is generally characterized by six- to twenty-story buildings or higher. Floor area ratios and any specific height restrictions would be determined by the community plan.

- Downtown Center

Downtown Los Angeles is the principal government and business center of the region, with a worldwide market. It is the highest-density center of the City and hub of regional transportation.

- Mixed-Use Boulevards

Boulevards connect the City's Neighborhood Districts, Community and Regional Centers, and Downtown. Mixed-use is encouraged along some of these boulevards, with the exact boundaries identified in the community plan. Generally, different types of Mixed-Use Boulevards will fall within a range of floor area ratios from 1.5:1 up to 4:1 and will be characterized by one- to two-story commercial structures up to three- to six-story mixed-use buildings between centers. Mixed-Use boulevards are served by a variety of transportation facilities.

Mixed-use can take three forms: housing above commercial, housing side-by-side with commercial, and/or alternating blocks of housing and commercial. Flexibility affords community choice in determining appropriate mixed-use to be identified in the community plan.

- Industrial Districts

Lands designated for industrial use by the community plans continue to be designated for these purposes to support economic development and jobs generation. Some limited flexibility is allowed to promote recycling when appropriate.

Housing

The Framework Element elaborates on the City's adopted Housing Element to ensure the provision of housing for the City's existing and future residents. Among the key policies are the following:

- Provide sufficient lands for the development of an adequate supply of housing units. The Framework Element proposes the expansion of the City's capacity for housing units by the provision of bonus densities for the integration of housing with commercial uses in districts, centers, and boulevards.

- Provide incentives for:

  - the scattering of affordable units throughout the City.

  - development of family-size units in multi-family developments.

  - expedited permit processing for affordable units.

- Establish development standards for new multi-family residential projects to provide for liveable communities.

- Revise, as necessary, community plans to facilitate the conservation of the scale and character of existing stable residential neighborhoods.

- Plan for appropriate increases in housing production in appropriate areas as determined through the community plans and implementing actions in conformance with the California Environmental Quality Act (CEQA).

Urban Form and Neighborhood Design

The Urban Form and Neighborhood Design Chapter defines "urban form" as (a) the "general pattern of building height and development intensity" and (b) the "structural elements" that define the City physically, such as natural features, transportation corridors (including the planned fixed rail transit system), open space, public facilities, as well as activity centers and focal elements. The chapter describes options to improve community and neighborhood liveability.

- Establish local development standards through community plan amendments.

- Visually differentiate the districts, centers, and boulevards that comprise Los Angeles.

  - Neighborhood Districts: low-rise and pedestrian-oriented.

  - Community Centers: mid-rise; largely pedestrian-oriented.

  - Regional Centers: high-rise; some containing clusters of buildings on sidewalks and pedestrian areas and others with freestanding buildings.

  - Mixed-Use Boulevards: comparable to the Neighborhood Districts and Community Centers.

- Define streets according to their function and user character, including "pedestrian priority segments," "transit priority segments," and "vehicle priority segments."

- Formulate development standards and guidelines that raise the quality of development citywide to enhance rather than adversely impact neighborhood character (e.g., multi-family residential).

- Provide for elements that enhance neighborhood character, including the use of street trees and "slowing" of residential streets.

- Establish standards to enhance pedestrian activity in areas to be designated by the community plans as pedestrian districts including the siting of buildings along sidewalks, design of the ground elevation of buildings to promote visual interest to the pedestrian, locating parking to the rear or other areas away from the primary pedestrian area, and inclusion of streetscape amenities.

Open Space and Conservation

The Framework Element's open space and conservation objectives are oriented around the conservation of significant resources, provision of outdoor recreational opportunities, minimization of public risks from environmental hazards, and use of open space to enhance community and neighborhood character. Key policies include the following:

- Establish a linear open space and greenway system that connects the City's regional open spaces (mountains, coastline, and parks) and is linked to communities and neighborhoods. This may consist of improvements along the Los Angeles River, other drainages, transit corridors, and utility corridors, where appropriate. Bikeways, hiking trails, parks, and passive open space are among the improvements that may be considered.

- Consider open space as an integral ingredient of neighborhood character.
- Encourage sustainable urban forest management programs to conserve and manage open space and identify new opportunities for demand side management of the urban watershed.
- Consider appropriate methods to protect significant remaining major open spaces, including hillsides and undeveloped areas.
- Consider urban forms of open space, such as small parks, pedestrian districts, community plazas, and similar elements.
- Promote the joint use of open space with public facilities (schools, transit, and other).
- Open spaces that constitute a major risk to life and property should be preserved or regulated (e.g., steep terrain, landslide areas, and flood plains).
- Develop a sustainable systems approach to public infrastructure planning, construction, and management that identifies opportunities to reduce long-term cost to taxpayers of such activity.

Economic Development

The Framework Element's economic development policies are designed to facilitate job growth by emphasizing that Los Angeles plays a proactive role in the retention and attraction of businesses in order to have a sufficient job base to maintain and enhance the quality of life. Key policies include the following:

- Reorganize local government to coordinate economic development and business support services functions.
- Establish a comprehensive program for business retention and attraction, including the marketing of the City to emerging industries.
- Develop an infrastructure investment strategy to support population and employment growth areas.
- Identify Federal and State mandates that may constrain business activity in Los Angeles, and address these through appropriate lobbying efforts.
- Provide sufficient land to support economic development activities.
- Concentrate commercial and office development in centers, corridors, and in proximity to transit stations.
- Retain current industrial land use classifications to provide adequate quantities of land for emerging industrial sectors, except where such lands are unsuitable for such purposes.
- Broaden the definition of industrial uses through the active investigation of their changing nature as effected by small company formation and the introduction of information age technology.
- Establish incentives for industrial development in areas adjacent to the Port of Los Angeles, the rail corridor bisecting the San Fernando Valley, and the South Central/Southeast industrial area.
- Facilitate the operations of the Port of Los Angeles and the Los Angeles International Airport as major drivers of the local and regional economy, supporting planned expansion and modernization.
- Retain the City's existing employment base through an outreach program to existing businesses and an ongoing assessment of their specific land use requirements.
- Improve the movement of goods and workers to industrial areas.
- Develop and maintain streamlined approval processes and reduce uncertainty for the developers and the community.
- Maintain development fee structures that do not unreasonably burden economic development activities.
- Promote the re-use and recycling of deteriorated commercial and industrial districts.
- Expand job training programs to adequately address the skill requirements of emerging industries.
- Support efforts to provide all residents with reasonable access to transit infrastructure, employment, and job training opportunities.
- Support efforts to develop industry and job markets in the area of resource conservation and demand side management.

Transportation

The primary goals of the Transportation Chapter are to provide adequate accessibility to commerce, to work opportunities, and to

essential services, and to maintain acceptable levels of mobility of all those who live, work, travel, or move goods in Los Angeles. Attainment of this goal necessitates a comprehensive program of physical infrastructure improvements, traffic systems management techniques, and behavioral changes that reduce vehicle trips. These are linked to an integrated hierarchy of movement modes that encompasses the pedestrian, bicycle, automobile, local shuttle, bus, and rail transit. Key policies now incorporated into the Transportation Element of the General Plan include the following:

Neighborhood Transportation

- Expand neighborhood transportation services and programs to enhance neighborhood accessibility, including such systems as DASH, taxis, transit, paratransit, voucher programs, incentives for recreational trips, and "Smart Shuttles" and jitneys.

Transportation Demand Management

- Participate in regionwide Transportation Demand Management programs and Transportation Control Measures to help achieve regional trip reduction and/or vehicle occupancy rate increases.
- Promote the development of transportation facilities and services and educational programs that encourage transit ridership, increase vehicle occupancy, and pedestrian and bicycle access.
- Provide park-and-ride shuttle services to and special events.
- Encourage businesses to implement telecommuting programs, flexible work schedules, and teleconferencing programs.

Transit

- Support completion of the Los Angeles County Metropolitan Transportation Authority baseline rail transit system by 2010 and establish priority corridors to continue transit development beyond 2010.
- Increase bus service along high-demand routes and corridors.
- Initiate shuttle bus programs to serve transit stations.
- Continue transit restructuring studies to reduce the cost and enhance the effectiveness of transit service.

Transportation Systems Management and Parking

- Establish priority corridors for Transportation System Management improvements, including Automated Traffic Surveillance and Control systems, Smart Corridors, and other strategies.
- Establish a plan for high-occupancy vehicle lanes on City arterials.
- Implement shared parking, peripheral parking, and parking-pricing strategies in high employment areas.

Highway Infrastructure

- Establish priority corridors for highway capital improvements, with an emphasis on severely congested corridors.
- Continue completion of the City's Highways and Freeways Plan.

Centers, Districts, and Mixed-Use Boulevards

- Streamline traffic analysis and mitigation procedures and use flexible standards to facilitate development in the centers, mixed-use boulevards, and in proximity to transit stations.
- Develop transit alignments and station locations that maximize transit service in centers and mixed-use boulevards.
- Provide shuttles and other services that increase access to and within centers and mixed-use boulevards.
- Develop new and/or redefined parking policy procedures in centers and mixed-use boulevards, including the provision of shared parking facilities.
- Enhance pedestrian circulation and bicycle access to centers and mixed-use boulevards.

Preservation of Neighborhoods

- Protect residential neighborhoods from the intrusion of additional traffic generated by new regional or local development.

Movement of Goods and Services

- Support the development of the Alameda Corridor and other transportation projects that serve industrial and commercial uses.

- Complete the LAX Master Plan and support the continued growth of the Port of Los Angeles.

- Establish ground access plans that facilitate the future growth of Van Nuys Airport, Palmdale Regional Airport, and Ontario International Airport.

- Continue to expand the role of Union Station as the major regional hub for Amtrak, Metrolink, Metrorail, and, in the future, high-speed rail service.

Financing of Transportation Programs

- Seek adequate funding for Transportation improvements and programs, including State and Federal and new sources (e.g., congestion pricing, user fees, assessment districts, private sector financing/ partnerships, bond measures, and other).

- Encourage the participation of small business enterprises in implementing new transportation projects.

Street Maintenance

- Identify streets and sidewalks requiring remedial repair and implement improvements to prolong their useful life.

Infrastructure and Public Services

The goals, objectives, and policies found within this chapter address the following systems and services:

1. Wastewater
2. Stormwater
3. Water
4. Solid Waste
5. Police
6. Fire
7. Libraries
8. Parks
9. Power
10. Schools
11. Telecommunications
12. Street Lighting
13. Urban Forest

For each of the public services and infrastructure systems, four basic policies are defined by the Framework Element:

- Monitor levels of demand and the abilities of the service/infrastructure system to support demands. Use these demands to forecast future needs and improvements.

- Maintain an adequate system/service to support the needs of population and employment. This encompasses the upgrade and replacement of existing facilities as they deteriorate as well as the expansion of facilities/services to accommodate growth.

- Implement techniques that reduce demands on utility infrastructure or services, where appropriate. Generally, these encompass a variety of conservation programs (e.g., reduced liquid and solid wastes and energy use, increased site permeability, watershed management, telecommunications, and others).

- Establish procedures for the maintenance or restoration of service after an emergency, including earthquakes.

Major changes have begun to occur in the field of information technology. While addressed in the Framework Element, it is important for the City to account for how these advances in communication technology will affect its planning efforts.

Implementation Programs

A diversity of programs are specified to implement the General Plan Framework Element's policies. Their timing is contingent on the availability of adequate funding. Key programs include the following:

- Establish a program to monitor growth and public service and infrastructure demands and capacities.

- Prepare and submit to the City Council an Annual Report on Growth and Infrastructure, based on information compiled by the monitoring program.

- Amend the community plans and the zoning ordinance (Municipal Code), guided by the Framework Element's policies and standards.

- Establish development standards to create a higher quality of development.

- Formulate Transportation Improvement and Mitigation Plans for community plan areas and geographic groupings of districts centers and mixed-use boulevards.

- Formulate master and financing plans for public services and infrastructure that are correlated with forecast population and employment growth.

- Maintain and implement Capital Improvement Programs that consider, as a priority,

the improvements as an incentive for development in industrial and targeted growth areas.

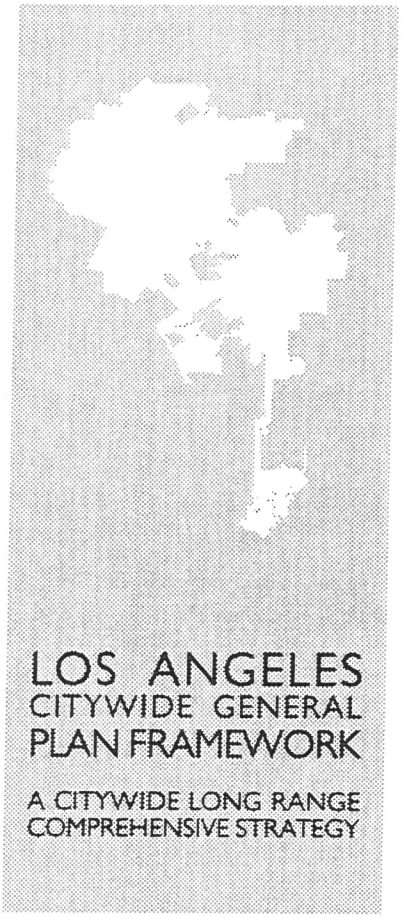
- **Establish and implement a comprehensive economic development strategy and a proactive business attraction and retention program.**

- **Coordinate actions to mitigate regional transportation and air quality impacts with adjacent cities and regional agencies (SCAG, SCAQMD, and other).**

- **Establish procedures for City agencies to coordinate the provision of services and infrastructure to support growth.**

- **Establish master plans for infrastructure and public services to upgrade existing deficiencies and meet the needs of future growth.**

- **Initiate procedures to streamline and provide certainty for the development review process, emphasizing the facilitation of projects that are consistent with the objectives and policies of the General Plan Framework Element, and the implementation of community plans and zoning regulations.**



CHAPTER I

GENERAL PLAN SYSTEM

CHAPTER - 1 GENERAL PLAN SYSTEM

This chapter describes the Citywide General Plan Framework Element, an element of the City of Los Angeles General Plan, and the General Plan System for the City of Los Angeles, which includes the Framework Element, a Land Use Element comprised of 35 community plans, twelve citywide elements which address various citywide topics, a Monitoring System, and an Annual Report on Growth and Infrastructure.

The General Plan Framework Element is a guide for communities to implement growth and development policies by providing a comprehensive long-range view of the City as a whole. It is the product of numerous public workshops and events, advisory committee meetings, and economic, land use, and environmental studies conducted by a team of city planners, engineers, and consultants.

It provides a comprehensive strategy for accommodating long-term growth should it occur as predicted. Framework Element strategies build upon the historic physical form and character of Los Angeles in a manner that enhances, rather than degrades, the City's and region's environmental resources and quality of life for residents. The Framework Element's strategies are based on the following principles:

Economic Opportunity

Economic opportunity in all communities is essential to improve social equity and maintain the quality of life. A business-friendly environment is a requirement for protecting current jobs and developing new ones.

Equity

Equity means that public resources are invested on the basis of priority community needs. Decisions concerning the location and level of public investment necessary to meet citywide needs should be made in ways that do not unfairly impact any one single community.

Environmental Quality

Environmental quality means cleaner air, enhanced mobility, and accessible open space, and is a foundation for attracting and retaining economic investment and improving neighborhood liveability. Limited resources should be used wisely so that the needs of today can be met without compromising the ability of future generations to meet the needs of tomorrow.

Strategic Investment

Strategic investment in infrastructure systems and public facilities and services is important to ensure mobility and access to jobs, and to maintain environmental quality. Public resources should be invested in ways that leverage private capital to produce the greatest economic benefit for all residents of the City.

Clear and Consistent Rules

Clear and consistent rules governing both public and private sector development are necessary to expand economic opportunity and protect the character of residential neighborhoods. These rules should provide predictability to anyone who develops property, including small businesses and individual homeowners.

Effective Implementation

Effective implementation is comprehensive, continuing, and responsive to changing circumstances and needs. Communities and neighborhoods must be engaged in a participatory process of planning for their futures within a citywide context.

These principles shape and form the Framework Element's goals, objectives, policies, and implementation programs in the following chapters: Land Use, Housing, Urban Form and Neighborhood Design, Open Space and Conservation, Transportation, and Infrastructure and Public Services.

Economic opportunity **is addressed by the Framework Element's Economic Development Chapter, which sets forth policies intended to help generate 200,000 jobs over forecast levels by the year 2010. Permit streamlining programs and transportation construction and other public works projects all stimulate economic opportunity, while the Framework Element's land use policies help ensure that there is an adequate supply of land and entitlement capacity available for new development.**

Equity **is broadly addressed throughout the Framework Element. The Economic Develop-**

ment Chapter calls for targeting infrastructure and public service investments in economically disinvested communities. The Land Use Chapter identifies districts, centers, and boulevards throughout the City. The Open Space and Conservation Chapter addresses the critical lack of recreational opportunities in the City's urban cores and its older residential neighborhoods through establishment of a citywide greenways network and development of smaller parks and plazas.

The Housing Chapter calls for implementation of the City's regional fair share housing needs. Permit streamlining and other development regulatory reforms can reduce the cost of housing, making it more affordable for lower income groups. The Land Use Chapter includes policies which encourage mixed commercial and residential development in districts and centers and along some of the City's many boulevards. An adequate supply of housing that meets market demands, augmented through mixed-use development, can help stabilize prices and maintain affordability.

The Transportation Chapter calls for development of a multimodal approach to mobility, providing a variety of choices--including shuttles and light rail systems as well as the more traditional fixed route busses--that will ensure access to jobs for those who do not own a car. The Infrastructure and Public Services Chapter calls for provision of fire protection, police, library, recreational, and other services at adequate levels in every neighborhood of the City.

Environmental quality is addressed by the Land Use and Transportation Chapters, which include development and mobility strategies for reducing air emissions. By encouraging growth that occurs to locate in centers and along boulevards served by transit, traffic congestion is reduced and air quality is improved. The Open Space and Conservation Chapter sets forth policies for the protection of the City's natural environmental resources.

The Infrastructure and Public Services Chapter continues current City policies concerning waste product recycling and water and electric power conservation. The compact development encouraged by the Land Use Chapter is more energy efficient than current patterns of development. The Urban Form and Neighborhood Design Chapter's residential development standards and citywide greenways network both enhance the quality of life by making neighborhoods more liveable.

Strategic public investment is advocated in both the Transportation and Infrastructure and Public Services Chapters as methods to stimulate economic development as well as maintain environmental quality. Coordinated street lights, functioning utilities, and adequate sewage capacity, while seemingly mundane, provide the essential foundations that make cities work. To the extent that Los Angeles is perceived as having a good quality of life and sound public services, the City's economic base is strengthened.

Clear and consistent rules are advanced through the Land Use Chapter's standard land use categories and definitions, thus bringing a measure of clarity and certainty to community plans. The Implementation Chapter calls for the completion of regulatory reforms that will "cut the red tape," making it easier for the City to attract jobs and private investment.

Implementation is made more effective through citywide monitoring of growth trends and infrastructure capacity. Public participation will ensure the responsiveness and relevance of the community plans that, over time, will be updated as a strategy for implementing the Framework Element. An annual report to the City will provide an opportunity to make policy adjustments as necessary in light of changing circumstances.

COMMUNITY INVOLVEMENT

Community involvement in the preparation of the Framework Element consisted of 60 neighborhood and two citywide public workshops. Over 3,000 persons participated in these events.

These workshops were advertised via special mailings, public service announcements, videos, and press releases to general and special interest newspapers, including publications oriented towards particular ethnic communities. In addition, a dedicated toll-free telephone line enabled the general public to call for "more information" about the project as publications became available or workshop dates were announced.

The community participation effort also included interviews and "focus group" discussions with community leaders, homeowners, property owners, and others.

STEERING COMMITTEE

A Steering Committee consisting of representatives from the Planning, Transportation, and Public Works Departments provided management direction to the project.

TECHNICAL ADVISORY COMMITTEE

A Technical Advisory Committee (TAC) provided review, technical assistance, and input on policy development. Membership on the TAC included representatives from the following City departments and outside agencies:

Airports
Building and Safety
California Regional Water Control Board
Chief Legislative Analyst
City Administrative Officer
City Attorney
Community Development
Community Redevelopment Agency
Councilman Hal Bernson's Office
Cultural Affairs
Environmental Affairs
Fire
Harbor
Housing
Housing Authority
Los Angeles Unified School District
Mayor's Office
Metropolitan Transportation Authority
Police
Public Works
Recreation and Parks
Southern California Association of Governments (SCAG)
South Coast Air Quality Management District (SCAQMD)
Transportation
Water and Power

STATUTORY REQUIREMENTS

California State Government Code Section 65300 requires each county and city, including charter cities, to adopt a comprehensive general plan. The general plan may be adopted either as a single document or as a group of related documents organized either by subject matter or by geographic section within the planning area [Government Code Section 65301 (b)]. The general plan must be periodically updated to assure its relevance and usefulness.

Changes to the law over the past twenty years have vastly boosted the importance of the general plan to land use decision-making. A general plan may not be a "wish list" or a vague view of the future but rather must provide a concrete direction. In essence, the general plan is a "constitution for development," the foundation upon which all land use decisions in a city or county are to be based. It expresses community development goals and embodies public policy relative to the distribution of future land use, both public and private.

The general plan must include the following seven mandated elements (Government Code Section 65320):

1. Land Use
2. Circulation
3. Housing
4. Conservation
5. Noise
6. Open Space
7. Safety

In addition, State law permits the inclusion of optional elements which address needs, objectives, or requirements particular to that city or county (Government Code Section 65303).

Counties and cities have flexibility in organizing their general plans. This is permissible as long as all of the requirements specified for each of the seven mandated elements are addressed. For example, it is permissible to combine the Open Space and Conservation Elements into a single element (Government Code Section 65301 (a)).

The State law recognizes that the diversity of the State's communities and their residents and, thus, requires them to implement the general plan law in ways to accommodate local conditions while meeting its minimum requirements (Gov't Code § 65300.7). Further, State law recognizes that cities' and counties' capacity to respond to State planning law will vary due to the differences between them in size, characteristics, population, density, fiscal and administrative capabilities, land use and development issues and human needs (Gov't Code § 65300.9).

As a result, State law has given a city with the diversity and size of Los Angeles latitude in formatting, adopting and implementing its general plan, as long as it adheres to the minimum requirements of State law.

ORGANIZATION OF THE LOS ANGELES CITY GENERAL PLAN

The City of Los Angeles has reorganized the elements which comprise its general plan. Some mandatory elements have been combined. Others have been organized into separate elements. Optional elements have been added.

These changes are necessary to better address the particular issues facing the City of Los Angeles. The thirteen elements which will comprise the Los Angeles City General Plan are listed below:

A. CITYWIDE GENERAL PLAN FRAMEWORK ELEMENT

B. LAND USE ELEMENT

The Land Use Element is divided into the following community plans:

Metro Geographic Area:

1. Boyle Heights
2. Central City
3. Central City North
4. Hollywood
5. Northeast Los Angeles
6. Silverlake/Echo Park
7. Westlake
8. Wilshire

South Geographic Area:

9. South Central Los Angeles
10. Southeast Los Angeles
11. West Adams/Baldwin Hills/ Leimert Park

San Fernando Valley Geographic Area:

12. Arleta/Pacoima
13. Canoga Park/Winnetka/ Woodland Hills
14. Chatsworth/Porter Ranch
15. Encino/Tarzana
16. Granada Hills/Knollwood
17. Mission Hills/Panorama City/ North Hills
18. North Hollywood
19. Northridge
20. Reseda/West Van Nuys
21. Sherman Oaks/Studio City/ Toluca Lake
22. Sun Valley
23. Sunland/Tujunga/Shadow Hills/Lakeview Terrace
24. Sylmar
25. Van Nuys/North Sherman Oaks

West/Coastal Geographic Area:

26. Bel Air/Beverly Crest
27. Brentwood/Pacific Palisades
28. Harbor Gateway
29. Palms/Mar Vista/Del Rey
30. San Pedro
31. Venice
32. West Los Angeles
33. Westchester/Playa del Rey
34. Westwood
35. Wilmington/Harbor City

C. AIR QUALITY ELEMENT

D. TRANSPORTATION ELEMENT

E. HOUSING ELEMENT

F. INFRASTRUCTURE SYSTEMS ELEMENT

G. OPEN SPACE ELEMENT

H. CONSERVATION ELEMENT

I. NOISE ELEMENT

J. PUBLIC FACILITIES AND SERVICES ELEMENT

K. HISTORIC PRESERVATION AND CULTURAL RESOURCES ELEMENT

L. SAFETY ELEMENT

M. URBAN FORM AND NEIGHBORHOOD DESIGN ELEMENT

The following chart identifies the relationship between the existing general plan structure and the new general plan structure. The chart explains which existing elements have been superseded by or incorporated into new elements. Completion of all general plan elements, including necessary comprehensive updates, is dependent upon adequate funding.

Comparison of the Existing General Plan Structure with the New General Plan System

Existing General Plan Structure	New General Plan System
CONCEPT LOS ANGELES (long-range citywide policy)	To be superseded by the FRAMEWORK ELEMENT
CITYWIDE ELEMENT	To be superseded by the FRAMEWORK ELEMENT
† LAND USE ELEMENT (Made up of 35 community plans)	No change
†CIRCULATION ELEMENT	Superseded by the TRANSPORTATION ELEMENT adopted in 1999
Bicycle Plan	Incorporated into the TRANSPORTATION ELEMENT and revised in 1996
Central City Elevated Pedway	Deleted as obsolete
Highways and Freeways (included in community plans)	Incorporated into the TRANSPORTATION ELEMENT adopted in 1999
SERVICE SYSTEMS ELEMENT	
City-Owned Power Transmission Right-of-Way	To be incorporated into the INFRASTRUCTURE SYSTEMS ELEMENT
Drainage	Incorporated into the SAFETY ELEMENT adopted in 1996
Major Equestrian and Hiking Trails	To be incorporated into the PUBLIC FACILITIES AND SERVICES ELEMENT
Power System	To be incorporated into the INFRASTRUCTURE SYSTEMS ELEMENT
Public Libraries	To be incorporated into the PUBLIC FACILITIES AND SERVICES ELEMENT
Public Recreation	To be incorporated into the PUBLIC FACILITIES AND SERVICES ELEMENT
Public Schools	To be incorporated into the PUBLIC FACILITIES AND SERVICES ELEMENT
Sewerage	To be incorporated into the INFRASTRUCTURE SYSTEMS ELEMENT
Water System	To be incorporated into the INFRASTRUCTURE SYSTEMS ELEMENT
ENVIRONMENTAL ELEMENT	
*Air Quality	Adopted as new AIR QUALITY ELEMENT in 1992
City-Collected Refuse Disposal	To be incorporated into the INFRASTRUCTURE SYSTEMS ELEMENT
†Conservation	To be updated as the CONSERVATION ELEMENT
†Noise	Updated as the NOISE ELEMENT adopted in 1999
†Open Space	To be updated as the OPEN SPACE ELEMENT
Scenic Highways	Incorporated into the TRANSPORTATION ELEMENT adopted in 1999
CULTURAL ELEMENT	
Cultural and Historic Monuments	To be superseded by the HISTORIC PRESERVATION AND CULTURAL RESOURCES ELEMENT
†HOUSING ELEMENT	Adopted as new HOUSING ELEMENT in 1993 Revision required by July, 1998
†SAFETY ELEMENT	
Fire Protection	Included in the SAFETY ELEMENT adopted in 1996
Safety	Updated as the SAFETY ELEMENT adopted in 1996
Seismic Safety	Included in the SAFETY ELEMENT adopted in 1996

†Mandatory Elements under State Law
*Revision required when 1994 South Coast Air Quality Management Plan adopted

PURPOSE OF THE CITYWIDE GENERAL PLAN FRAMEWORK ELEMENT

The Framework Element establishes the broad overall policy and direction for the entire general plan. It is a discretionary element of the general plan which looks to the future and replaces Concept Los Angeles and the Citywide Plan (adopted in 1974). It provides a citywide context and a comprehensive long-range strategy to guide the comprehensive update of the general plan's other elements – including the community plans which collectively comprise the Land Use Element. The Framework Element also provides guidance for the preparation of related general plan implementation measures including Specific Plans, ordinances, or programs, including the Capital Improvements Program.

The Framework Element is not sufficiently detailed to impact requests for entitlements on individual parcels. Community plans will be more specific and will be the major documents to be looked to for consistency with the general plan for land use entitlements.

The Framework Element sets forth a conceptual relationship between land use and transportation on a citywide basis and defines new land use categories which better describe the character and function of the City as it has evolved over time. In addition, it sets forth an estimate of population and employment growth for a 15 to 20 year time period that can be used to guide the planning of infrastructure and public services. This, however, does not represent a limit on growth or a mandated level of growth in the City or its community plan areas. Traditionally, such "end-state" limits have proven ineffective in guiding growth and public infrastructure and service investments and in responding to the changing needs of a city's residents and its economy. In its place, the Framework Element establishes a program to annually monitor growth, its impacts, and infrastructure and service needs that will be documented in a report to the City Council and pertinent service departments and agencies. This will provide decision makers and planners with the information that is essential in shaping growth in a manner that can mitigate its impacts, minimize development costs, conserve natural resources, and enhance the quality of life in the City.

REGIONAL CONTEXT AND CONFORMITY WITH OTHER REGIONAL PLANS

The Framework Element serves as subregional input to the Southern California Association of Governments Regional Comprehensive Plan and Guide and provides a context for cooperative planning efforts between the City of Los Angeles, adjacent cities, and the County of Los Angeles. The Framework Element, along with the Air Quality Element and the Transportation Element, ensures conformity between the Los Angeles City General Plan and the Regional Comprehensive Plan and Guide and the Regional Air Quality Management Plan. The Regional Comprehensive Plan and Guide includes Growth Management and Mobility components.

MONITORING AND REPORTING

The Department of City Planning will develop and implement a growth Monitoring System and annually prepare a Report on Growth and Infrastructure to the Mayor, City Council, and the City Planning Commission. The Annual Report on Growth and Infrastructure will include policy and program recommendations and summary information generated by the Monitoring System on the City's changing circumstances, needs, and trends.

ORGANIZATION OF THE FRAMEWORK ELEMENT

The Framework Element consists of ten chapters that provide guidance to the comprehensive update of general plan elements and related implementation measures, as follows:

Chapter 1: General Plan System

This chapter defines the elements of the City of Los Angeles General Plan, how the City of Los Angeles addresses the issues required by the seven elements mandated by the State of California, and the role of the General Plan Framework Element in the comprehensive update of the other elements that comprise the City of Los Angeles General Plan.

Chapter 2: Growth and Capacity

This chapter establishes a consistent set of baseline and forecasted growth levels for population, employment, and housing citywide and for each community planning area and City subregion. It defines the planning assumptions that shall be used to ensure consistency in the comprehensive update of the other elements that comprise the City of Los Angeles General Plan.

Chapter 3: Land Use

This chapter provides guidance for the comprehensive update of the community plans that collectively comprise the Land Use Element and related implementation measures.

Chapter 4: Housing

This chapter provides guidance for the comprehensive update of the Housing Element and related implementation measures.

Chapter 5: Urban Form and Neighborhood Design

This chapter provides guidance for the amendment of the Land Use Element and the preparation of an Urban Form and Neighborhood Design Element and related implementation measures.

Chapter 6: Open Space and Conservation

This chapter provides guidance for the comprehensive updates of the Land Use and the Open Space and Conservation Elements and related implementation measures.

Chapter 7: Economic Development

This chapter provides guidance for the preparation of an Economic Development strategy, and related implementation measures.

Chapter 8: Transportation

This chapter provided guidance for the comprehensive update of a Transportation Element and related implementation measures.

Chapter 9: Infrastructure and Public Facilities

This chapter provides guidance for the preparation of the Infrastructure Systems and the Public Facilities and Services Elements, and related implementation measures, including financing strategies.

Chapter 10: Implementation Programs

This chapter is a synopsis of measures that implement the General Plan Framework Element policies and standards, and makes clear how the plan policies are to be applied.

INTERNAL GENERAL PLAN CONSISTENCY

According to California State Government Code Section 65300.5, a general plan must be integrated and internally consistent, both among the elements and within each element. This requirement applies to any optional Elements adopted by the City as well as the mandatory elements.

The internal consistency requirement also applies to the community plans which collectively comprise the City's Land Use Element. All principles, goals, objectives, policies, and plan proposals set forth in the general plan must be internally consistent.

All adopted elements have equal status and no element may be made subordinate to another.

1. The General Plan Framework Element and Its Relationship to the General Plan

The Framework Element is a special purpose element of the City of Los Angeles General Plan that establishes the vision for the future of the City of Los Angeles and the direction by which the citywide elements and the community plans shall be comprehensively updated in harmony with that vision. The Framework Element establishes development policy at a citywide level and within a citywide context, so that both the benefits and challenges of growth are shared.

Given the size and complexity of the City, the process of updating the community plans and the citywide elements takes time. The Framework Element's Long-Range Land Use Diagram and associated land use policies take effect incrementally, as each comprehensive community plan update is adopted.

The Framework Element replaces *Concept Los Angeles* and the *Citywide Plan*. This element enables a citywide perspective, to determine the most effective distribution of growth in relationship to environmental and economic goals, to enhance the environment and protect the quality of life, and to determine citywide policies and standards that can be implemented at the local level through a community planning process.

The citywide elements address functional topics that cut across community boundaries, such as transportation or public services. The citywide elements address these topics in more detail than is appropriate in the Framework Element, which is the "umbrella document" that provides the direction and vision necessary to bring cohesion to the City's overall general plan.

The community plans are oriented towards specific geographic areas of the City, defining locally the more general citywide policies and programs set forth in the Framework Element and the citywide elements with more specificity than is appropriate at the citywide level. This differentiation is necessary because of Los Angeles' varied topography, development patterns, diverse cultural and ethnic communities, and other variations which require that policies, standards, and programs developed at the citywide level be tailored to meet community and neighborhood needs.

2. The General Plan Framework Element and Its Relationship to Other Elements

The Citywide General Plan Framework Element establishes the standards, goals, policies, objectives, programs, terms, definitions, and direction to guide the update of citywide elements and the community plans.

While the Long-Range Land Use Diagram in the Framework Element generally describes the centers, districts, and mixed-use boulevards to give a citywide perspective, the community plans will contain specific land use designations, intensities, and standards.

3. The General Plan Framework Element and its Relationship to Community Plans

Community plans apply the growth and development policies defined in the Framework Element and the other citywide elements as they relate to a smaller geographic area. Community plans are more detailed and specific than citywide elements and are necessary due to the size, complexity, and diversity of the City of Los Angeles. The community plans are tailored to local conditions and needs. Adoption of the Framework Element neither overrides nor mandates changes to the community plans. The community plans reflect appropriate levels of development at the time of the General Plan Framework Element's adoption. As community plans are updated utilizing future population forecasts and employment goals, the Framework Element is to be used as a guide – its generalized recommendations to be more precisely determined for the individual needs and opportunities of each community plan area. Nothing in the Framework Element suggests that during the Community Plan Update process, the areas depicted as districts, centers, or mixed-use boulevards in the community plan must be amended to the higher intensities or heights within the ranges described in the Framework Element. The final determination about what is appropriate locally will be made through the community plans – and that determination may fall anywhere within the ranges described.

As the City evolves over time, it is expected that areas not now recommended as neighborhood districts, community and regional centers, and mixed-use boulevards may be in the future appropriately so designated; and areas now so designated may not be appropriate. Therefore, the Framework Element long-range diagram may be amended to reflect the final determination made through the Community Plan Update process should those determinations be different from the adopted Framework Element.

4. The General Plan Framework Element and Its Relationship to Specific Plans

The City has a number of adopted specific plans which set detailed development regulations for local areas and include various types of regulatory limitations. Examples of these limitations include "trip caps," design review boards, density/intensity limits, maximum heights, landscape, lot coverage, etc. The General Plan Framework Element is consistent with and does not supersede nor override these local requirements.

5. Zoning Approvals and Zoning Consistency

The community plans and their implementing zoning set forth how property may be used and form the basis for decisions on discretionary permits. The community plans are the primary point of reference for determining compliance with Government Code Section 65860 (d).

Zoning, specific plans and other discretionary approvals and designations are implementing tools of the general plan as reflected in the community plans. The City Charter and the Los Angeles Municipal Code provide for variances, specific plan exceptions, exceptions and other tools to provide a means for relieving hardships from strict adherence to the zoning regulations or dealing with special situations.

6. Highways and Freeways

The Transportation Element contain general policies and definitions concerning highways and freeways. Community plans shall identify highway and freeway designations consistent with the policies and standards provided by the Transportation Element.

7. Comprehensive Community Plan Updates

The Framework Element provides the citywide perspective often lacking from locally produced land use planning efforts to establish overall guidelines for the community planning process. Individual community plans establish the specific guidelines within each community to implement the citywide Framework Element. The community plans comprise the Land Use Element of the City's general plan and are, therefore, the final determination of land use categories, zoning, development requirements, and consistency findings. Like all general plan elements, community plans are comprehensively updated on a periodic basis through a city-initiated process. However, given the size and complexity of the City, the process of updating all of them takes time.

The Framework Element itself may be amended to reflect changes and address issues which arise through the public participation and detailed parcel-by-parcel analysis that occurs when the community plans are updated. Care must be taken in revising the Framework Element to assure that citywide issues are not compromised in the process.

8. Annual Review

The Department of City Planning shall annually review the need to comprehensively update the citywide elements, including the Framework Element and the community plans. The results of this annual review shall be reported to the City Planning Commission, the City Council, and the Mayor through the Annual Report on Growth and Infrastructure. This report shall recommend which citywide element or community plan should be updated and why. These recommendations shall be based on an evaluation of changing circumstances, trends, and other information provided by the Monitoring System.

9. General Plan Preparation, Revision, and Update Program

The Department of City Planning has established a program to comprehensively update general plan elements and community plans to implement the goals, policies, and objectives established in the Citywide General Plan Framework Element. Subject to availability of funding, all comprehensive updates of the citywide elements and the community plans for the purpose of implementing the Framework Element shall be initiated within five years of adoption of the Framework Element. Phasing of such updates may be made in accordance with Objective 3.3. and Policies 3.3.1 and 3.3.2 based on the monitoring of population, development, and infrastructure and service capacities as recommended through the Annual Report on Growth and Infrastructure.

10. Periodic Plan Review

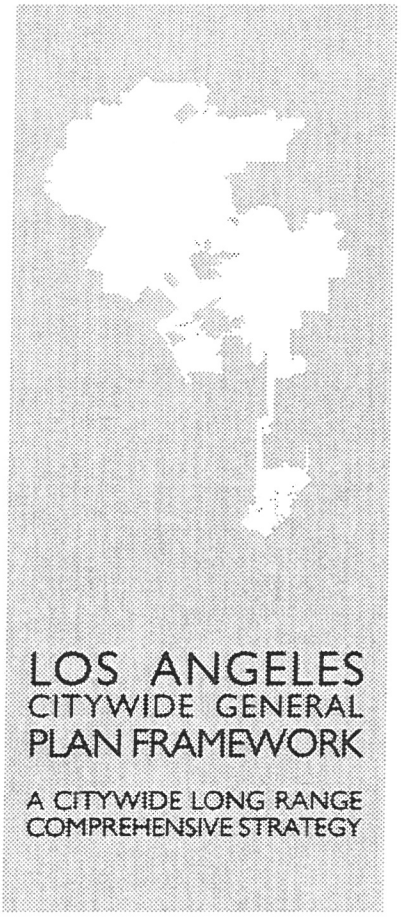
Periodic Plan Review is an on-going procedure of the Department of City Planning which permits private applicants to request plan amendments and associated zone changes. Requests are subject to an established public review and approval process.

11. Pending Development Projects

Development projects pending in the City review process which had already completed circulation of a Notice of Preparation (under CEQA) at the time of adoption of the Framework Element, shall not be required to demonstrate consistency with the Framework Element for a period of two years (24 months) after that Element's adoption.

12. Redevelopment Plans

The community plans are the point of reference for determining compliance of Redevelopment Plans with State of California State Government Code Section 65860 (d).



CHAPTER 2

GROWTH AND CAPACITY

CHAPTER 2 - GROWTH AND CAPACITY

INTRODUCTION

The General Plan Framework Element establishes a vision for the long-term development and physical form and character of the City of Los Angeles. This vision is expressed through a land use diagram (refer to Chapter 3) that will be refined and implemented through amendments to the community plans. The evolution of the City will take time to achieve due to the City's size and rates of growth.

Realistically, the planning and funding of most infrastructure facilities and public services that support growth must be for levels of growth that can reasonably be expected to occur within a shorter time frame than could be accommodated by the long-term vision. Many of the City's short-term capital improvements are defined through a five-year plan that is updated annually (the Capital Improvements Plan). Major improvements that serve large areas of the City and/or are capital intensive, such as schools and fixed rail transit facilities, are planned and funded over an extended period (10 years or more). Some, such as wastewater treatment facilities, are planned to accommodate growth for periods in excess of 50 years.

Consequently, the General Plan Framework Element plans for a level of population and employment growth that may be reasonably anticipated in the near-term as the basis of its policies and programs and for environmental review in accordance with the California Environmental Quality Act (CEQA). The General Plan Framework Element is population growth neutral: it is not the intent of the Framework Element to cause any specific level of population growth to occur. It is a plan to accommodate whatever growth does occur in the future, which could include loss of population. The year 2010 is used as the planning "horizon" to facilitate comparability with the regional growth forecasts of the Southern California Association of Governments (SCAG). The SCAG population and household forecasts for the City of Los Angeles for the year 2010 (as defined in June, 1993[1]) are used in the Framework Element. Employment forecasts have been adjusted to maintain the City's existing jobs-housing ratio, which is considered important in maintaining the City's fiscal stability.

The estimates are not intended to represent maximum or minimum levels of development to be permitted. Rather, they will be monitored annually as a basis for the implementation of infrastructure and services to support growth (as subsequently described). Based on the monitoring, the "horizon" may be adjusted to reflect the actual levels of growth and their impacts and demands on infrastructure and public services. At a minimum, the "horizon" must be reviewed and updated as the population and employment forecasts and/or 2010 are approached. Adjustments of the population and employment "horizon" may necessitate additional environmental review.

The "horizon" will guide the revision of all components of the City's general plan (e.g., community plans and citywide elements) and guide planning policy by the City's departments and commissions.

EXISTING GENERAL PLAN

Los Angeles' existing general plan is an end-state plan with no shorter term population, housing and employment policy goals established prior to the ultimate buildout of the Plan. The theoretical capacities of the existing general plan at buildout, as shown in the Framework Element technical reports and Environmental Impact Report, are adequate to accommodate growth to the year 2010. While its housing capacity is more constrained than commercial and industrial uses, the Plan's capacity for growth considerably exceeds any realistic market requirements for the future. For example, there is sufficient capacity for retail and office commercial uses for over 100 years even at optimistic, pre-recession, market growth rates. At the same time, the impact assessments of the current general plan indicate that if all lands were to be developed with the uses at the maximum densities permitted, an unrealistic jobs/housing relationship would result and supporting infrastructure and public services would be unable to support this level of growth.

SCAG 2010 MARKET FORECAST

SCAG has forecasted population, household, and employment levels for the year 2010 and provided this information to all jurisdictions in the region for transportation planning applications. State and Federal regulations require that local plans be consistent with the Regional Air Quality Plan and the Regional Mobility Plan. The Framework Element is required to utilize the population forecasts provided by SCAG. The Element reflects the SCAG population and household forecasts as its planning horizon. It sets a higher *goal* for

1. SCAG population forecasts for the City are currently being revised.

employment – to improve employment opportunities for City residents and to help maintain a stable fiscal base which in turn supports public services. Table 2-1 summarizes these numbers (estimates are rounded):

Table 2-1

	1990	SCAG 2010 Forecast (June, 1993)	Framework Plan 2010
Population	3,485,399	4,306,500	4,306,500
Employment	1,902,067	2,112,500	2,291,500
Households	1,299,963	1,566,000	1,566,000

SCAG's population forecast assumes that about two thirds of the increase will be accounted for by natural increases from the population that already resides in the City and that there will be long-term continuing growth of the Southern California economy.

SCAG employment forecasts for the City are based on the continuation of historic and recent growth trends. It is recognized, that in order to achieve the higher employment levels adopted by the Framework Element the City cannot adopt a business-as-usual approach but must devise an aggressive business retention and outreach program to assure adequate job growth within the City to maintain fiscal stability (refer to Chapter 7). Such a program must be correlated with actions to mitigate the impacts of growth on the natural environment, public infrastructure and services, and quality of life of the City's residents. Without the mitigation of these impacts, businesses will choose to locate in communities exhibiting a higher quality environment.

FRAMEWORK ELEMENT PLAN GROWTH DISTRIBUTION

The citywide population, employment, and household forecasts described in the previous section have been distributed to City subregions and to community plan areas within these subregions (see Table 2-2). These distributions are the result of a methodology for disaggregating the citywide forecasts provided by SCAG. The methodology reflects the Framework Element Long-Range Land Use Diagram and an adjustment of historic growth trends and land values in each plan area to account for the attraction of development to transit stations and corridors and the districts, centers, and boulevards defined by the Framework Element.

The population, employment, and housing distribution should be used to guide future community plan amendments. It should be recognized, however, that these figures are "best estimates" of citywide distributions. They attempt to forecast how market trends will be impacted by the implementation of the Framework Element. In terms of economic and market forces, these City subregions function as realistic submarkets of the City, taking into account forces that transcend community plan boundaries.

The Framework Element utilizes the following 2010 estimates:

Subregion	Population Growth	% of City Population
1. Northeast L.A.	106,250	12.9
2. South L.A.	106,595	13.0
3. Metro Center	108,700	13.2
4. Southwest L.A.	67,320	8.2
5. Central L.A.	41,245	5.0
6. Southeast Valley	80,495	9.8
7. Northeast Valley	77,460	9.4
8. Northwest Valley	78,175	9.5
9. Southwest Valley	74,595	9.1
10. West L.A.	35,340	4.3
11. Harbor	44,990	5.5
CITYWIDE	821,165	99.0

As implementation proceeds, the community plan population forecasts may be revised based upon specific land use actions adopted through the community plan update process. If one area cannot accommodate the forecasted population, then other community plans within the same subregion should have sufficient capacity to accommodate the subregional forecasts above. Forecasts may change as SCAG updates its information or as new information is obtained from the Framework Element's monitoring system.

RATES OF GROWTH

While the Framework Element has adopted a year 2010 planning horizon and provided estimated population forecasts and anticipated citywide distributions, it is not dependent upon these population levels or distributions for its implementation. It does not mandate specific levels of growth for any specific area (neither minimums nor caps). The population could grow more slowly than currently anticipated as a result of economic trends, or again expand rapidly as a result of changing immigration levels and birth rates. Population loss could also occur. The Framework Element policies will not directly prevent nor cause population growth to occur.

Population levels are dependent on a wide variety of factors, many of which are totally unrelated to land use planning. Such variables as birth and death rates, income, migration and immigration levels, Federal immigration policies, natural disaster, economic trends and employment levels, etc. all interact to determine whether population grows or declines.

Population levels, while partially related to building permit (development) activity, are also not directly tied to the number of housing units available. Population increases (or decreases) can occur during periods of slow or even no growth in the number of available residential units. Similarly it is possible, at least for short periods, to have stable or declining population levels during periods of rapid housing unit construction. Over shorter time periods, construction cycles and populations trends may not be consistent.

The Framework Element is designed to accommodate population growth largely within centers, districts, and mixed-use boulevards whenever it eventually occurs. Forecasted population levels may be reached by 2010 as forecasted, or within a totally different time horizon for reasons unrelated to the general plan.

GROWTH MONITORING

After the Framework Element is adopted, the City will establish a growth monitoring program that will provide important information regarding the accuracy of future growth estimates and the distribution of that new development by community plan area. This monitoring program will annually document what has actually happened to the City's population levels, housing construction, employment levels, and the availability of public infrastructure and public services. Information on environmental conditions will also be monitored on a yearly basis to maintain and update an environmental database, which will be used to facilitate but not replace, environmental review for subsequent programs and projects in accordance with CEQA.

Information for the monitoring system will be taken from the best sources available to the City, such as building permit information and other readily available City data on business; Department of Water and Power and School District information; County Assessor's files; commercially available development data; State Employment Development Department statistics; Census Bureau; SCAG data; University of California Los Angeles Business Forecast; and other data as they may become available.

Infrastructure data will be developed from a cooperative effort among the City departments responsible for infrastructure and public services. State and regional agencies, such as the Los Angeles Unified School District and the Metropolitian Transportation Authority are important to complete the annual review of the City's growth and infrastructure.

Although one of the Framework Element's primary goals is to encourage new development to locate in centers, districts and boulevards throughout the City, market forces will ultimately determine the distribution of future growth. Yearly monitoring will help evaluate whether the incentives that are linked to targeted growth areas are working effectively with market forces to attract new development.

The information from such a monitoring system will be presented to the City Council in the form of an Annual Report on Growth and Infrastructure, which can be used as the basis for revision of policies as needed to meet the goals of the Framework Element. The status of environmental mitigation requirements can also be determined and policies can be changed if desired results are not being obtained. Information on amounts and location of growth can be provided and policies influencing this growth can be revised if needed. In this fashion, the Framework Element can be continually updated to meet changing conditions, and the implementation mechanisms revised or altered to achieve the desired goals. SCAG will require monitoring in all its subregions in a similar manner.

FRAMEWORK ELEMENT THEORETICAL BUILDOUT

While the General Plan Framework Element is based on the forecasts defined in Tables 2-1 and 2-2, development in accordance with the uses and densities prescribed in the Long-Range Land Use Diagram could exceed them. This is based on the assumption that all lands in the City would convert to the maximum density allowed, referred to as the "Theoretical Buildout." "Theoretical Buildout" will not happen. Experience indicates that many properties would not be developed to their maximum permitted densities. For example, fewer than five percent of the commercial properties currently allowed to develop at a floor area ratio of 1.5:1 have been developed at this intensity.

Should population and employment growth be greater than the levels anticipated by the Framework Element, policy stipulates that studies be undertaken to correlate with the necessary supporting capital, facility, or service improvements and/or demand reduction

Table 2-2

Forecast Growth by Subregions and Community Plan Area
(all numbers are rounded)
These are forecasts and not intended to be minimum or maximum planned land use capacities

Subregion	1990 Population	1990-2010 Population Growth	1990-2010 Housing Growth (Dwelling Units)	1990-2010 Employment Growth (Jobs)	1990-2010 Commercial Growth (Square feet)
NORTHEAST L.A.					
Boyle Heights	94,580	27,510	6,050	4,800	702,000
Northeast Los Angeles	237,295	60,790	16,520	11,850	1,710,000
Silver Lake-Echo Park	79,095	17,950	5,675	3,025	575,000
Subregional Total	410,970	106,250	28,245	19,675	2,987,000
SOUTH L.A.					
South Central Los Angeles	257,470	57,430	16,010	10,700	1,340,000
Southeast Los Angeles	238,990	49,165	11,440	10,975	1,450,000
Subregional Total	496,460	106,595	27,450	21,675	2,790,000
METRO CENTER					
Hollywood	213,860	43,175	17,610	19,000	3,000,000
Wilshire	271,620	65,525	24,230	39,500	5,575,000
Subregional Total	485,480	108,700	41,840	58,500	8,575,000
SOUTHWEST L.A.					
Palms-Mar Vista-Del Rey	103,705	15,275	6,300	5,275	620,000
Venice	40,040	6,160	2,790	2,245	330,000
West Adams-Baldwin Hills-Leimert	169,395	31,585	10,810	6,750	1,150,000
Westchester-Playa Dey Rey	48,005	14,300	5,875	13,325	1,615,000
Subregional Total	361,145	67,320	25,775	27,595	3,715,000
CENTRAL L.A.					
Central City	22,375	4,655	2,010	61,500	6,515,000
Central City North	19,320	19,520	4,000	7,135	1,145,000
Westlake	106,970	17,070	4,790	16,725	2,230,000
Subregional Total	148,665	41,245	10,800	85,360	9,890,000
SOUTHEAST VALLEY					
North Hollywood	123,410	32,770	12,000	9,125	1,530,000
Sherman Oaks-Studio City-Toluca Lake	68,220	18,640	9,190	9,300	1,415,000
Van Nuys-North Sherman Oaks	136,890	29,085	10,850	16,650	1,945,000
Subregional Total	328,520	80,495	32,040	35,075	4,890,000
NORTHEAST VALLEY					
Arleta-Pacoima	90,960	24,500	4,960	4,525	625,000
Sunland-Tujunga-Lake View Terrace-Shadow Hills	52,920	16,110	5,310	1,925	310,000
Sun Valley	76,575	18,640	4,865	3,425	510,000
Sylmar	59,480	18,210	4,875	3,850	615,000
Subregional Total	279,935	77,460	20,010	13,725	2,060,000
NORTHWEST VALLEY					
Chatsworth-Porter Ranch	79,784	22,575	7,520	8,200	1,200,000
Granada Hills-Knollwood	54,350	7,280	2,300	2,835	390,000
Mission Hills-Panorama City-North Hills	109,070	30,880	9,140	8,250	1,400,000
Northridge	58,865	17,440	5,700	3,675	600,000
Subregional Total	302,069	78,175	24,660	22,960	3,590,000
SOUTHWEST VALLEY					
Canoga Park-Winnetka-Woodland Hills	150,560	41,330	14,350	26,000	3,800,000
Encino-Tarzana	66,485	12,865	5,065	10,225	1,150,000
Reseda-West Van Nuys	89,280	20,400	6,800	6,575	990,000
Subregional Total	306,325	74,595	26,215	42,800	5,940,000
WEST L.A.					
Bel Air-Beverly Crest	19,535	2,020	760	1,200	210,000
Brentwood-Pacific Palisades	54,880	9,740	4,070	4,550	570,000
West Los Angeles	68,060	15,270	7,090	25,500	2,800,000
Westwood	41,295	8,310	3,350	9,900	795,000
Subregional Total	183,770	35,340	15,270	41,150	4,375,000
HARBOR					
Harbor Gateway	36,010	9,940	2,840	5,450	610,000
Port of Los Angeles	*	*	*	*	*
San Pedro	71,970	16,955	6,030	8,350	1,025,000
Wilmington-Harbor City	74,075	18,095	4,990	7,050	2,515,000
Subregional Total	182,055	44,990	13,860	20,850	4,150,000
Total	3,485,400	821,165	266,165	389,365	52,962,000

*Included in San Pedro and Wilmington Community Plan areas

Distribution to CPAs based on (1) historic development trends, land values, and development costs; and (2) adjustment of historic trends to reflect the attraction of development to areas in proximity to rail and major bus stations and corridors, mixed-use boulevards, neighborhood districts, community centers, regional centers, and downtown Los Angeles.

A map of the City Subregions is on Page 4-6.

programs. At the same time, the impacts of the additional level of growth must be found to be consistent with the findings of the Environmental Impact Report regarding their level of significance. Should additional potential impacts be identified, these would be subject to further environmental review in accordance with the CEQA. This would be facilitated by the implementation of a program to monitor the characteristics and impacts of growth and availability of infrastructure and public services (the "Monitoring Program") and annual reporting of this information to the City Council (the "Annual Report on Growth and Infrastructure") as a basis for the planning and funding of necessary improvements.

HOUSING ELEMENT

The Housing Element is a portion of the general plan and as such, must be consistent with the Framework Element. Further, the most recently adopted Housing Element has identified the Framework Element as an implementation mechanism for several of the programs that it contains. While the Housing Element and the Framework Element are closely related, there are data references within each that appear to be inconsistent. Most of the apparent inconsistency is created by differing time horizons and methodological requirements within the two documents.

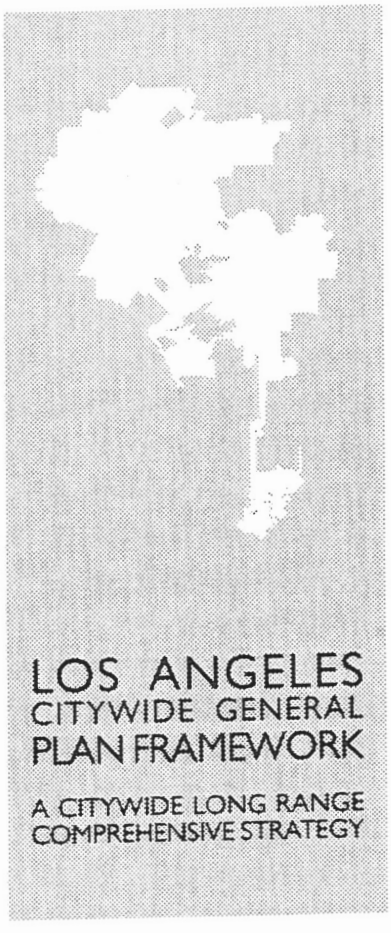
Calculation of the number of housing units that could be developed in the City as determined, separately, by the Housing Element and General Plan Land Use Element (community plans) seems to create the most confusion. Housing unit calculations from either the community plans or the Framework Element, using general plan designations per CEQA requirements, assume that all residential units are located on properties planned for residential or mixed-use developments that integrate housing with commercial uses and that these properties are built to their maximum capacity.

This is a theoretical "capacity" figure which overestimates the realistic number of dwelling units that would likely be constructed. All properties are assumed to be redeveloped to their maximum capacity despite their current use or the economic feasibility of this occurring. As calculated in the Framework Element, this estimate also does not consider limitations imposed by the existing number of parcels and their irregular configurations. Further, it assumes all residential uses on commercially zoned lands are redeveloped to their planned, non-residential use. The Framework Element housing capacity estimate is considered a "worst-case" impact assessment for the purposes of CEQA, which means that it assumes land is completely builtout to the fullest extent allowed by the zoning.

Within the Housing Element more precise calculations are required. The Housing Element is concerned with the availability of sufficient parcels of land (housing capacity) within the City with the appropriate current zoning to meet the City's housing needs, including its share of regional housing needs, over the next five years. Residential units currently on land not planned for residential use are not excluded. Because of Los Angeles' size and the lack of detailed land use and zoning information for every parcel, complex estimating methodologies must be devised and utilized to produce the required capacity estimates incorporating information on parcelization, zoning, and realistic (economically feasible) buildout.

The Housing Element estimates are produced for a specific purpose with detailed requirements and will *not be comparable* to Framework housing unit theoretical buildout calculations. However, they are *not incompatible* with these Framework calculations. Because of the additional restrictions on Housing Element housing capacity data (except for residential units on non-residential parcels), the "housing capacity" estimate in the Housing Element is lower than that found in the Framework Element. The housing capacity numbers will change as the Housing Element is updated.

The 1993 Housing Element distributed the Regional Housing Needs Assessment allocation, produced by SCAG for the City of Los Angeles, into income categories and divided these allocations further by subregions of the City *based solely on the relative size of each subregion.* The Framework Element produced employment and income forecasts for each community plan area for the year 2010 as well as housing unit forecasts by rent and price level, and from this derived housing affordability levels by community plan area. Comparison between market trend data for 2010 and Framework Element impacts for 2010 were also calculated. Impacts of other policy actions on housing affordability can be examined through varying inputs to the Framework Element economic impact and forecast model. In combination with the policies in the Housing Chapter of the Framework Element, these distributions implement the Fair Share Allocation program documented in the Housing Element.



CHAPTER 3

LAND USE

CHAPTER 3 - LAND USE

INTRODUCTION AND SUMMARY OF ISSUES

INTRODUCTION

This section summarizes key land use issues and presents the goals, objectives, policies, and programs that capitalize on the City's opportunities. The policies establish new categories of land use whose locations are generally depicted on a diagram (Figures 3-1 to 3-4, the Long-Range Land Use Diagram) that replaces the adopted citywide Centers Concept. The new categories – Neighborhood District, Community Center, Regional Center, Downtown Center, and Mixed-Use Boulevard -- are broadly described by ranges of intensity/density, heights, and lists of typical uses. The definitions reflect a range of land use possibilities found in the City's already diverse urban, suburban, and rural land use patterns. Their generalized locations reflect a conceptual relationship between land use and transportation. The diagram is intended to represent an initial distribution of uses and growth based on the factors discussed below. While it is more detailed than the Centers Concept, the diagram does not connote land use entitlements or affect existing zoning for properties in the City of Los Angeles. It, and the new categories, are intended to serve as the guideline for the subsequent amendment of the City's community plans where the precise designation and alignment of uses will be determined.

Framework Element policies reflect and continue the land use provisions of the Specific Plans that have been adopted for various areas of the City. The Framework Element does not supersede adopted Specific Plans.

The Land Use policy encourages the retention of the City's stable residential neighborhoods and proposes incentives to encourage whatever growth that occurs to locate in neighborhood districts, commercial and mixed-use centers, along boulevards, industrial districts, and in proximity to transportation corridors and transit stations. Land use standards and densities vary by location to reflect the local conditions and diversity and range from districts oriented to the neighborhood, the community, the region, and, at the highest level, the national and international markets.

It is the intent of the Land Use policy to encourage a re-direction of the City's growth in a manner such that the significant impacts that would result from the continued implementation of adopted community plans and zoning can be reduced or avoided. This will provide for the protection of the City's important neighborhoods and districts, reduce vehicular trips and air emissions, and encourage economic opportunities, affordable housing, and an improved quality of life.

Improvement of development is addressed through quality standards for multi-family residential neighborhoods and the establishment of pedestrian-oriented districts.

To facilitate growth in those areas in which it is desired, the Land Use Policies provide for the (1) establishment of a process to expedite the review and approval of development applications that are consistent with the Framework Element and community plans, (2) the implementation of infrastructure and public service investment strategies, and (3) a program to monitor growth and infrastructure and public service capacity and report their status annually to the City Council.

Throughout the Land Use Chapter the terms "conservation" and "targeted growth" are used extensively. The following defines their applications:

- "Conservation areas" consist of all areas outside of the designated districts, centers, and mixed-use boulevards. Within conservation areas the prevailing uses and densities will be maintained. New development should be comparable in type and scale with existing development. In areas designated by the community plans for single-family dwellings, new development would consist of the infill of vacant lots or replacement of existing units with other single-family houses in accordance with the densities defined in the community plans. In areas designated by the Framework Element and community plans for multi-family housing, vacant lots may be developed and existing units may be replaced in accordance with the densities defined by the community plans. In areas, designated for commercial uses, development may occur in conformance with the land use designations of the community plans. In all areas, remodels and expansion of existing structures are permitted.

- "Targeted growth areas" refer to those districts, centers, and boulevards where new development is encouraged and within which incentives are provided by the policies of the Framework Element. These are located in proximity to major rail and bus transit corridors and stations; in centers that serve as identifiable business, service,

and social places for the neighborhood, community, and region; as reuse of the City's boulevards; and as reuse of the City's industrial districts to facilitate the development of new jobs-generating uses. Generally, the density and scale of development on any parcel would significantly increase above existing levels. For example, areas of one- to two-story buildings might be developed with three- or four-story buildings or higher. In these areas, the policies of the Framework Element can assist in effectively shaping the form and character of growth, improving the quality of development, mobility, and reducing air pollution to enhance the quality of life for the City's residents. These growth areas are identified in areas designated by the community plans for commercial and industrial uses at the time of Framework Element adoption.

SUMMARY OF LAND USE CONDITIONS AND CHARACTERISTICS

The following summarizes the significant land use characteristics and conditions in the City of Los Angeles, as presented in the Technical Background Report and modified by impact analyses of the City's existing community plans. These issues constitute the baseline of opportunities and problems which are addressed by the goals, objectives, policies, and programs defined in the subsequent section of this Chapter.

Strengths

1. The diversity of the City's population affords the opportunity to further create distinct neighborhoods and communities that accommodate a range of uses and exhibit physical characteristics reflective of the cultures that define them. A successful composition of distinct multi-cultural neighborhoods and places can enhance the City's image and quality of life.

2. The City's setting of large-scale open spaces, including the Santa Monica, San Gabriel, and Santa Susana Mountains, Baldwin Hills, Griffith Park, the Sepulveda Dam basin, the Los Angeles River and the coastline, represent a significant asset of natural diversity that has attracted and will continue to attract people to move to the City.

3. The City's "stable" single- and multi-family residential neighborhoods represent significant assets whose character and qualities merit protection. Historically, the "strong" image exhibited by the City's single-family residential neighborhoods has distinguished Los Angeles from other metropolitan areas.

4. The City contains many commercial and industrial districts whose qualities and character represent important symbolic, functional, and economic assets that should be preserved and enhanced. Many of these viable districts, such as Boyle Heights, Highland Park, Larchmont, Fairfax, Westwood Village, Leimert Park, Melrose, and Ventura Boulevard in Tarzana, are directly related to and support surrounding residential neighborhoods. Other districts, such as Crenshaw, Warner Center and Century City, attract a regional customer base, while still others, such as Little Tokyo, Westlake, and Koreatown, are intimately linked to both their surrounding neighborhoods, the larger region, and the world.

5. The City contains a diversity of industrial districts that provide jobs to the City's residents and to people living in the surrounding region. While industry has been significantly impacted by recession in the early 1990's, the City contains a viable industrial base. There are a number of sectors and areas that have been economically stable and will continue to play an important role in sustaining the City's fiscal viability. These include the Port of Los Angeles, Los Angeles International Airport, entertainment industry, and clusters abutting downtown and the San Fernando Valley.

6. The City's concentration of uses that are oriented to the greater Southern California region (and State) are assets that provide the opportunity and stimulus for the development of similar and supporting uses. Examples include the cluster of government and civic buildings and corporate offices in downtown, the Convention Center, and sports facilities (Coliseum and Dodger Stadium).

Historic Impacts of Growth

1. The City's and region's growth has resulted in significant traffic congestion and air pollution.

2. Development intensification in some areas of the City has adversely impacted the integrity and character of existing residential neighborhoods and community-oriented commercial districts.

3. In some neighborhoods, apartments have replaced single-family homes, which has resulted in resident relocation and loss of ownership units. At the same time, the City's total number of ownership units has increased due to the construction of condominiums and townhomes.

4. The physical design of many higher-density apartments and condominiums has often been insensitive to the character of the neighborhoods in which they are located, has been of poor quality, and has offered few amenities, which frequently has contributed to public opposition to the further development of such units.

5. In some areas, high-density development directly abuts low-density, single-family residential neighborhoods resulting in visual and physical incompatibilities and conflicts.

6. The construction of light rail facilities has resulted in some conflicts with adjacent land uses. These conflicts have included short-term construction impacts, vehicular and pedestrian crossing of rail lines, noise, and vibration.

Future Growth Impacts

1. If population growth resulted in all lands in the City being developed to the maximum densities currently permitted, there would be severe impacts on transportation and utility infrastructure, public services, economic stability, and the quality of life for the City's residents. Estimated average speeds on freeways and arterials would decline to levels below 20 miles per hour and air emissions and pollution would be substantially increased. Development within the City's residential neighborhoods and commercial districts would be of much greater scale and mass, significantly changing their character.

2. The growth reflected in this Element is based on projections from the Southern California Association of Governments. Capacities and policies contained in the Element are intended to accommodate this growth, should it occur. However, projections of population do not always occur in quantities or at locations as expected.

3. Intensification of housing is opposed in many neighborhoods, because it is associated with increased traffic congestion, crime, impacts on schools and parks, and residential overcrowding.

4. The recycling and intensification of development that are necessitated to accommodate future growth provide an opportunity to improve the character and quality of development. Development in proximity to transit stations, along boulevards, and in other key centers affords the opportunity to intermix uses, establish pedestrian areas, improve open space amenities, design structures which are responsive to their setting, and incorporate other elements that create both a "sense of place" and a "sense of community."

   The use of a consistent and clearly defined range of physical options for specific types or groupings of land uses can improve the identity and character of the City's overall organization and its constituent neighborhoods and districts. For example, the re-use of portions of the City's boulevards offer the opportunity to establish neighborhood "focal points" which contain local services and commerce. Their strategic placement throughout the City can provide a sense of identity and local neighborhood character.

5. Changes in the City's demographic characteristics afford the opportunity for the consideration of forms and density of land use development which traditionally have not occurred in Los Angeles. Some cultures have favored forms of housing that support multiple generations of families, such as units clustered around shared communal facilities and kitchens. "Co-housing" is one example which involves individually owned self-sufficient dwellings with some feature owned in common, (e.g. laundry, play areas, garden, community rooms, etc.). Open air markets are typical of many cultures. There is an opportunity to reflect the diversity of cultures in the patterns and forms of new development.

6. Construction of rail and other fixed-route transit facilities afford the opportunity to develop new uses and structures and public open spaces at their stations and along their routes. Jointly, the City of Los Angeles and Metropolitan Transportation Authority (MTA) have adopted a policy to focus growth in the vicinity of transit stations. An emphasis has been placed on the development of mixed-use projects (commercial and residential) as focal points for their surrounding neighborhood while affording mobility to and from other parts of the City and region.

Development Capacity

1. The City of Los Angeles has insufficient vacant properties to accommodate forecast population increases. Consequently, the City's growth will require the reuse and intensification of existing developed properties. Such growth could, unless carefully planned, significantly alter the character of many neighborhoods and districts in an undesirable manner.

2. While there is sufficient land zoned to accommodate the housing needs of forecast population growth, development to the permitted densities will necessitate the replacement of many existing affordable units and impact the character of established neighborhoods. Consequently, it may be appropriate to consider the reuse of underutilized and economically obsolete commercial properties as alternatives.

3. The City's commercially-zoned corridors, districts, and centers have the capacity to accommodate growth that considerably exceeds economic market demands well into the 21st Century. While densities at a 1.5:1 floor area ratio (FAR) are generally permitted, existing development averages approximately 0.58:1 and market demand forecasts indicate increase of only 10 to 15 percent.

4. Existing zoning of the City's industrial lands, theoretically, could accommodate substantial new industrial development and jobs. Currently, these areas are developed at an average FAR of 0.27:1 as compared with a permitted FAR of 1.5:1. This, however, does not represent "real" capacity for new development, as almost all industrial lands are developed and the functions of industrial buildings, typically, limit their height to no more than one-story (as reflected in the existing FAR). Many industrial buildings, however, are vacant and provide inventory that can be re-used or replaced in the future.

Existing Pattern and Character of Development

1. The distribution and low-density of single-family units coupled with their physical separation from commercial services, jobs, recreation, and entertainment necessitates the use of the automobile. This, in turn, leads to numerous single-purpose vehicle trips, long distances traveled, traffic congestion, and air pollution.

2. Existing residential densities inhibit the development of an effective public transportation system in many areas of the City.

3. Existing multi-family residential neighborhoods (approximately 53 percent of all housing units) exhibit a variety of characteristics and conditions. Some have been developed at or near the maximum densities permitted and generally convey a homogeneous character. Some are developed with multi-family dwellings at lesser than permitted densities and have capacity for growth. Others exhibit a wide range of housing types and densities. Residents from many neighborhoods have expressed their concern about further neighborhood intensification and their desire to retain existing units at present densities.

4. The narrow depth of parcels along many of the City's commercial corridors results in development which conflicts with adjacent residential neighborhoods.

5. There is a significant lack of open space and parks in the City to support the needs of the population and there is a severe inequity of their distribution throughout the City. The transmission and utility corridors, flood control improvements (including the Los Angeles River), railroad corridors, and other linear elements which cross the City provide the opportunity for the introduction of open space improvements.

6. The future of the City's industrial lands is uncertain due to the regional recession, national economic restructuring, and relocation of businesses to other cities and states. Due to the loss of industrial activity, the appropriate use of some of these properties is in question and has led some to propose their re-use for non-industrial purposes. Of concern is the amount of industrial land that should be allowed to convert to other uses, e.g., marginal use areas located adjacent to stable residential neighborhoods of small and shallow lots with limited access to major transportation routes.

7. Many of the industrially-zoned properties encompass large areas in the San Fernando Valley, Downtown, and Port area, affording opportunities to focus City efforts to preserve industrial planned lands for such use as the economy recovers.

Regional Patterns of Land Use and Development

1. The City of Los Angeles experiences a net in-migration of vehicular trips in the morning and a net out-migration in the evening, as it provides jobs for people living in outlying "jobs poor" communities. This pattern has remained rather constant despite the weak economy and the regional loss of employment opportunities. As a result, regional traffic congestion and air quality have not improved to desired levels. Although long-term traffic and air quality improvements are possible, they will require, among other factors, an improved jobs/housing balance in the peripheral communities as well as a stable regional economy.

2. New technologies may afford the opportunity to reduce vehicular miles traveled by enabling employees to work at home and conduct many business activities electronically.

Non Home-to-Work Destinations

1. Non home-to-work trips now result in more congestion and air pollution than home-to-work trips. Land uses that primarily generate non home-to-work trips (shopping centers, entertainment complexes, sporting venues, recreational and cultural facilities) typically serve a retail function and draw customers from both the City and the surrounding region, thereby contributing to traffic congestion and air pollution.

2. The retail function of many of the above mentioned destinations inhibits effective use of public transportation because customers often make purchases and need to transport packages home. At the same time, these trips occur at the convenience of the traveler, the timing of which frequently does not coincide with a fixed transit schedule.

Existing Development Policy

The Centers Concept

The "Centers Concept" was adopted in 1974 as the guide for growth in the City. It focuses growth in a number of Centers that are to be interconnected with public transit and conserves existing residential neighborhoods.

1. The "Centers" Concept differentiates these areas of growth strictly by density and does not reflect the diversity of their functional roles, land uses, physical form, character, and users. Consequently, this definition provides ineffective guidance for growth and development.

2. Intensification of a number of the designated Centers, such as Boyle Heights and Highland Park, which are predominantly neighborhood-oriented one- and two-story areas, to their maximum permitted densities would adversely impact their present character.

3. The application of the existing "Center" designation is inconsistent and does not reflect the City's pattern or character of development. As such, many areas outside of the designated Centers exhibit the same characteristics that are supposed to define the designated Centers. For example, Brentwood and Westwood represent regional-serving retail and office commercial centers similar to the designated Sherman Oaks and Miracle Mile Center. Similarly, the Westside Pavilion, Beverly Center, and Northridge Mall are comparable to the designated Panorama City and Crenshaw Centers.

4. Some major developments, such as the Beverly Center and the Westside Pavilion, have occurred outside of the areas that were targeted for growth by the Centers Concept, the City's official land use policy. This has resulted in a degree of uncertainty for residents, property owners, and the providers of public infrastructure and services.

5. The diverse character of the City's land uses affords the opportunity to create a new classification of Centers, Boulevards, and Neighborhoods that clearly differentiates their functional role, uses, density, and physical form and character. Such differentiation can enhance the City as a collection of distinct places, which enhance both community identity and residents' quality of life.

Community Plans

Community plans have been adopted as the City's Land Use Element to guide growth and development in each of its 35 community areas.

1. As previously indicated, if population and commercial growth were to result in all lands being developed to the maximum densities permitted by the community plans, there would be significant impacts on transportation, air pollution, and the ability to provide supporting infrastructure and services.

2. A number of community plans are being amended, including the communities of Northeast, Sylmar and West Adams. There was extensive public input and consensus-building for each area.

3. Though not a community plan, the recently completed Downtown Strategic Plan serves as an updated guide for new development in the Central City area.

Specific Plans

The City has adopted a number of specific plans that set detailed development regulations in their local areas. Some of these impose limits on the amount of development that can be accommodated to reflect transportation constraints and intended community character and some impose design guidelines to improve the quality of physical development. Among them are Specific Plans for Ventura Boulevard, Warner Center, Central City West, Park Mile, Porter Ranch, Sherman Oaks-Reseda, Century City, San Vicente Scenic Corridor, Mt. Washington, Granada Hills, Mulholland Scenic Corridor, Pacific Palisades Village, Westwood Village etc. In many respects, these plans advance the fundamental goals of the Framework Element for focusing growth, increasing mobility, reducing air pollution, and establishing a higher quality built environment for the City's residents.

Adoption of the Framework Element does not supersede nor alter adopted specific plans. Adopted specific plans are consistent with the General Plan Framework Element.

Land Use/Transportation Policy

As a joint effort of the City of Los Angeles and Metropolitan Transportation Authority, a policy has been adopted to foster the development of higher-density mixed-use projects within one-quarter mile of rail and major bus transit facilities. Adherence to this policy will significantly influence the form and character of development in the City.

As additional rail transit routes are confirmed and funded (or unfunded), policy enables the revision of the plans to establish appropriate uses and densities in proximity to these facilities, in accordance with the *Land Use/Transportation Policy*. [Appendix F of the Transportation Element].

Redevelopment Plans

Redevelopment plans have been adopted by the Community Redevelopment Agency to physically and economically revitalize a number of areas throughout the City. Some plans will affect the type and pattern of development. Among the plans are those for Hollywood, Downtown, Beacon Street (San Pedro), Hoover Street, Watts, Crenshaw, and Little Tokyo.

Approved Development Projects

A number of major development projects have been approved that will influence the pattern of development and character of the City. Among these are Playa Vista, Porter Ranch, Howard Hughes Center, and Union Station.

GOALS, OBJECTIVES, AND POLICIES

The following presents the goals, objectives, and policies for land use in the City of Los Angeles. For the purpose of the Los Angeles City General Plan, a goal is a direction setter; an ideal future condition related to public health, safety or general welfare toward which planning implementation is measured. An objective is a specific end that is an achievable intermediate step toward achieving a goal. A policy is a statement that guides decision making, based on the plan's goals and objectives.[1] Programs that implement these policies are found in the last chapter of this document. Programs are referenced after each policy in this document.

ISSUE ONE: DISTRIBUTION OF LAND USE

GOAL 3A
A physically balanced distribution of land uses that contributes towards and facilitates the

- City's long-term fiscal and economic viability,
- revitalization of economically depressed areas,

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[1] State of California General Plan Guidelines (1990) Pages 16 and 17.

- **conservation of existing residential neighborhoods,**
- **equitable distribution of public resources,**
- **conservation of natural resources,**
- **provision of adequate infrastructure and public services,**
- **reduction of traffic congestion and improvement of air quality,**
- **enhancement of recreation and open space opportunities,**
- **assurance of environmental justice and a healthful living environment, and**
- **achievement of the vision for a more liveable city.**

Objective 3.1
Accommodate a diversity of uses that support the needs of the City's existing and future residents, businesses, and visitors.

Policies

3.1.1 **Identify areas on the Long-Range Land Use Diagram and in the community plans sufficient for the development of a diversity of uses that serve the needs of existing and future residents (housing, employment, retail, entertainment, cultural/institutional, educational, health, services, recreation, and similar uses), provide job opportunities, and support visitors and tourism. (P1, P2, P18)**

3.1.2 **Allow for the provision of sufficient public infrastructure and services to support the projected needs of the City's population and businesses within the patterns of use established in the community plans as guided by the Framework Citywide Long-Range Land Use Diagram. (P1, P2, P18, P31)**

3.1.3 **Identify areas for the establishment of new open space opportunities to serve the needs of existing and future residents. These opportunities may include a citywide linear network of parklands and trails, neighborhood parks, and urban open spaces. (P1, P2, P19, P59)**

3.1.4 **Accommodate new development in accordance with land use and density provisions of the General Plan Framework Long-Range Land Use Diagram[2] (Figures 3-1 to 3-4) and Tables 3-1[3]. (P1, P2, P18)**

3.1.5 **Allow amendments to the community plans and coastal plans to further refine General Plan Framework Element land use boundaries and categories to reflect local conditions, parcel characteristics, existing land uses, and public input. These changes shall be allowed provided (a) that the basic differentiation and relationships among land use districts are maintained, (b) there is no reduction in overall housing capacity, and (c) additional environmental review is conducted in accordance with the California Environmental Quality Act should the impacts of the changes exceed the levels of significance defined and modify the conclusions of the Framework Element's Environmental Impact Report. (P1, P2)**

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[2] Land uses designations are generalized on the Long-Range Land Use Diagram. The basic locations (e.g., along arterial frontages and generally within one-quarter mile of transit stations) and interrelationships among uses and density are depicted. The precise (parcel) boundaries are to be determined in the community plans.

[3] Permitted uses and densities will be specified for each land use category by a zoning system to be subsequently prepared and implemented through re-zonings to reflect amendments to the community plans.

3.1.6 Allow for the adjustment of General Plan Framework Element land use boundaries to account for changes in the location or introduction of new transit routes and stations (or for withdrawal of funds) and, in such cases, consider the appropriate type and density of use generally within one quarter mile of the corridor and station to reflect the principles of the General Plan Framework Element and the *Land Use/Transportation Policy*. (P1)

3.1.7 Allow for development in accordance with the policies, standards, and programs of specific plans in areas in which they have been adopted. In accordance with Policy 3.1.6, consider amending these plans when new transit routes and stations are confirmed and funding is secured. (P2)

3.1.8 Consider the formulation of plans that facilitate the local community's identification of precise uses, densities, and design characteristics for development and public streetscape for neighborhood areas smaller than the community plans, provided that the Framework Element's differentiation and relationships among land use districts are generally maintained, there is no significant change in the population and employment capacity of the neighborhood, and there is no significant reduction in overall housing capacity. (P25)

3.1.9 Assure that fair treatment of people of all races, cultures, incomes and education levels with respect to the development, implementation and enforcement of environmental laws, regulations, and policies, including affirmative efforts to inform and involve environmental groups, especially environmental justice groups, in early planning stages through notification and two-way communication. (P1, P18)

Objective 3.2
Provide for the spatial distribution of development that promotes an improved quality of life by facilitating a reduction of vehicular trips, vehicle miles traveled, and air pollution.

Policies

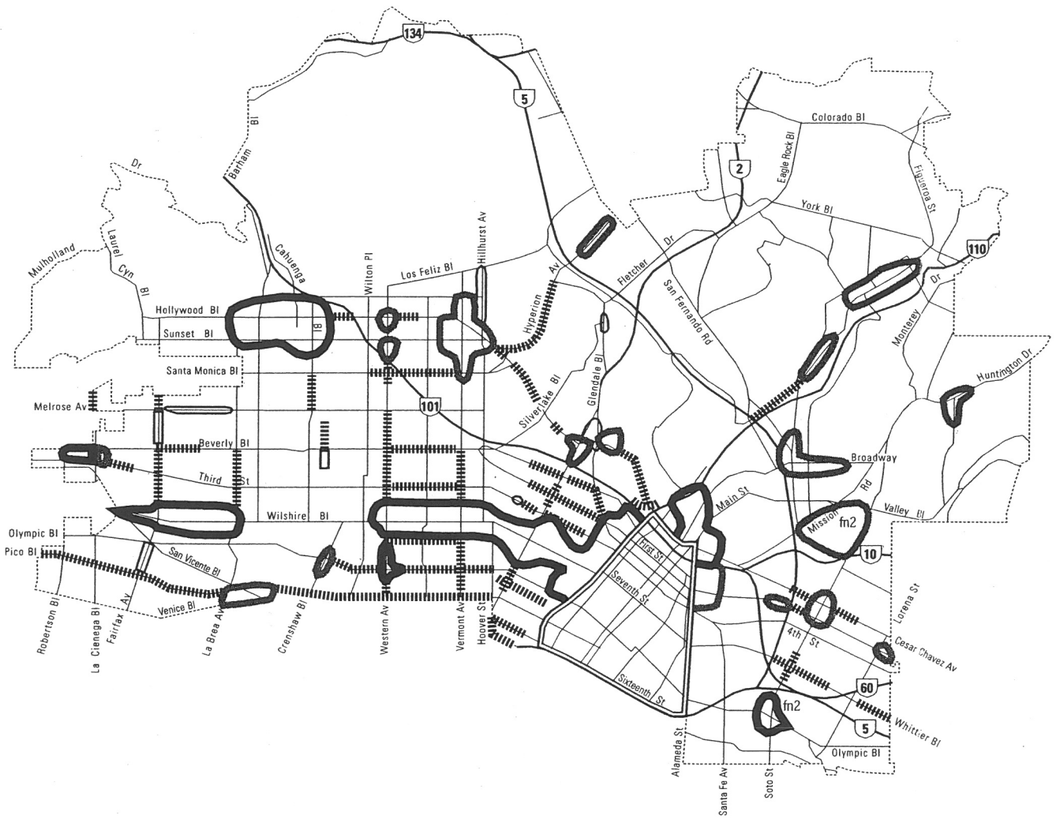
3.2.1 Provide a pattern of development consisting of distinct districts, centers, boulevards, and neighborhoods that are differentiated by their functional role, scale, and character. This shall be accomplished by considering factors such as the existing concentrations of use, community-oriented activity centers that currently or potentially service adjacent neighborhoods, and existing or potential public transit corridors and stations. (P1, P2, P18, P19)

3.2.2 Establish, through the Framework Long-Range Land Use Diagram, community plans, and other implementing tools, patterns and types of development that improve the integration of housing with commercial uses and the integration of public services and various densities of residential development within neighborhoods at appropriate locations. (P1, P2)

3.2.3 Provide for the development of land use patterns that emphasize pedestrian/bicycle access and use in appropriate locations. (P1, P2, P4)

3.2.4 Provide for the siting and design of new development that maintains the prevailing scale and character of the City's stable residential neighborhoods and enhance the character of commercial and industrial districts. (P1, P2, P18)

Objective 3.3
Accommodate projected population and employment growth within the City and each community plan area and plan for the provision of adequate supporting transportation and utility infrastructure and public services.



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LEGEND

Districts, Centers & Mixed Use Boulevards

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A focal point for surrounding residential neighborhoods and containing a diversity of land uses such as restaurants, retail outlets, grocery stores, child care facilities, small professional offices, community meeting rooms, pharmacies, religious facilities and other similar services. The clustering of uses minimizes automobile trip-making and encourages walking to and from adjacent neighborhoods. Pedestrian-oriented areas are encouraged, and the district may be served by a local shuttle service. Generally, Neighborhood Districts are at a floor area ratio of 1.5:1 or less and characterized by 1- or 2-story buildings.

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Downtown Center
An international center for finance and trade that serves the population of the five county metropolitan region. Downtown is the largest government center in the region and the location for major cultural and entertainment facilities, hotels, professional offices, corporate headquarters, financial institutions, high-rise residential towers, regional transportation facilities and the Convention Center, The Downtown Center is generally characterized by a floor area ratio up to 13:1 and high rise buildings.

Mixed Use Boulevard
These connect the city's neighborhood districts and community, regional and Downtown centers. Mixed Use development is encouraged along these boulevards. with the scale, density and height of development compatible with the surrounding areas. Generally, different types of Mixed Use Boulevards will fall within a range of floor area ratios from 1.5:1 up to 4.0:1 and be generally characterized by 1- to 2-story commercial structures, up to 3- to 6-story mixed use buildings between centers and higher buildings within centers. Mixed Use Boulevards are served by a variety of transportation facilities.

Relationship To Community Plans
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Examples of the application of Framework definitions:

1. A *Regional Center* located in a low- to mid-rise suburban area characterized by large vacant lots may have a lower intensity; while an urban area, where most lots are smaller and built upon at higher intensities may have higher overall intensities. While the uses of these two types of *Regional Centers* will generally be the same (*e.g.,* large office buildings, major entertainment facilities, extensive retail, including large shopping malls, overnight accommodations, served by major transportation and close to housing), the development characteristics will differ and be determined through the Community Plan process, taking into account the surrounding area.
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These kinds of more precise determinations are made through the Community Plans. The General Plan Framework provides the range within which the determinations are made.

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Long Range Land Use Diagram

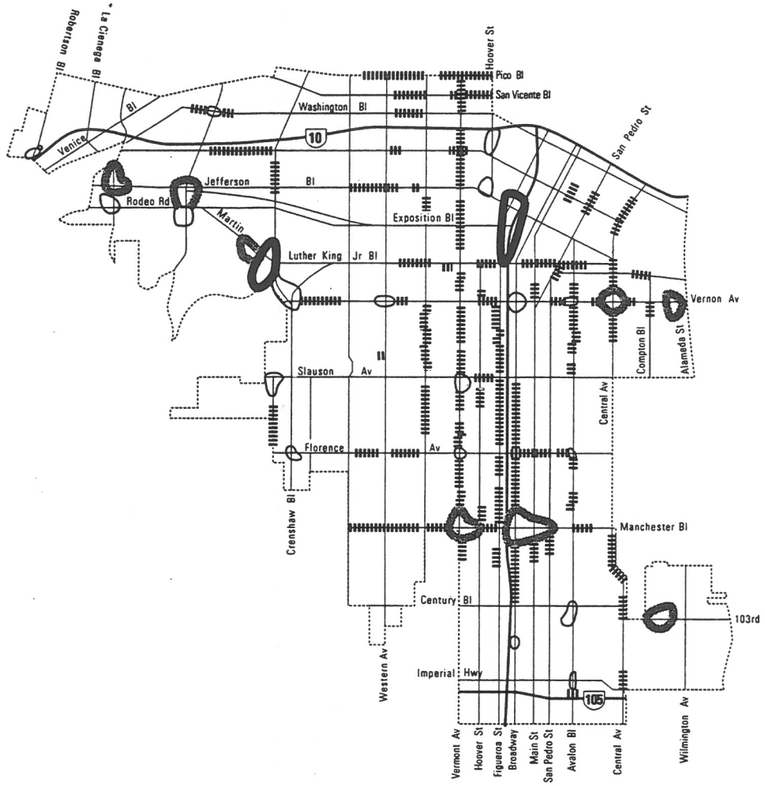
Metro

N

1 1/2 0 1 2 3 4 5 KILOMETERS

1 1/2 1/4 0 1 2 3 4 MILES

CITY OF LOS ANGELES GENERAL PLAN FRAMEWORK



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South Los Angeles

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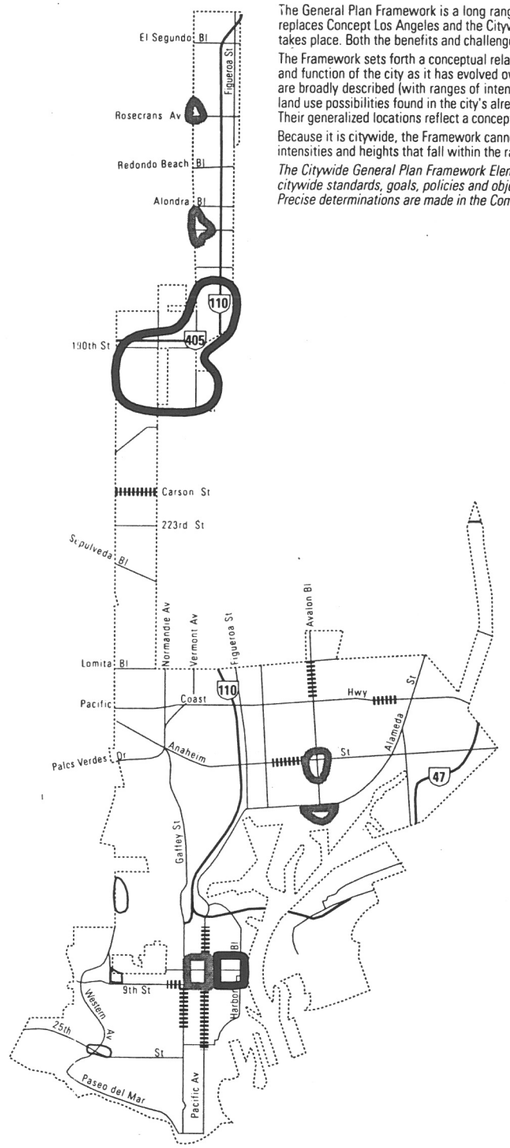
CITY OF LOS ANGELES GENERAL PLAN FRAMEWORK





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Long Range Land Use Diagram

West/Coastal Los Angeles

N

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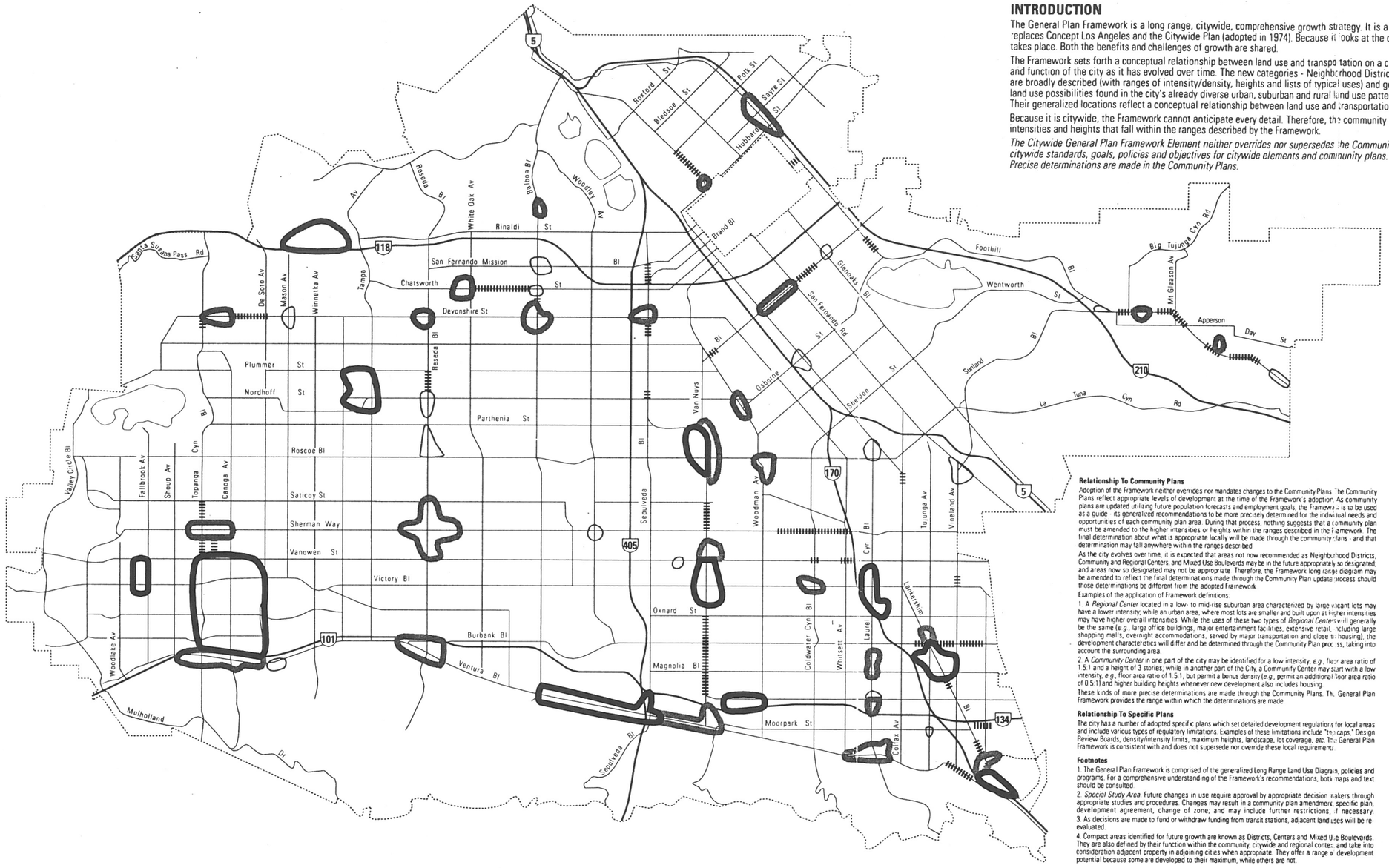
CITY OF LOS ANGELES GENERAL PLAN FRAMEWORK



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The General Plan Framework is a long range, citywide, comprehensive growth strategy. It is a special element of the general plan which looks to the future as required by law and replaces Concept Los Angeles and the Citywide Plan (adopted in 1974). Because it looks at the city as a whole, the Framework provides a citywide context within which local planning takes place. Both the benefits and challenges of growth are shared.

The Framework sets forth a conceptual relationship between land use and transportation on a citywide basis and defines new land use categories which better describe the character and function of the city as it has evolved over time. The new categories - Neighborhood District, Community Center, Regional Center, Downtown Center and Mixed Use Boulevards - are broadly described (with ranges of intensity/density, heights and lists of typical uses) and generally shown on this long range land use diagram. The definitions reflect a range of land use possibilities found in the city's already diverse urban, suburban and rural land use patterns - patterns which have evolved over time at different rates and in different locations. Their generalized locations reflect a conceptual relationship between land use and transportation.

Because it is citywide, the Framework cannot anticipate every detail. Therefore, the community plans must be looked to for final determinations as to boundaries, land use categories, intensities and heights that fall within the ranges described by the Framework.

The Citywide General Plan Framework Element neither overrides nor supersedes the Community plans. It ***guides*** *the city's long range growth and development policy, establishing citywide standards, goals, policies and objectives for citywide elements and community plans. The Framework is flexible, suggesting a range of uses within its land use definitions. Precise determinations are made in the Community Plans.*

Relationship To Community Plans

Adoption of the Framework neither overrides nor mandates changes to the Community Plans. The Community Plans reflect appropriate levels of development at the time of the Framework's adoption. As community plans are updated utilizing future population forecasts and employment goals, the Framework is to be used as a guide - its generalized recommendations to be more precisely determined for the individual needs and opportunities of each community plan area. During that process, nothing suggests that a community plan must be amended to the higher intensities or heights within the ranges described in the Framework. The final determination about what is appropriate locally will be made through the community plans - and that determination may fall anywhere within the ranges described.

As the city evolves over time, it is expected that areas not now recommended as Neighborhood Districts, Community and Regional Centers, and Mixed Use Boulevards may be in the future appropriately so designated, and areas now so designated may not be appropriate. Therefore, the Framework long range diagram may be amended to reflect the final determinations made through the Community Plan update process should those determinations be different from the adopted Framework.

Examples of the application of Framework definitions:

1. A *Regional Center* located in a low- to mid-rise suburban area characterized by large vacant lots may have a lower intensity, while an urban area, where most lots are smaller and built upon at higher intensities may have higher overall intensities. While the uses of these two types of *Regional Centers* will generally be the same (*e.g.*, large office buildings, major entertainment facilities, extensive retail, including large shopping malls, overnight accommodations, served by major transportation and close by housing), the development characteristics will differ and be determined through the Community Plan process, taking into account the surrounding area.

2. A *Community Center* in one part of the city may be identified for a low intensity, *e.g.*, floor area ratio of 1.5:1 and a height of 3 stories, while in another part of the City, a Community Center may start with a low intensity, *e.g.*, floor area ratio of 1.5:1, but permit a bonus density (*e.g.*, permit an additional floor area ratio of 0.5:1) and higher building heights whenever new development also includes housing.

These kinds of more precise determinations are made through the Community Plans. The General Plan Framework provides the range within which the determinations are made.

Relationship To Specific Plans

The city has a number of adopted specific plans which set detailed development regulations for local areas and include various types of regulatory limitations. Examples of these limitations include "hillside" Design Review Boards, density/intensity limits, maximum heights, landscape, lot coverage, etc. The General Plan Framework is consistent with and does not supersede nor override these local requirements.

Footnotes

1. The General Plan Framework is comprised of the generalized Long Range Land Use Diagram, policies and programs. For a comprehensive understanding of the Framework's recommendations, both maps and text should be consulted.

2. *Special Study Area*. Future changes in use require approval by appropriate decision makers through appropriate studies and procedures. Changes may result in a community plan amendment, specific plan, development agreement, change of zone; and may include further restrictions, if necessary.

3. As decisions are made to fund or withdraw funding from transit stations, adjacent land uses will be re-evaluated.

4. Compact areas identified for future growth are known as Districts, Centers and Mixed Use Boulevards. They are also defined by their function within the community, citywide and regional context and take into consideration adjacent property in adjoining cities when appropriate. They offer a range of development potential because some are developed to their maximum, while others are not.

LEGEND
Districts, Centers & Mixed Use Boulevards

Neighborhood District
A focal point for surrounding residential neighborhoods and containing a diversity of land uses such as restaurants, retail outlets, grocery stores, child care facilities, small professional offices, community meeting rooms, pharmacies, religious facilities and other similar services. The clustering of uses minimizes automobile trip-making and encourages walking to and from adjacent neighborhoods. Pedestrian-oriented areas are encouraged, and the district may be served by a local shuttle service. Generally, Neighborhood Districts are at a floor area ratio of 1.5:1 or less and characterized by 1- or 2-story buildings.

Community Center
A focal point for surrounding residential neighborhoods and containing a diversity of uses such as small offices and overnight accommodations, cultural and entertainment facilities, schools and libraries, in addition to neighborhood oriented services. Community Centers range from floor area ratios of 1.5:1 to 3.0:1. Generally, the height of different types of Community Centers will also range from 2- to 6-story buildings, *e.g.*, some will be 2-story Centers, some 4- or 6-story Centers depending on the character of the surrounding area. Community Centers are served by small shuttles, local buses in addition to automobiles and/or may be located along rail transit stops.

Regional Center
A focal point of regional commerce, identity and activity and containing a diversity of uses such as corporate and professional offices, residential, retail commercial malls, government buildings, major health facilities, major entertainment and cultural facilities and supporting services. Generally, different types of Regional Centers will fall within the range of floor area ratios from 1.5:1 to 6.0:1. Some will only be commercially oriented, others will contain a mix of residential and commercial uses. Generally, Regional Centers are characterized by 6- to 20-stories (or higher). Regional Centers are usually major transportation hubs.

Downtown Center
An international center for finance and trade that serves the population of the five county metropolitan region. Downtown is the largest government center in the region and the location for major cultural and entertainment facilities, hotels, professional offices, corporate headquarters, financial institutions, high-rise residential towers, regional transportation facilities and the Convention Center. The Downtown Center is generally characterized by a floor area ratio up to 13:1 and high rise buildings.

Mixed Use Boulevard
These connect the city's neighborhood districts and community, regional and Downtown centers. Mixed Use development is encouraged along these boulevards, with the scale, density and height of development compatible with the surrounding areas. Generally, different types of Mixed Use Boulevards will fall within a range of floor area ratios from 1.5:1 up to 4.0:1 and be generally characterized by 1- to 2-story commercial structures, up to 3- to 6-story mixed use buildings between centers and higher buildings within centers. Mixed Use Boulevards are served by a variety of transportation facilities.



Long Range Land Use Diagram
San Fernando Valley

N

1 1/2 0 1 2 3 4 5 KILOMETERS

1 1/2 1/4 0 1 2 3 4 MILES

CITY OF LOS ANGELES GENERAL PLAN FRAMEWORK

Table 3-1

LAND USE STANDARDS AND TYPICAL DEVELOPMENT CHARACTERISTICS*

Category	Typical Characteristics/Uses	Discouraged Uses
Residential		

Single-Family Residential	• Single-family dwelling units
	• Supporting uses (parks, schools, community centers, etc.)
	• Infill development shall be designed and sited to maintain the salient characteristics of the neighborhood in which it is located (e.g., setbacks, building mass, rural, equestrian, etc.)
	• Incentives for upgrades of deteriorated and aging housing stock
	1 - 9 units per net acres. Specific densities are established by community plans using the following categories:
	  • Minimum-Density *(in hillside areas the slope density provisions of the LAMC shall apply)*
	  • Very Low I
	  • Very Low II
	  • Low I
	  • Low II
	  • Duplex/granny flat
		In accordance with the Los Angeles Municipal Code (LAMC)

Multi-Family Residential	• Multi-family dwelling units • Supporting uses (parks, schools, community centers, etc.) • Low Medium I: 10-17 dwelling units/net acre • Low Medium II: 18-29 dwelling units/net acre • Medium: 30-55 dwelling units/net acre • High Medium: 56-109 dwelling units/net acre • High: 110-218 dwelling units/net acre • Densities may be adjusted to achieve neighborhood stability and quality of life (refer to policies for factors to be considered)	Per LAMC Units are to be designed to convey a higher level of quality (based on guidelines suggested in Chapter 5: *Urban Form and Neighborhood Design).*
Districts, Centers,	*Mixed-Use Boulevards, Commercial*	
Neighborhood District	• Retail commercial, small professional offices, personal services, food stores, eating and drinking establishments, telecommunications centers, small cultural facilities (generally, 5,000 square feet or less), and similar uses. • Existing neighborhood-serving uses should be retained (barber shops, beauty salons, laundries, shoe repair, convenience commercial, child-care, community meeting facilities, etc.). • Uses that occupy a building footprint generally exceeding 25,000 square feet, when they meet development standards (supermarkets are exempt) • Mixed-use structures integrating housing with commercial uses (includes density and other incentives) • A focal point for surrounding residential neighborhoods and containing a diversity of land uses to encourage walking to and from adjacent neighborhoods, Neighborhood Districts are generally at a floor area ratio of 1.5:1 or less, characterized by one- to two-story buildings, pedestrian-oriented, and may be served by a local shuttle service. • Gasoline/automotive services which may also provide accessory uses such as retail, food stores, restaurants and/or take-out.	• General (highway-oriented) commercial; e.g., lumber and building supplies, nurseries, and similar uses • Large scale, high activity uses; such as entertainment • Commercial overnight accommodations
Community Center	Same as Neighborhood District with the following modifications: • Entertainment, larger cultural facilities (museums, libraries, etc.), and similar community-oriented uses characterized by high activity • Commercial overnight accommodations, small offices • Inclusion of bus or rail center (at station or intersection) • Inclusion of small parks and other community-oriented activity facilities • A focal point for surrounding residential neighborhoods and containing a diversity of uses, Community Centers generally range from floor area ratios of 1.5:1 to 3.0:1, characterized by two- to six-story buildings, e.g., some will be two-story Centers, some four- or six-story Centers depending on the character of the surrounding area. • Gasoline/automotive services which may also provide accessory uses such as retail, food stores, restaurants and/or take-out.	General (highway-oriented) commercial; e.g., lumber and building supplies, nurseries, and similar uses
Regional Center	• Corporate and professional offices, retail commercial (including malls), offices, personal services, eating and drinking establishments, telecommunications centers, entertainment, major cultural facilities (libraries, museums, etc.), commercial overnight accommodations, and similar uses. • Mixed-use structures integrating housing with commercial uses • Multi-family housing (independent of commercial) • Major transit hub • Inclusion of small parks and other community-oriented activity facilities • A focal point of regional commerce, identity and activity, Regional Centers generally will fall within the range of floor area ratios from 1.5:1 to 6.0:1, characterized by six- to 20-stories (or higher) buildings. Some will only be commercially oriented; others will contain a mix of residential and commercial uses. • Gasoline/automotive services which may also provide accessory uses such as retail, food stores, restaurants and/or take-out.	General (highway-oriented) commercial; e.g., nurseries, and similar uses

Category	Typical Characteristics/Uses	Discouraged Uses
Districts, Centers, Mixed-Use Boulevards, Commercial Cont'd		
Downtown Center	modifications: • Government offices • Industrial uses • Uses as recommended by the Downtown Strategic Plan • An international center for finance and trade that serves the population of five-county metropolitan region. Downtown is the largest government center in the region and the location for major cultural and entertainment facilities, hotels, professional offices, corporate headquarters, financial institutions, high-rise residential towers, regional transportation facilities and the Convention Center. The Downtown Center is generally characterized by a floor area ratio up to 13:1 and high-rise buildings. • Gasoline/automotive services which may also provide accessory uses such as retail, food stores, restaurants and/or take-out. Densities as defined by the community plan, as may be amended to reflect the Downtown Strategic Plan	General (highway-oriented) commercial; e.g., nurseries, and similar uses As defined by the community plan, as may be amended to reflect the Downtown Strategic Plan
Boulevard-Mixed-Use	• Uses permitted in Community Center-Mixed Use • Areas may be differentiated into smaller districts (e.g., commercial uses may be clustered at intersections, abutted by mixed-use, and intervening areas developed for multi-family housing). Uses within each area may be determined by the community plans. • A linear district that connects the city's neighborhood districts and community, regional and downtown centers, mixed-use boulevards generally will fall within a range of floor area ratios from 1.5:1 up to 4:1, characterized by one- to two-story commercial structures, up to three- to six-story mixed-use buildings between centers and higher buildings within centers. Mixed-use boulevards generally consist of three types: housing and commercial integrated in a single structure; in structures side-by-side, or on a block-by-block basis.	Per LAMC
General Commercial	• Uses as permitted by existing zoning (generally, uses permitted in the C 2 zone). • Modifications to be determined by the community plans • Potential adjustment of density to reflect parcel size and configuration, intended functional role, and characteristics of surrounding uses determined through the community plan process	Per LAMC
Overlays		
Pedestrian Overlay	Uses permitted in underlying zone provided that they conform with the requirements contained in Chapter 5: *Urban Form and Neighborhood Design.*	Development should be designed and sited to facilitate pedestrian activity *(See Urban Form and Neighborhood Design).*
Historic Overlay	Uses permitted in the underlying zone (programs for the retention of existing historic structures)	Application of the Historic Preservation Overlay Zone or similar method to promote historic preservation.
Industrial		
Industrial-Light	• Industrial uses with potential for a low level of adverse impacts on surrounding land uses • Increased range of commercial uses that *support* industrial uses (through zoning amendments) • Possible consideration for other uses where parcels will not support viable industrial uses (determined by community plan)	
Industrial-Heavy	• Industrial uses • Possible consideration for other uses where parcels will not support viable industrial uses (determined by community plan)	
Industrial-Transit	• Industrial uses with higher levels of employment that would benefit from proximity to public transit • Increased range of commercial uses that *support* industrial uses (through zoning amendments)	
Open Space		
Open Space	In accordance with the Los Angeles Municipal Code (LAMC)	In accordance with the Los Angeles Municipal Code (LAMC)
Public and Institutional		
Public and Institutional	In accordance with the Los Angeles Municipal Code (LAMC)	In accordance with the Los Angeles Municipal Code (LAMC)

* The City's zones generally allow uses which are permitted in more restricted zones. This is set forth in the LAMC. The Framework Element and use designations and the above standard are not intended to modify this system.

Policies

3.3.1 Accommodate projected population and employment growth in accordance with the Long-Range Land Use Diagram and forecasts in Table 2-2 (see Chapter 2: *Growth and Capacity*), using these in the formulation of the community plans and as the basis for the planning for and implementation of infrastructure improvements and public services. (P1, P2, P19, P43)

3.3.2 Monitor population, development, and infrastructure and service capacities within the City and each community plan area, or other pertinent service area. The results of this monitoring effort will be annually reported to the City Council and shall be used in part as a basis to:

a. Determine the need and establish programs for infrastructure and public service investments to accommodate development in areas in which economic development is desired and for which growth is focused by the General Plan Framework Element.

b. Change or increase the development forecast within the City and/or community plan area as specified in Table 2-2 (see Chapter 2: *Growth and Capacity*) when it can be demonstrated that (1) transportation improvements have been implemented or funded that increase capacity and maintain the level of service, (2) demand management or behavioral changes have reduced traffic volumes and maintained or improved levels of service, and (3) the community character will not be significantly impacted by such increases.

   Such modifications shall be considered as amendments to Table 2-2 and depicted on the community plans.

c. Initiate a study to consider whether additional growth should be accommodated, when 75 percent of the forecast of any one or more category listed in Table 2-2 (see Chapter 2: *Growth and Capacity*) is attained within a community plan area. If a study is necessary, determine the level of growth that should be accommodated and correlate that level with the capital, facility, or service improvements and/or transportation demand reduction programs that are necessary to accommodate that level.

d. Consider regulating the type, location, and/or timing of development, when all of the preceding steps have been completed, additional infrastructure and services have been provided, and there remains inadequate public infrastructure or service to support land use development.

(P42, P43)

Objective 3.4
Encourage new multi-family residential, retail commercial, and office development in the City's neighborhood districts, community, regional, and downtown centers as well as along primary transit corridors/boulevards, while at the same time conserving existing neighborhoods and related districts.

Policies

3.4.1 Conserve existing stable residential neighborhoods and lower-intensity commercial districts and encourage the majority of new commercial and mixed-use (integrated commercial and residential) development to be located (a) in a network of neighborhood districts, community, regional, and downtown centers, (b) in proximity to rail and bus transit stations and corridors, and (c) along the City's major boulevards, referred to as districts, centers, and mixed-use boulevards, in accordance with the Framework Long-Range Land Use Diagram (Figure 3-1 and 3-2). (P1, P2, P18)

3.4.2 Encourage new industrial development in areas traditionally planned for such purposes generally in accordance with the Framework Long-Range Land Use Diagram (Figure 3-2) and as specifically shown on the community plans. (P1, P2, P18, P21, P26, P37, P39)

3.4.3 Establish incentives for the attraction of growth and development in the districts, centers, and mixed-use boulevards targeted for growth that may include:

a. Densities greater than surrounding areas,

b. Prioritization of capital investment strategies for infrastructure, services, and amenities to support development,

c. Economic incentives (e.g., redevelopment, Enterprise Zones, Neighborhood Recovery, and other),

d. Streamlined development review processes,

e. "By-right" entitlements for development projects consistent with the community plans and zoning,

f. Modified parking requirements in areas in proximity to transit or other standards that reduce the cost of development, and

g. Pro-active solicitation of development.

(P1, P4, P18, P36, P38, P40, P69)

ISSUE TWO: USES, DENSITY, AND CHARACTER

SINGLE-FAMILY RESIDENTIAL

Overview

The Framework Element recognizes the importance of existing single-family residential neighborhoods and the need to conserve them. Traditionally, they have formed the fabric that has distinguished the City from other urban areas. Even with substantial growth, the single-family dwelling is still considered to be a major objective of most income and ethnic groups. These areas also afford added opportunities to take advantage of the variety of lifestyles such as water-oriented, rural/agricultural and equestrian-keeping special use neighborhoods.

While it is the goal of the Framework Element to preserve single-family neighborhoods, at the same time, it is also recognized that there are a number of single-family neighborhoods containing dilapidated structures or which abut and are significantly impacted by development of considerably greater intensity. In these areas, the Framework Element allows the consideration of increased development density by amendments to the community plans including extensive public input.

GOAL 3B
Preservation of the City's stable single-family residential neighborhoods.

Objective 3.5
Ensure that the character and scale of stable single-family residential neighborhoods is maintained, allowing for infill development provided that it is compatible with and maintains the scale and character of existing development.

Policies

Uses and Density

3.5.1 Accommodate the development of single-family dwelling units in areas designated as "Single-Family Residential" on the General Plan Framework Long-Range Land Use Diagram, in accordance with Table 3-1. The density permitted for each parcel shall be identified in the community plans using land use categories specified in Table 3-2. (P1, P18)

Table 3-2

Land Use Designation	Corresponding Zones	Density Per Net Acre
Minimum	A1, A2, RE 40, OS	0.4 -1
Very Low	RE 20, RA, RE 15, RE 11	2 - 3
Very Low I	RE 20, RA	2
Very Low II	RE 14, RE 11	2 - 3
Low	RE 9, RS, R1, RD 6, RD 5, RU	4 - 12



Historic single-family residential neighborhoods; with housing units oriented to the street, large setbacks, and extensive street trees

Design and Development

3.5.2 **Require that new development in single-family neighborhoods maintains its predominant and distinguishing characteristics such as property setbacks and building scale. (P1, P18)**

3.5.3 **Promote the maintenance of existing single-family neighborhoods and support programs for the renovation and rehabilitation of deteriorated and aging housing units. (P1, P2, P29)**

3.5.4 **Require new development in special use neighborhoods such as water-oriented, rural/agricultural and equestrian communities to maintain their predominant and distinguishing characteristics. (P1, P18)**

3.5.5 **Promote the maintenance and support of special use neighborhoods to encourage a wide variety of these and unique assets within the City. (P1, P18)**

Objective 3.6

Allow for the intensification of selected single-family areas that directly abut high-density development as "transitions" between these uses.

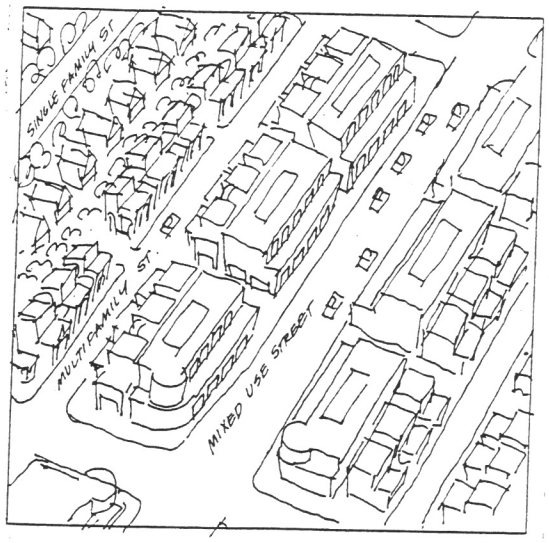


Illustration of the use of transitional densities between commercial and mixed-use districts and single-family residential neighborhoods

3.6.1 Ensure that the new development of "duplex" or multi-family units maintains the visual and physical character of adjacent single-family neighborhoods, including the maintenance of front property setbacks, modulation of building volumes and articulation of facade to convey the sense of individual units, and use of building materials that characterize single-family housing. (P18)

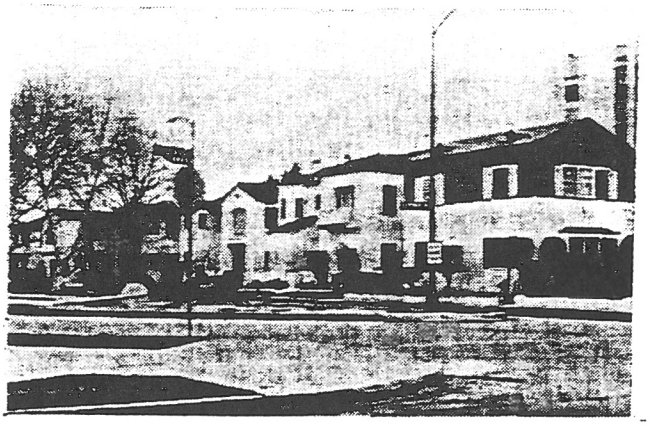
MULTI-FAMILY RESIDENTIAL

Overview

It is the intent of the Framework Element to maintain existing stable multi-family residential neighborhoods. In those stable neighborhoods characterized by a mix of densities and dwelling types, permitted densities may be reduced to levels consistent with the character of the entire area in order to minimize impacts on infrastructure, services, and/or maintain or enhance the residents' quality of life. The loss of potential units in these locations can be offset by the provision of new housing opportunities in mixed-use districts, centers, and boulevards. The determination of the locations in which such modifications may occur would normally occur as amendments to the community plans or other initiatives as provided for by the Los Angeles Municipal Code. The Framework Element establishes guidelines to achieve higher quality multi-family dwellings, such as design character, amenity, and open space.

GOAL 3C
Multi-family neighborhoods that enhance the quality of life for the City's existing and future residents.

Objective 3.7
Provide for the stability and enhancement of multi-family residential neighborhoods and allow for growth in areas where there is sufficient public infrastructure and services and the residents' quality of life can be maintained or improved.



Existing multi-family residential neighborhood



Illustration of new multi-family dwelling units; with modulated and articulated facades and extensive landscape

Policies

Uses and Density

3.7.1 Accommodate the development of multi-family residential units in areas designated in the community plans in accordance with Table 3-1 and Zoning Ordinance densities indicated in Table 3-3, with the density permitted for each parcel to be identified in the community plans. (P1, P18)

Table 3-3

Land Use Designation	Corresponding Zones	Density Per Net Acre
Low Medium I	RD 3, RD 4, RZ 2.5, RZ 3, RZ 4, RU, R2	10 - 17
Low Medium II	RW 1, RD 1.5, RD 2	18 - 29
Medium	R3	30 - 55
High Medium	R4, [Q]R4[4]	56 - 109
High	R5, [Q]R5	110 - 218

3.7.2 Consider decreasing the permitted densities, by amendments to the community plan, of areas designated for multi-family residential where there is a mix of existing unit types and density and/or built densities are below the maximum permitted. When determining whether to reduce these densities, consider the following criteria:

a. There is inadequate public infrastructure or services to provide for the needs of existing or future residents for which the cost of improvements would result in an undue burden on the community or are infeasible;

b. The quality of life of the area's residents has been adversely impacted by the density of development (crime, noise, pollution, etc.);

c. The neighborhood is physically and functionally stable;

d. Existing housing units are structurally sound or can be upgraded without undue costs;

[Q] stands for qualified classification as defined in Section 12.32G.3 of the LAMC. It establishes additional standards for development of the underlying permitted use to reflect conditions or objectives that are unique to the area in which the designation is applied. This note applies to all subsequent references to [Q] in Tables 3-5, 3-6, 3-7, 3-8, 3-9, and 3-10.

e. There is a desire of the residents to preserve existing housing and neighborhood qualities; and/or

f. Adequate housing potential exists or can be provided in nearby areas, including those designated for mixed-use development, in order to offset the loss of any potential units due to the reduced densities.

(P1)

3.7.3 Allow the reconstruction of existing multi-family dwelling units destroyed by fire, earthquakes, flooding, or other natural catastrophes to their pre-existing density in areas wherein the permitted multi-family density has been reduced below the pre-existing level. (P18)

Design and Development

3.7.4 Improve the quality of new multi-family dwelling units based on the standards in the *Urban Form and Neighborhood Design* Chapter of this Element. (P1, P18, P24, P25)



New multi-family housing units; modulated building volumes, articulated facades, oriented to the street, and extensive landscape



Historic multi-family housing units; modulated building volume, articulated facade, and orientation to the street

NEIGHBORHOOD DISTRICTS

Definition

Neighborhood districts are intended focal points of surrounding residential neighborhoods and serve populations of 15,000 to 25,000 residents. They contain a diversity of uses that serve daily needs, such as restaurants, retail outlets, grocery stores, child care facilities, community meeting rooms, pharmacies, religious facilities and other similar uses. The clustering of uses minimizes automobile trips and encourages walking to and from adjacent residential neighborhoods. Pedestrian-oriented areas are encouraged, and the district may be served by a local shuttle service.

Physically, neighborhood districts are generally characterized by one- or two-story low-rise structures, particularly in suburban areas of the City. Pedestrian activity will be encouraged by the emphasis on local-serving uses, design of buildings, and incorporation of streetscape amenities. Generally, neighborhood districts are at FAR 1.5:1 or less, and characterized by one- and two-story building, as determined in the community plan.

"Traditional" shopping centers, containing a large supermarket anchor with ancillary stores and large open parking areas, also can be considered as neighborhood districts as they offer the opportunity to convert excess surface parking for the introduction of an expanded mix of neighborhood-oriented uses.



Neighborhood district: Larchmont Village



Neighborhood district characteristics: articulated architecture, buildings on street, and pedestrian orientation

GOAL 3D

Pedestrian-oriented districts that provide local identity, commercial activity, and support Los Angeles' neighborhoods.

Objective 3.8

Reinforce existing and establish new neighborhood districts which accommodate a broad range of uses that serve the needs of adjacent residents, promote neighborhood activity, are compatible with adjacent neighborhoods, and are developed as desirable places to work and visit.

Policies

Uses and Density

3.8.1 **Accommodate the development of neighborhood-serving uses in areas designated as "Neighborhood District" in accordance with Tables 3-1 and 3-4. The range and densities/intensities of uses permitted in any area shall be identified in the community plans. (P1, P18)**

Table 3-4

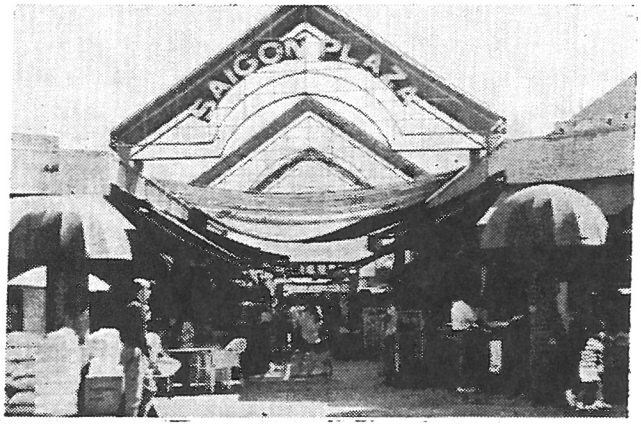
Land Use Designation	Corresponding Zones
Neighborhood District	C1, C1.5, C4, [Q]C2

3.8.2 **Encourage the retention of existing and development of new commercial uses that primarily are oriented to the residents of adjacent neighborhoods and promote the inclusion of community services (e.g., childcare and community meeting rooms). (P1, P18, P34)**

3.8.3 **Encourage the owners of existing commercial shopping centers that contain chain grocery and drug stores to include additional uses, such as restaurants, entertainment, childcare facilities, public meeting rooms, recreation, cultural facilities, and public open spaces, which enhance neighborhood activity. (P18, P35)**



Shopping center incorporating retail shops with upper level housing and pedestrian-oriented amenities



Open air marketplace incorporated in neighborhood district

Design and Development

3.8.4 **Enhance pedestrian activity by the design and siting of structures in accordance the *Urban Form and Neighborhood Design* policies of this Element and Pedestrian-Oriented District Policies 3.16.1 through 3.16.3. (P1, P18, P24, P25)**

3.8.5 **Initiate a program of streetscape improvements, where appropriate. (P30, P31, P32)**

3.8.6 **Encourage out door areas within neighborhood districts to be lighted for night use, safety and comfort commensurate with their intended nighttime use. (P17, P24)**

COMMUNITY CENTERS

Definition

Community centers are intended to be identifiable focal points and activity centers for surrounding groups of residential neighborhoods, serving a population of 25,000 to 100,000. They differ from neighborhood districts in their size and intensity of business and social activity. They contain a diversity of uses such as small offices, overnight accommodations, cultural and entertainment facilities, schools and libraries in addition to neighborhood-oriented uses.

Two types of community centers are identified:

1. **A multi-use, non-residential center that encourages the development of professional offices, hotels, cultural and entertainment facilities, in addition to the neighborhood-oriented uses.**

2. **A mixed-use center that encourages the development of housing in concert with the multi-use commercial uses.**

Within the centers, the joint development of public and private facilities, e.g., elementary school grades, libraries, or public cultural facilities, in multi-use developments is encouraged.

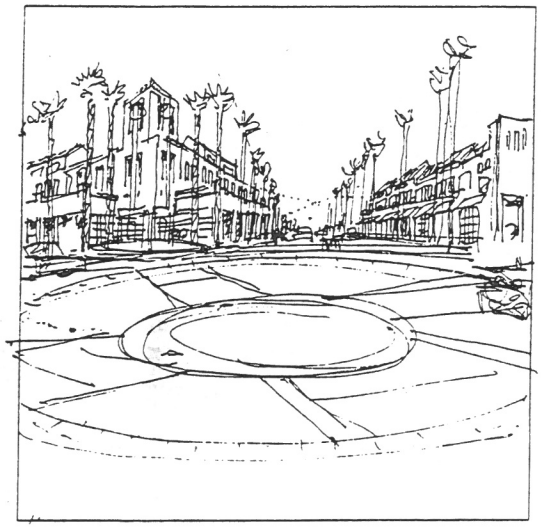
Generally, community centers range from FAR 1.5:1 to 3:1. The precise designation will be determined in the community plan. Physically, the scale and density of community centers would be greater than the neighborhood districts, generally with building heights ranging from two- to six-stories depending on the character of the surrounding area. In older areas of the City where urban patterns are established, continuation of the exterior building walls will be important to induce pedestrian activity. In newer, more suburban areas, setbacks and larger landscaped areas may be introduced.

Community centers should be planned for both night and day use. Street, pedestrian, and area lighting shall be provided to recognized standards commensurate with planned nighttime use.

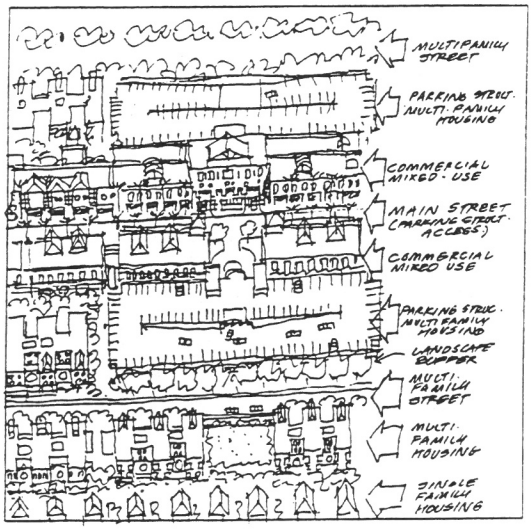
Community centers are served by small shuttles and local buses in addition to automobiles and may be located along transit streets. Major transportation hubs (rail, bus, or both) would be encouraged

to develop in each community center to facilitate improved access to and from the remainder of the City. Centralized parking structures should be integrated with private and public development, where appropriate.

The integration and mixing of uses in the community centers will increase opportunities for employees to live near their jobs and residents to live near shopping. To the extent that this is accomplished, the length and number of vehicular trips would be reduced and pedestrian/bicycle activity would be increased, which in turn will reduce air pollution.



Community center character: buildings located along street frontage forming a common "wall," pedestrian-oriented amenities and architecture



Buildings located along street with parking to the rear, abutted by multi-family housing as transition to single-family residential neighborhood

GOAL 3E
Pedestrian-oriented, high activity, multi- and mixed-use centers that support and provide identity for Los Angeles' communities.

Objective 3.9
Reinforce existing and encourage new community centers, which accommodate a broad range of uses that serve the needs of adjacent residents, promote neighborhood and community activity, are compatible with adjacent neighborhoods, and are developed to be desirable places in which to live, work and visit, both in daytime and nighttime.

Policies

Uses and Density

3.9.1 **Accommodate the development of community-serving commercial uses and services and residential dwelling units in areas designated as "Community Center" in accordance with Tables 3-1 and 3-5. The ranges and densities/intensities of uses permitted in any area shall be identified in the community plans. (P1, P18)**

Table 3-5

Land Use Designation	Corresponding Zones
Community Center	CR, C4, [Q]C2

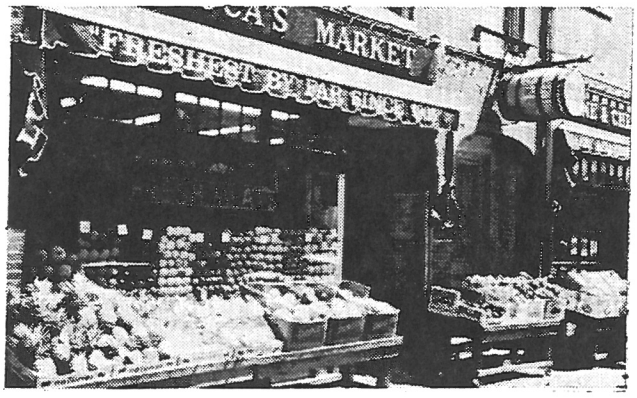
3.9.2 **Encourage the integration of school classrooms, libraries, and similar educational and cultural facilities within commercial, office, and mixed commercial-residential structures. (P13, P16, P18, P22)**

3.9.3 **Determine the appropriateness of centralized and shared parking structures, and where suitable and feasible, encourage their development. (P4)**

3.9.4 **Promote the development of para-transit or other local shuttle system and bicycle amenities that provide access for residents of adjacent neighborhoods, where appropriate and feasible. (P4, P43)**



Community Center: Studio City; buildings located along the street frontage, pedestrian-oriented



Orientation of merchandise to the street to enliven the area

Design and Development

3.9.5 **Promote pedestrian activity by the design and siting of structures in accordance with Pedestrian-Oriented District Policies 3.16.1 through 3.16.3. (P1, P2, P18, P24, P25)**

3.9.6 **Require that commercial and mixed-use buildings located adjacent to residential zones be designed and limited in height and scale to provide a transition with these uses, where appropriate. (P1, P18, P24)**

3.9.7 **Provide for the development of public streetscape improvements, where appropriate. (P30, P31, P32)**

3.9.8 **Support the development of public and private recreation and small parks by incorporating pedestrian-oriented plazas, benches, other streetscape amenities and, where appropriate, landscaped play areas. (P2, P31, P66)**

3.9.9 **Require that outdoor areas of developments, parks, and plazas located in community centers be lighted for night use, safety, and comfort commensurate with their intended nighttime use, where appropriate. (P17, P18, P24, P48)**

REGIONAL CENTERS

Definition

Regional centers are intended to serve as the focal points of regional commerce, identity, and activity. They cater to many neighborhoods and communities and serve a population of 250,000 to 500,000 residents.

They contain a diversity of uses such as corporate and professional offices, retail commercial malls, government buildings, major health facilities, major entertainment and cultural facilities and supporting services. Region-serving retail commercial malls and retail services should be integrated where they complement and support the other uses in the regional center. The development of sites and structures integrating housing with commercial uses is encouraged in concert with supporting services, recreational uses, open spaces, and amenities.

Regional centers, typically, provide a significant number of jobs and many non-work destinations that generate and attract a high number of vehicular trips. Consequently, each center shall function as a hub of regional bus or rail transit both day and night. Good quality street, area, and pedestrian lighting is essential to generating feelings of safety, comfort, and well being necessary for ensuring public nighttime use of transit facilities.

They are typically high-density places whose physical form is substantially differentiated from the lower-density neighborhoods of the City. Generally, regional centers will range from FAR 1.5:1 to 6:1 and are characterized by six- to twenty-story (or higher) buildings as determined in the community plan. Their densities and functions support the development of a comprehensive and inter-connected network of public transit and services.

Physically, the regional centers are generally characterized by three forms of development.

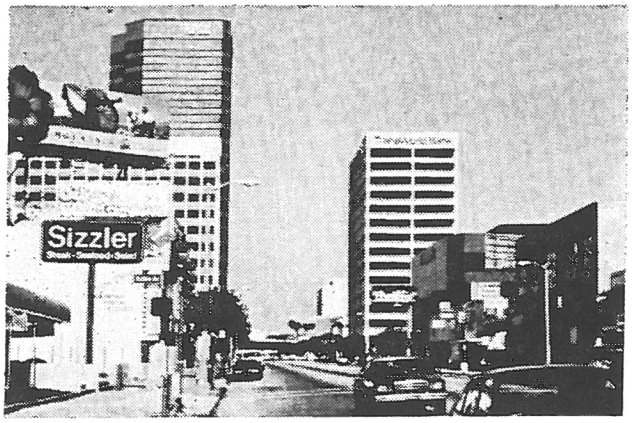
1. Areas containing mid- and high-rise structures concentrated along arterial or secondary highway street frontages (e.g., Wilshire and Hollywood Boulevards). The intensity of activity and incorporation of retail uses in the ground floor of these structures should induce considerable pedestrian activity.

2. Areas containing mid- and high-rise structures sited on large independent lots, set back from the property frontages (e.g., Warner Center and most of Century City). Though inhibited by the separation of structures, it is encouraged that buildings and sites be designed to improve pedestrian activity within the center.

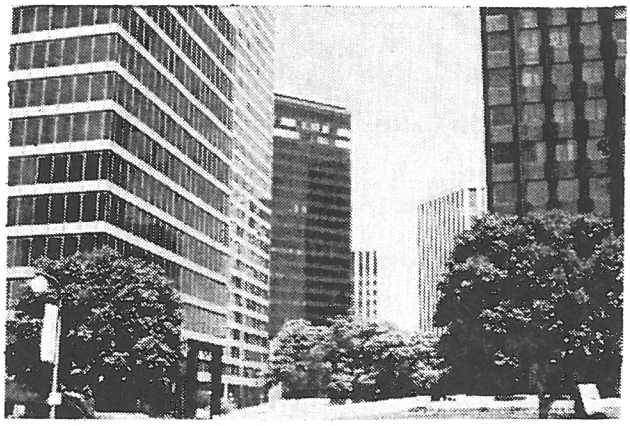
3. Areas containing retail commercial "malls," characterized by low- and mid-rise buildings clustered around common pedestrian areas. It is encouraged that these buildings be sited and designed to improve their relationships to their principal street frontages, enhancing pedestrian activity.

GOAL 3F
Mixed-use centers that provide jobs, entertainment, culture, and serve the region.

Objective 3.10
Reinforce existing and encourage the development of new regional centers that accommodate a broad range of uses that serve, provide job opportunities, and are accessible to the region, are compatible with adjacent land uses, and are developed to enhance urban lifestyles.



Regional Centers: Sherman Oaks



Century City

Policies

Uses and Density

3.10.1 **Accommodate land uses that serve a regional market in areas designated as "Regional Center" in accordance with Tables 3-1 and 3-6. Retail uses and services that support and are integrated with the primary uses shall be permitted. The range and densities/intensities of uses permitted in any area shall be identified in the community plans. (P1, P18)**

Table 3-6

Land Use Designation	Corresponding Zones
Regional Center	CR, C1.5, C4, [Q]C2

3.10.2 **Accommodate and encourage the development of multi-modal transportation centers, where appropriate. (P4, P18, P52)**

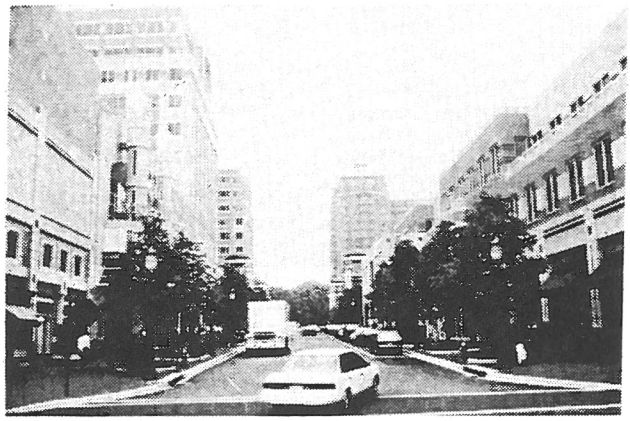
Design and Development

3.10.3 **Promote the development of high-activity areas in appropriate locations that are designed to induce pedestrian activity, in accordance with Pedestrian-Oriented District Policies 3.15.1 through 3.15.3, and provide adequate transitions with adjacent residential uses at the edges of the centers. (P1, P18, P24)**

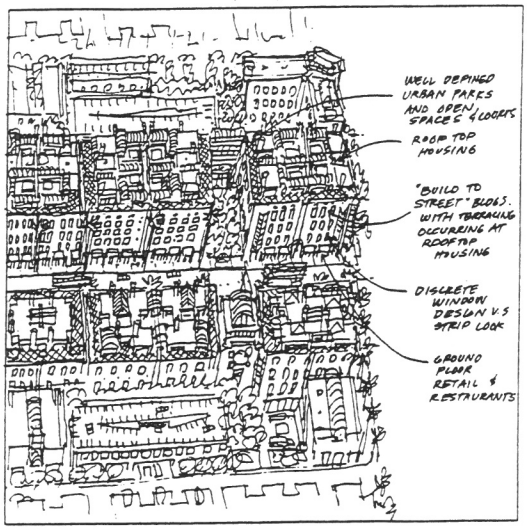
3.10.4 **Provide for the development of public streetscape improvements, where appropriate. (P30, P31, P32)**

3.10.5 **Support the development of small parks incorporating pedestrian-oriented plazas, benches, other streetscape amenities and, where appropriate, landscaped play areas. (P2, P31, P66)**

3.10.6 **Require that Regional Centers be lighted to standards appropriate for nighttime access and use. (P17, P18, P24, P48)**



Regional center incorporating retail, offices, and housing (on upper floors) with enhanced pedestrian character buildings sited along sidewalk, pedestrian-amenities)



Characteristics of regional centers: buildings on street frontage, inclusion of small parks, retail and restaurants located on the ground floor

DOWNTOWN CENTER

Definition

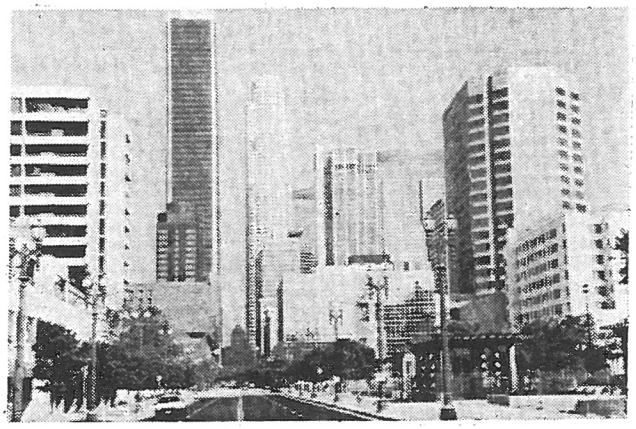
Downtown Los Angeles is an international center for finance and trade that serves the population of the five-county metropolitan region. It is the largest government center in the region and the location for major cultural and entertainment facilities, hotels, high-rise residential towers, regional transportation facilities and the Convention Center. These uses serve the region, state, nation and world. Generally the Downtown Center is characterized by FARs up to 13:1 and high-rise buildings.

The adopted Downtown Strategic Plan provides direction and guidance for the area's continued development and evolution. While its policies provide for both business retention and attraction and seek to maintain the area's economic role in the regional economy, the Element emphasizes the development of new housing opportunities and services to enliven the downtown and capitalize on the diversity of the City's population. The Central City Community Plan should be amended guided by this Element.

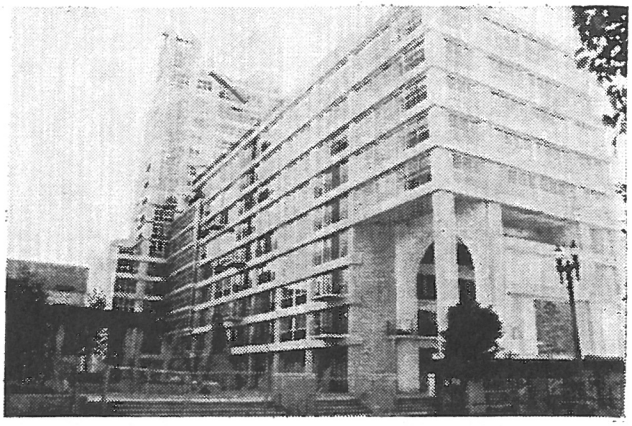
The Framework Element reflects the Strategic Plan's goals and maintains the Downtown Center as the primary economic, governmental, and social focal point of Los Angeles, while increasing its resident community. In this role, the Downtown Center will continue to accommodate the highest development densities in the City and function as the principal transportation hub for the region.

To support Downtown as the primary center of urban activity of the Los Angeles region, its development should reflect a high design standard. Additionally, nighttime uses should be encouraged and public safety enhanced to meet the needs of residents and visitors.

GOAL 3G
A Downtown Center as the primary economic, governmental, and social focal point of the region with an enhanced residential community.



Downtown Los Angeles



Multi-family housing located in South Park area

Objective 3.11
Provide for the continuation and expansion of government, business, cultural, entertainment, visitor-serving, housing, industries, transportation, supporting uses, and similar functions at a scale and intensity that distinguishes and uniquely identifies the Downtown Center.

Policies

3.11.1 Encourage the development of land uses and implement urban design improvements guided by the Downtown Strategic Plan. (P1, P2, P18)

3.11.2 Revise the Central City Community Plan guided by the Downtown Strategic Plan. (P1)

GENERAL COMMERCIAL AREAS

Definition

The land use definition "General Commercial" applies to a diversity of retail sales and services, office, and auto-oriented uses comparable to those currently allowed in the "C2" zone (including residential). They are located outside of districts, centers, and mixed-use boulevards and occur at the intersections of major and secondary streets, or as low rise, low-density linear "strip" development along major and secondary streets.

GOAL 3H
Lower-intensity highway-oriented and local commercial nodes that accommodate commercial needs outside centers and districts.

Objective 3.12
Generally, maintain the uses, density, and character of existing low-intensity commercial districts whose functions serve surrounding neighborhoods and/or are precluded from intensification due to their physical characteristics.

Policies

Uses and Density

3.12.1 Accommodate the development of uses in areas designated as "General Commercial" in the community plans in accordance with Tables 3-1 and 3-7. The range and densities/intensities of uses permitted in any area shall be identified in the community plans. (P1, P19)

Table 3-7

Land Use Designation	Corresponding Zones
General Commercial	C2, [Q]C2



Typical shopping center

3.12.2 Consider adjusting permitted densities of areas designated for General Commercial, where existing buildings are developed at densities substantially below the maximum permitted by amendments to the community plans, where appropriate, based on consideration of the following:

a. Where commercial parcels of less than 150 feet in depth abut areas designated for single-family residential;

b. Where the total area and/or configuration of the commercial parcel precludes the development of adequate on-site parking, unless adjacent to a transit station or code-required parking is provided in a common parking facility in proximity to the site;

c. Where site driveways may adversely impact traffic flows along principal streets or in adjacent residential neighborhoods; and/or

d. Where there are local community objectives for the preservation of the prevailing scale and character of development.

(P1, P18)

3.12.3 Permit the re-construction of existing commercial structures destroyed by fire, earthquakes, flooding, or other natural catastrophes to their pre-existing intensity. (P18)

MIXED-USE BOULEVARDS

Definition

Generally, the neighborhood districts, community centers, and some regional centers occur as clustered development along the City's arterial corridors. The Framework Element intends to enhance the connecting spaces that lie between these areas, and that traditionally have been zoned for commercial uses, in three ways: (1) retention for highway-oriented commercial uses, (2) intensification of low-intensity or marginally viable commercial areas with existing or planned major bus or rail transit facilities for new commercial development and/or structures that integrate commercial and housing development, and (3) re-use of corridors that are characterized by a prevailing mix of marginal or obsolete commercial uses and housing for new multi-family residential units.

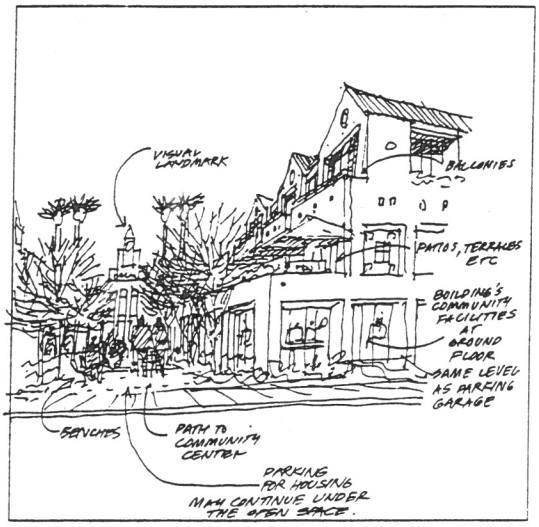
In the first case, development is to occur in accordance with the "General Commercial" policies discussed in the preceding section.

In the second and third cases, where the corridors are appropriate for a mix of housing and commercial, the community plans should designate the areas as mixed-use boulevards. Mixed use is encouraged along mixed-use boulevards at a scale, density, and height of development compatible with the nearby residential neighborhoods. Generally, different types of mixed-use boulevards will fall within a range of floor area ratios from 1.5:1 up to 4:1 and be generally characterized by one- and two-story commercial structures, up to three- to six-story mixed use buildings between centers and higher buildings within centers. Mixed-use boulevards and served by a variety of transportation facilities.

In the second case above, the intent of a mixed-use designation is to extend surrounding residential communities and supporting services into the boulevards. Community and neighborhood commercial uses, public services, cultural facilities, school classrooms, and similar facilities could be integrated in mixed-use structures and sites that would be located within walking distance of surrounding residential neighborhoods and accessible from the boulevard's public transit. Buildings would be located along the sidewalk frontages and contain uses that would promote pedestrian activity.



Mixed-use structures (retail and housing) in boulevard



Inclusion of community center and mixed-uses in boulevard

In the third case, multi-family housing would occur at mid-block locations between commercial or mixed-use nodes that would be developed at the principal intersections. While a number of boulevard locations are identified on the Land Use Diagram, this option should also be considered for areas designated as "Boulevard-Mixed Use," subject to further community input when community plans are amended. Housing development in these areas would reduce the need to intensify mixed-density neighborhoods that are presently zoned for intensification of multi-family development.

GOAL 3I
A network of boulevards that balance community needs and economic objectives with transportation functions and complement adjacent residential neighborhoods.

Objective 3.13
Provide opportunities for the development of mixed-use boulevards where existing or planned major transit facilities are located and which are characterized by low-intensity or marginally viable commercial uses with commercial development and structures that integrate commercial, housing, and/or public service uses.

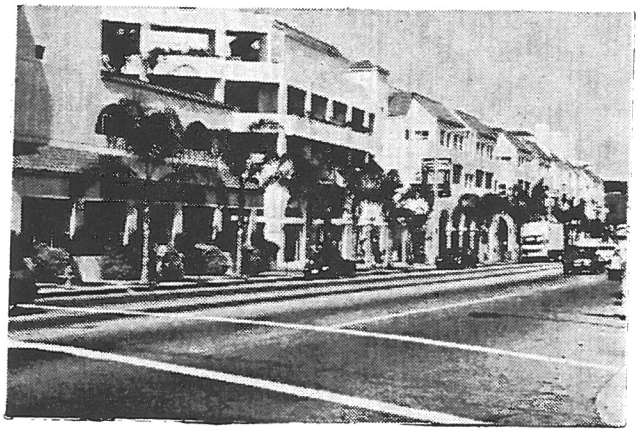
Policies

Uses and Density

3.13.1 **Encourage the development of commercial uses and structures that integrate housing units with commercial uses in areas designated as "Boulevard-Mixed Use" in accordance with Tables 3-1 and 3-8. The range and density/intensity of uses permitted in any area shall be identified in the community plans. (P1, P18)**

Table 3-8

Land Use Designation	Corresponding Zones
Boulevard-Mixed Use	CR, C1, C1.5, C2, C4, [Q]C2



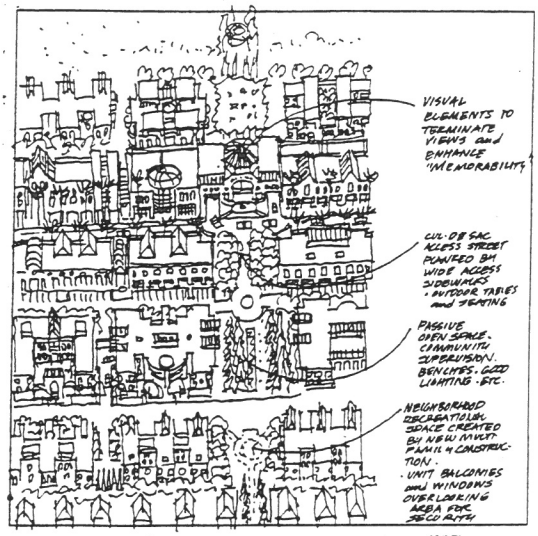
Example of mixed-use development, integrating housing with commercial uses (Venice Renaissance)

3.13.2 **Allow boulevards designated for mixed uses to be differentiated into sub-areas that may individually accommodate: (1) sites developed exclusively for commercial uses, (2) structures that integrate housing with commercial uses, (3) sites that contain a mix of free-standing commercial and housing, and (4) sites developed exclusively for multi-family housing. The determination of the appropriate differentiation shall be accomplished by the community plans in consideration of the following:**

- **a. Parcel depth and relationship to adjacent uses;**
- **b. Adjacency to multi-family residential neighborhoods;**
- **c. Location on a major bus or funded rail transit route;**
- **d. Existence of existing mixed uses; and/or**
- **e. Condition and economic value of existing structures (e.g., prevalence of dilapidation and/or economically obsolete commercial uses).**

(P1, P18)

3.13.3 **Encourage the inclusion of public service uses (e.g., day and elder care, community meeting rooms, and recreational facilities), school classrooms, cultural facilities (museums and libraries), and similar uses in mixed-use structures. (P1, P18, P22, P25)**



Access to mixed-use boulevard and community facility from surrounding residential neighborhood

Design and Development

3.13.4 Provide adequate transitions where commercial and residential uses are located adjacent to one another. (P1, P18, P24)

3.13.5 Support the development of recreational and small parks in areas developed with mixed-use structures. (P2, P24)

3.13.6 Design multi-family residential units to minimize the impacts of traffic and noise and incorporate recreational and open space amenities to support the needs of the residents. (P1, P18, P24)

INDUSTRIAL

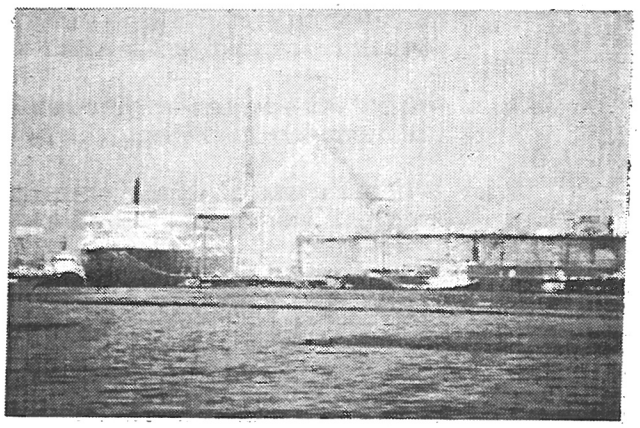
Definition

It is the intent of the General Plan Framework Element to preserve industrial lands for the retention and expansion of existing and attraction of new industrial uses that provide job opportunities for the City's residents. As indicated in the *Economic Development* Chapter of the Framework Element, some existing industrially zoned lands may be inappropriate for new industries and should be converted for other land uses. Where such lands are to be converted, their appropriate use shall be the subject of future planning studies. Policies provide for the consideration of a broader array of uses within the industrial zones than has traditionally been acceptable to facilitate the clustering of uses, which may include retail, that support the basic industries or the location of industries in the same area where the waste products of one can be recycled as a resource for another ("industrial ecology") or a campus-like cluster of related uses.

GOAL 3J
Industrial growth that provides job opportunities for the City's residents and maintains the City's fiscal viability.



Industrial land use east and south of Downtown Los Angeles



Port of Los Angeles

Objective 3.14
Provide land and supporting services for the retention of existing and attraction of new industries.

Policies

Uses and Density

3.14.1 **Accommodate the development of industrial uses in areas designated as "Industrial-Light," "Industrial-Heavy," and "Industrial-Transit" in accordance with Tables 3-1 and 3-9. The range and intensities of uses permitted in any area shall be determined by the community plans. (P1, P18)**

Table 3-9

Land Use Designation	Corresponding Zones
Industrial-Light	CM, MR 1, MR 2, M1, M2
Industrial-Heavy	M 3
Industrial-Transit	CM, M1, M2, C2

3.14.2 **Provide flexible zoning to facilitate the clustering of industries and supporting uses, thereby establishing viable "themed" sectors (e.g., movie/television/media production, set design, reproductions, etc.). (P19)**

3.14.3 **Promote the re-use of industrial corridors for small scale incubator industries. (P1, P2, P26, P31, P36)**

3.14.4 **Limit the introduction of new commercial and other non-industrial uses in existing commercial manufacturing zones to uses which support the primary industrial function of the location in which they are located. (P1, P38)**

3.14.5 **Promote the development of a mix of commercial and light industrial uses in areas designated as Industrial-Transit. (P1, P38)**

3.14.6 **Consider the potential re-designation of marginal industrial lands for alternative uses by amending the community plans based on the following criteria:**

a. Where it can be demonstrated that the existing parcelization precludes effective use for industrial or supporting functions and where there is no available method to assemble parcels into a unified site that will support viable industrial development;

b. Where the size and/or the configuration of assembled parcels are insufficient to accommodate viable industrial development;

c. Where the size, use, and/or configuration of the industrial parcels adversely impact adjacent residential neighborhoods;

d. Where available infrastructure is inadequate and improvements are economically infeasible to support the needs of industrial uses;

e. Where the conversion of industrial lands to an alternative use will not create a fragmented pattern of development and reduce the integrity and viability of existing industrial areas;

f. Where the conversion of industrial lands to an alternative use will not result in an adverse impact on adjacent residential neighborhoods, commercial districts, or other land uses;

g. Where it can be demonstrated that the reduction of industrial lands will not adversely impact the City's ability to accommodate sufficient industrial uses to provide jobs for the City's residents or incur adverse fiscal impacts; and/or

h. Where existing industrial uses constitute a hazard to adjacent residential or natural areas.

(P1, P18)

3.14.7 Consider the potential redesignation of non-industrial properties located adjacent to lands designated and developed with industrial uses for industrial purposes by amending the community plans or by conditional use permits based on the following criteria:

a. The redesignation is required to accommodate the expansion of existing industrial uses to facilitate their retention in areas in which they are located;

b. There is substantial support of the property owners of the parcels to be redesignated;

c. There is no significant disruption or intrusion into existing residential neighborhoods, commercial districts, or other land uses;

d. There are no adverse environmental impacts (traffic, noise, lighting, air pollution, other) on adjacent land uses due to the industrial uses; and

e. There is adequate infrastructure to support the expanded industrial use(s).

(P1, P18)

3.14.8 Encourage the development in areas designated as "Industrial-Heavy" of critical public facilities that are necessary to support the needs of residents and businesses but normally are incompatible with residential neighborhoods and commercial districts, such as corporate yards. (P1, P18, P37)

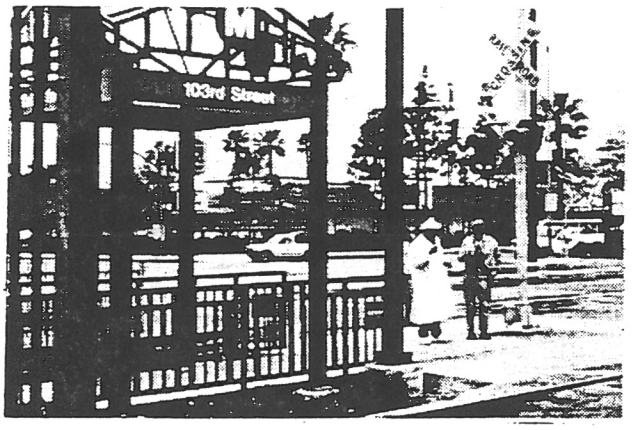
Design and Development

3.14.9 Initiate programs for lot consolidation and implement improvements to assist in the retention/expansion of existing and attraction of new industrial uses, where feasible. (P36, P37)

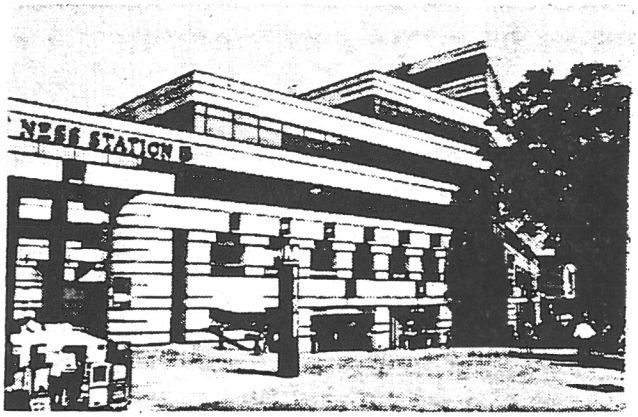
TRANSIT STATIONS

Definition

It is the intent of the General Plan Framework Element to encourage new development in proximity to rail and bus transportation corridors and stations. The concentration of uses in the designated neighborhood districts, community, regional, and Downtown centers, and mixed-use boulevards (preceding policies) reflect this objective. Within these areas, the highest development intensities are targeted generally within one quarter mile of the transit stations (this standard may vary based on local circumstances). It is intended that a considerable mix of uses be accommodated to provide population support and enhance activity near the stations. This may encompass a range of retail commercial, offices, personal services, entertainment, restaurants, and housing that serve both transit users and local residents. The incorporation of extensive streetscape amenities to promote pedestrian activity is encouraged in each area.



Metrorail Blue Line Station



Example of mixed-use development at rail transit station with retail, grocery store, and offices located above transit portal

GOAL 3K
Transit stations to function as a primary focal point of the City's development.

Objective 3.15
Focus mixed commercial/residential uses, neighborhood-oriented retail, employment opportunities, and civic and quasi-public uses around urban transit stations, while protecting and preserving surrounding low-density neighborhoods from the encroachment of incompatible land uses.

Policies

Uses and Densities

3.15.1 Prepare detailed plans for land use and development of transit-oriented districts consistent with the provisions of the General Plan Framework Element and the *Land Use/Transportation Policy*. [Appendix F of the Transportation Element] (P1, P4, P18)

3.15.2 Work with developers and the Metropolitan Transportation Authority to incorporate public- and neighborhood-serving uses and services in structures located in proximity to transit stations, as appropriate. (P55)

3.15.3 Increase the density generally within one quarter mile of transit stations, determining appropriate locations based on consideration of the surrounding land use characteristics to improve their viability as new transit routes and stations are funded in accordance with Policy 3.1.6. (P1, P18)

Design and Development

3.15.4 **Design and site new development to promote pedestrian activity and provide adequate transitions with adjacent residential uses. (P1, P18, P24, P25)**

3.15.5 **Provide for the development of public streetscape improvements, where appropriate. (P33, P34, P35, P36)**

3.15.6 **Establish standards for the inclusion of bicycle and vehicular parking at and in the vicinity of transit stations; differentiating these to reflect the intended uses and character of the area in which they are located (e.g., stations in some urban areas and "kiss-and-ride" facilities may have limited parking, while those in suburban locations may contain extensive parking). (P4, P18, P69)**

PEDESTRIAN-ORIENTED DISTRICTS

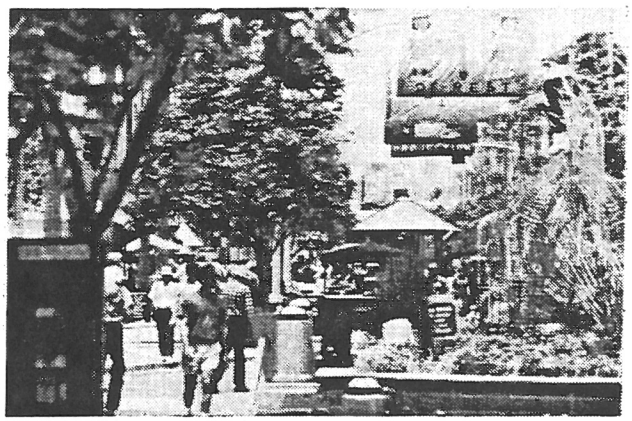
Definition

It is the intent of the General Plan Framework Element to encourage the establishment of commercial and mixed-use districts that promote pedestrian activity. Such districts can become community-oriented focal points that are differentiated from the prevailing pattern of development and reduce the use of the automobile. Successful pedestrian districts can enhance the economic vitality of their uses, such as has been experienced in Larchmont Boulevard and Melrose Avenue. All neighborhood districts, community centers, and portions of regional centers and mixed-use boulevards should be considered for designation as pedestrian districts in the community plans.

In designated pedestrian-oriented districts, new structures should be located to form common and semi-continuous building "walls" along primary street frontages and pedestrian sidewalks. The ground floor of structures shall primarily contain uses that are characterized by a high level of customer use and their facades designed to promote pedestrian interest. Outdoor restaurants should be encouraged. Sidewalks should incorporate amenities to make pedestrian activity a pleasant experience, such as street trees and landscaping, benches, trash receptacles, pedestrian-oriented lighting and signage, and attractive paving materials, bicycle amenities, and other "slow street" techniques.



Pedestrian active street: Broadway
Character: buildings located along street frontage, uses open onto the street (visible and accessible), signage oriented to the pedestrian



Pedestrian-oriented streetscape amenities: trees, public art, siting areas, street trees and other landscape, pedestrian-scaled lighting fixtures

GOAL 3L
Districts that promote pedestrian activity and provide a quality experience for the City's residents.

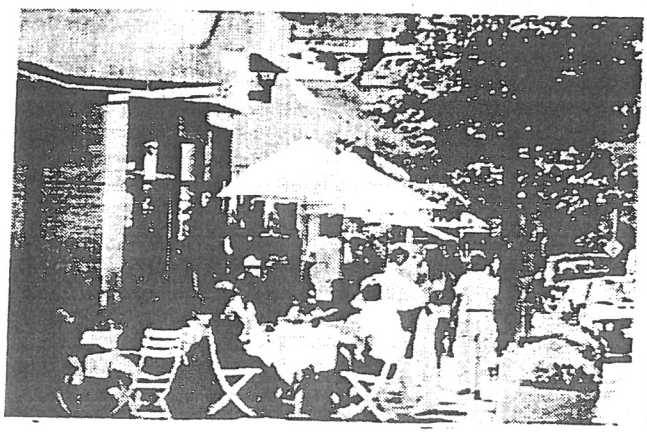
Objective 3.16
Accommodate land uses, locate and design buildings, and implement streetscape amenities that enhance pedestrian activity.

Policies

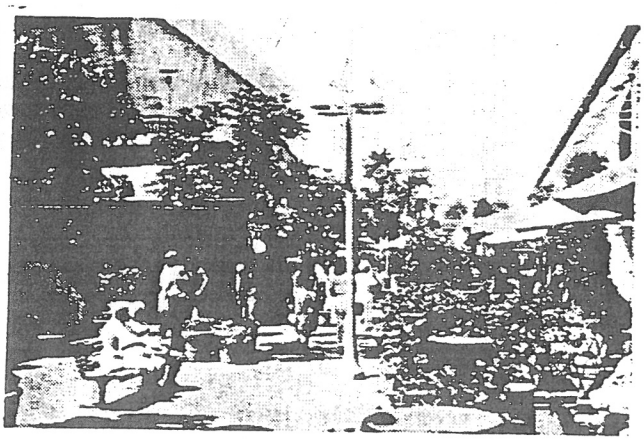
3.16.1 Enhance pedestrian activity in areas designated as a Pedestrian-Oriented District ("-PD") by the design and siting of buildings in accordance with the policies contained in Chapter 5: *Urban Form and Neighborhood Design*. (P24, P25, P32)

3.16.2 Locate parking in pedestrian districts to the rear, above, or below the street-fronting uses. (P18, P24)

3.16.3 Require that the ground floor of parking structures located along primary street frontages in pedestrian-oriented districts be designed to promote pedestrian activity and, where appropriate, incorporate retail uses. (P24)



Outdoor cafes located in pedestrian-oriented district



Inclusion of pedestrian-oriented amenities in regional center (Century City): buildings located on sidewalks, buildings open to exterior, trees and landscape, benches, pedestrian-scaled lighting fixtures.

HISTORIC DISTRICTS

Overview

It is the intent of the General Plan Framework Element to preserve the historic and architectural heritage of Los Angeles by providing incentives and assistance to protect these resources in areas of the City in which they are concentrated. These districts will apply the range of policies and programs that have been implemented by the City in its Historic Preservation Overlay Zones to additional areas within Los Angeles.

GOAL 3M
A City where significant historic and architectural districts are valued.

Objective 3.17
Maintain significant historic and architectural districts while allowing for the development of economically viable uses.

Policy

3.17.1 Apply Historic Preservation Overlay Zones ("HPOZ") where appropriate. (P1, P18)

3.17.2 Develop other historic preservation tools, including transfer of development rights, adaptive re-use, and community plan historic preservation policies. (P18)

EXISTING AREAS OF OVER-CONCENTRATION OF DENSITY

Overview

While it is the intent of the Framework Element to encourage development in districts and centers and along designated mixed-use boulevards and transit routes at sufficient densities to sustain these areas and support the local transit system, it is also the intent to maintain existing stable multi-family residential neighborhoods, mixed-use boulevards and commercial areas and to minimize impacts on those neighborhoods and on areas of inadequate infrastructure and/or overly intense development. While multi-family and mixed-use neighborhoods occur throughout the City, a number of such neighborhoods have a disproportionately high percentage of high density development. This is particularly true in neighborhoods that were historically developed with lower density uses and have been intensified over time. In these cases, the infrastructure that was sized and services provided to accommodate the lower densities have been adversely impacted by the increased population. As a result, many lack adequate schools, open space, street capacity and other services and infrastructure.

Recognizing these impacts, the Framework Element prioritizes the expansion of infrastructure and services in these areas. At the same time, it is critical to reconcile the deficit of infrastructure and services before significant further intensification occurs in these areas to prevent additional adverse impacts.

GOAL 3N

Mixed-use, multi-family residential and commercial areas that enhance the quality of life for the City's existing and future residents and businesses.

Objective 3.18

Provide for the stability and enhancement of multi-family residential, mixed-use, and/or commercial areas of the City and direct growth to areas where sufficient public infrastructure and services exist.

Policy

3.18.1 **Consider decreasing the permitted densities of areas designated for multi-family residential, mixed-use, and/or commercial uses where there is:**

1) **a mix of existing unit types and densities;**

2) **built density is below the maximum permitted;**

3) **a significant concentration of high density development relative to the intensity of development in the surrounding area or other communities in the City. This may be accomplished by amendments of the permitted densities in Community Plans or by zoning. Determination of reducing permitted densities should consider the following criteria:**

   a. **There is inadequate public infrastructure or services to provide for the needs of the existing residents and/or businesses and the cost of additional improvements would result in an undue burden on the community or are infeasible;**

   b. **The quality of life of the area's residents and/or businesses has been adversely affected by the density of development as measured by crime, noise, pollution, traffic congestion, overcrowded schools, lack of open space, limited sewer capacity and other comparable conditions;**

   c. **There is an over-concentration of existing high density multi-family residential, mixed and commercial uses relative to the intensity of development in the surrounding area or other communities in the City;**

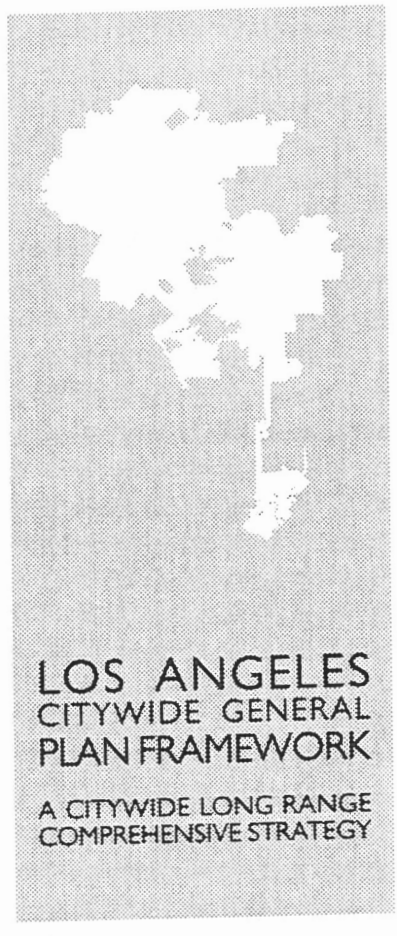
   d. **The neighborhood and/or commercial area is physically and functionally stable;**

   e. **The existing buildings are structurally sound or can be upgraded without undue costs;**

f. **There is a desire of the residents to preserve existing housing and neighborhood qualities; and**

g. **Adequate housing and/or commercial potential can be provided in nearby areas with sufficient infrastructure and services capacities, including those designated for mixed-use development, in order to offset the loss of potential housing units and/or commercial square footage due to reduced densities.**

(P1, P2, P3)



CHAPTER 4

HOUSING

CHAPTER 4 - HOUSING

INTRODUCTION AND SUMMARY OF ISSUES

INTRODUCTION

The purpose of this Housing Chapter in the Framework Element is to present an overview of the critical issues related to housing in Los Angeles, provide goals to guide future action, and policies to address housing issues. The Framework Element provides policy to further goals stated in the recently adopted Housing Element (November 1993) incorporated herein by reference, and provides policy direction for future amendments to the Housing Element. In addition to these longer-range policy documents, the City Council has recently adopted a Consolidated Plan planning document, required of jurisdictions seeking Federal housing and community development funds, to identify citywide housing needs in the future.

SUMMARY OF HOUSING ISSUES

The adopted Housing Element of the general plan and the technical analyses and public input to the Framework Element focus on the following major housing related issues: capacity for the development of future housing units; incentives and barriers to housing production; stability and enhancement of liveable neighborhoods; the relationship between jobs and housing; housing quality and type; cost; rehabilitation and reuse of existing building stock for all City residents of all income levels.

Housing production has not kept pace with the demand for housing. Between 1980 and 1990, the City's population increased by approximately 522,000 or 18 percent while the number of households (occupied units) increased by only 80,000 or 9 percent. Furthermore, the areas of the City in which the population growth showed the greatest increase does not directly correlate with those areas where housing growth occurred.

Currently, the City of Los Angeles has insufficient vacant properties to accommodate the cumulative amount of population growth which has been forecasted. The supply of land zoned for residential development is the most constrained in the context of population growth forecasts. Thus, should growth and new development in the City occur, most likely it will require the recycling and/or intensification of existing developed properties or conversion of certain uses, where there is insufficient market demand, to an alternative use.

In many cases, the intensification of both commercial and residential development which has occurred in the City has been at the expense of the integrity and character of existing residential neighborhoods. A balance is required between the need to produce new housing units and the desire to conserve the liveability and character of existing neighborhoods. Existing single-family neighborhoods are important components of the City's urban character, and residents have expressed a strong desire to preserve their stability. The City also has a variety of existing multi-family neighborhoods, many of which have retained high levels of liveability. Residents do not want to feel overwhelmed or overburdened by the changing character of their communities as the City adapts to its growing and changing population.

The physical design of many multi-family residential projects has been out of scale and incompatible with the character of existing residential neighborhoods. Many multi-family developments have been constructed cheaply and without design amenities. The "big stucco" box is fairly typical of many areas of the City. As a consequence, many residents of the City's neighborhoods oppose the further development of multi-family housing, though it is needed.

Existing units often do not meet the needs of potential residents because the units are small (in number of rooms) and lack usable open space. A concentration of large households in many communities suggests the need for an increased supply of larger housing units. According to the 1990 Census, 22 percent of all occupied units are overcrowded (units that have more than 1.01 persons per room), in contrast to 13 percent in 1980.

The locational relationship between jobs and housing is an issue in Los Angeles. The distribution and extensive coverage of single-family units throughout the City coupled with their physical separation from commercial services, jobs, recreation, and entertainment necessitates the use of the automobile and results in a high number of generated trips and distances traveled. This has resulted in increased traffic congestion and air pollution.

The cost of housing is an issue throughout the City. Between 1980 and 1990, the percentage of households that pay more than a third of their income for housing increased from 29 percent to 35 percent. Affordability is particularly a problem to families with very low- and low-incomes. Over 70 percent of very low-income families spend more than 30 percent of their income on housing. Some areas of the

City have overconcentrations of low-income housing and other areas have very little housing available even to moderate-income families.

Real income has not kept pace with dramatic increases in housing costs. Over the past two decades the median value of a residential unit rose 615 percent compared to a 195 percent increase in real income. High land costs and a cumbersome, unpredictable permitting process are often cited as factors contributing to the high cost of new housing and related lack of housing affordable to very low; low; and moderate-income households in Los Angeles

HOUSING GOALS

The City must strive to meet the housing needs of the population in a manner that contributes to stable, safe, and liveable neighborhoods, reduces conditions of overcrowding, and improves access to jobs and neighborhood services, particularly by encouraging future housing development near transit corridors and stations.

The policy direction of the Framework Element particularly in the Land Use, Urban Form, Economic, and Transportation Chapters significantly furthers the City's adopted goals for housing as stated in the adopted Housing Element and substantially addresses a number of housing issues stated above.

The adopted goals of the Housing Element are:

- An adequate supply of housing accessible to persons of all income levels
- Sufficient ownership and rental housing to meet the City's needs
- Housing production incentives for for-profit and non-profit developers of housing for low- and very-low income households
- A reduction in barriers leading to more housing
- Housing opportunities accessible to all City residents without discrimination, including groups with special needs
- A City of residential neighborhoods that maintains a sense of community by conserving and improving existing housing stock
- Housing, jobs, and services in mutual proximity
- Energy efficient housing

Goals found in other chapters of the Framework Element which address housing issues include:

- Goal 3A - Physically balanced distribution of land uses.
- Goal 3B - Preservation of the City's stable single-family residential neighborhoods.
- Goal 3C - Multi-family neighborhoods that enhance the quality of life for the City's existing and future residents.
- Goal 3I - A network of boulevards that balance community needs and economic objectives with transportation functions and complement adjacent residential neighborhoods (mixed-use boulevards).
- Goal 3M - A City with significant historic and architectural districts.
- Goal 5A - A liveable City for existing and future residents and one that is attractive to future investment. A City of interconnected, diverse neighborhoods that builds on the strengths of those neighborhoods and functions at both the neighborhood and citywide scales.

The Framework Element housing goal which encompasses those above is:

- A distribution of housing opportunities by type and cost for all residents of the City.

HOUSING POLICY

The Framework Element provides policy to achieve this goal through a number of measures:

Framework Element policies address providing additional capacity for new housing units, encouraging production of housing for households of all income levels, while at the same time preserving existing residential neighborhood stability and promoting liveable neighborhoods by the following measures: (1) concentrating opportunities for new multi-family residential, retail commercial, and office development in the City's neighborhood districts, community, regional, and downtown centers as well as along primary transit corridors/boulevards; (2) providing development opportunities along boulevards that are located near existing or planned major transit facilities and are characterized by low-intensity or marginally viable commercial uses with structures that integrate commercial, housing, and/or public service uses; (3) focusing mixed commercial/residential uses around urban transit stations, while protecting

and preserving surrounding low-density neighborhoods from the encroachment of incompatible land uses.

To promote neighborhood liveability, Framework Element policies encourage well designed, distinct residential neighborhoods that are linked to a network of greenways; provide for the location and design of buildings to maintain the prevailing scale and character of the City's stable residential neighborhoods and implementation of streetscape and open space amenities that enhance pedestrian activity; maintain significant historic and architectural districts while allowing for the development of economically viable uses. Framework Element policies require that new multi-family dwelling units be designed to convey a high visual quality and provide amenities for the residents, mitigate impacts of traffic and noise, and incorporate recreational and open space amenities to support the needs of the residents.

Neighborhood liveability is also enhanced by policies for upgrading the quality of development within the neighborhoods and public realm, providing a transition between residential neighborhoods and their centers; providing a distinction among roadway user priorities to foster pedestrian streets where appropriate; and policies for providing usable open spaces within walking distance of surrounding neighborhoods.

Improvement of the jobs and housing relationships in sub-areas of the City may be accomplished through the re-use of commercially zoned corridors and development at transit stations which afford the opportunity for the development of a mix of uses, housing, local retail, and offices, and can improve localized jobs and housing relationships.

Living in proximity to transit and within mixed-use developments can reduce the number of trips people take in their cars, providing some people with the opportunity to walk between their home, job, and or neighborhood services. Framework Element policies encourage future development in centers and in nodes along corridors that are served by transit and are already in physical or activity centers for surrounding neighborhoods, the community or the region. Policies also call for maintaining and expanding neighborhood transportation services and programs to enhance neighborhood accessibility to jobs and essential services.

The adopted Housing Element identified the Framework Element project as a vehicle through which to address the concept of Fair Share Allocation which is a means to distribute housing opportunities by type and cost more evenly citywide. The Framework Element addresses the concept of distribution of opportunities by encouraging market opportunities in housing development and land use patterns that offer a diversity of housing types, thus providing the foundation for better, more widely available housing options.

The policies of the Land Use Chapter provide adequate amounts of residential land use and density to accommodate the projected need for housing to beyond the year 2010, both citywide and by community plan area, and additionally provide substantial opportunity for new housing to be developed as a part of mixed-use development on land designated for commercial uses. Increasing the availability of land suitable for residential development through measures such as streamlining and minimizing the review process to encourage the location of new multi-family development along commercial corridors and in mixed-use developments in designated targeted growth areas provides an opportunity to build housing with appropriate amenities at less cost.

In order to promote production of housing at reduced cost, in addition to the above measures, the Framework Element policy is intended to move development decision-making away from discretionary case-by-case reviews, towards a more streamlined and predictable permitting process. Once a comprehensive planning process establishes the City's direction and vision, this direction will be refined and applied through the community plan public process at the local level. The Community Plan Update process will involve defining the precise boundaries of various land use designations, specifying densities within the density ranges provided by Framework Element, developing standards tailored to each community plan area from the menu provided in the Framework Element, and incorporating measures to promote new housing development for all income groups. With well defined and consistently applied rules, development applications can proceed through a straightforward and predictable process thus providing certainty to both the community and to potential developers. Reducing unpredictability in the development process reduces the cost of production.

GOALS, OBJECTIVES, AND POLICIES

The following presents the goals, objectives, and policies related to housing in the City of Los Angeles. Programs that implement these policies are found in the last chapter of this document. Programs are referenced after each policy in this document.

GOAL 4A
An equitable distribution of housing opportunities by type and cost accessible to all residents of the City.

Objective 4.1
Plan the capacity for and develop incentives to encourage production of an adequate supply of housing units of various types within each City subregion [1] to meet the projected housing needs by income level of the future population to the year 2010.

Policies

4.1.1 Provide sufficient land use and density to accommodate an adequate supply of housing units by type and cost within each City subregion to meet the twenty-year projections of housing needs (see Figure 4-1). (P1, P18)

4.1.2 Minimize the overconcentration of very low- and low-income housing developments in City subregions by providing incentives for scattered site development citywide. (P1, P18)

4.1.3 Minimize the over concentration of public housing projects in a City subregion. (P1, P2, P23)

4.1.4 Reduce overcrowded housing conditions by providing incentives to encourage development of family-size units. (P2, P24)

4.1.5 Monitor the growth of housing developments and the forecast of housing needs to achieve a distribution of housing resources to all portions of the City and all income segments of the City's residents. (P42)

4.1.6 Create incentives and give priorities in permit processing for low- and very-low income housing developments throughout the City. (P2, P23)

4.1.7 Establish incentives for the development of housing units appropriate for families with children and larger families. (P23)

4.1.8 Create incentives and reduce regulatory barriers in appropriate locations in order to promote the adaptive re-use of structures for housing and rehabilitation of existing units. (P2, P18)

4.1.9 Whenever possible, assure adequate health-based buffer zones between new residential and emitting industries. (P1, P18)

(Other relevant Framework Element policies that achieve Objective 4.1: Land Use Policies 3.1.1, 3.1.4, 3.1.5, 3.1.8, 3.3.2)

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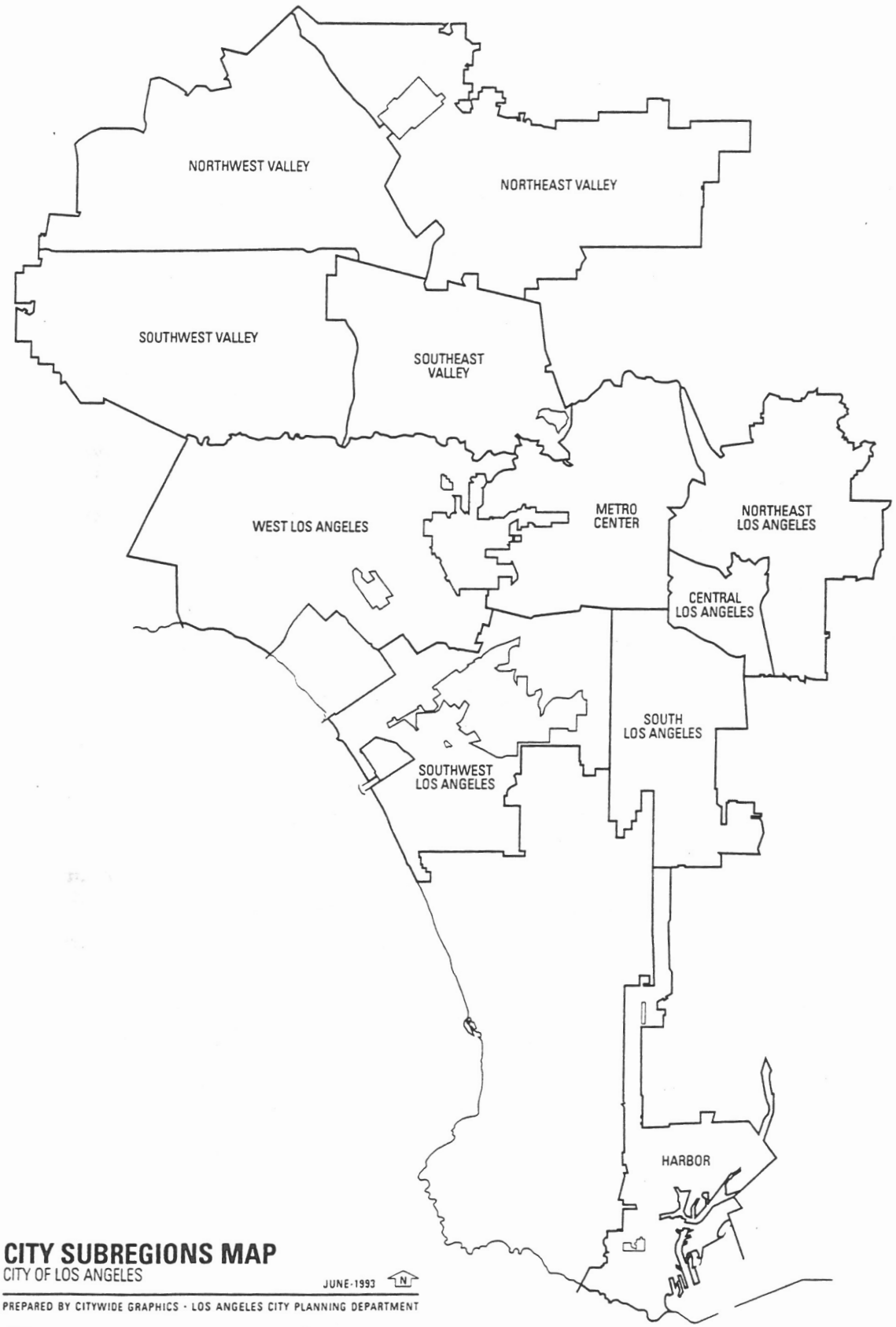
[1] City subregions, refer to Department of City Planning previously defined groupings of community plan areas to facilitate the preparation of Master Environmental Impact Reports.

Figure 4-1


NORTHWEST VALLEY
NORTHEAST VALLEY
SOUTHWEST VALLEY
SOUTHEAST VALLEY
WEST LOS ANGELES
METRO CENTER
NORTHEAST LOS ANGELES
CENTRAL LOS ANGELES
SOUTH LOS ANGELES
SOUTHWEST LOS ANGELES
HARBOR
CITY SUBREGIONS MAP
CITY OF LOS ANGELES
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PREPARED BY CITYWIDE GRAPHICS - LOS ANGELES CITY PLANNING DEPARTMENT

Objective 4.2
Encourage the location of new multi-family housing development to occur in proximity to transit stations, along some transit corridors, and within some high activity areas with adequate transitions and buffers between higher-density developments and surrounding lower-density residential neighborhoods.

Policy

4.2.1 Offer incentives to include housing for very low- and low-income households in mixed-use developments. (P2, P23)

(Other relevant Framework Element policies that achieve Objective 4.2: Land Use Policies 3.2.1, 3.2.2, 3.4.1, 3.4.3, 3.8.1, 3.13.1, 3.13.2, 3.13.3, 3.13.4, 3.13.5, 3.13.6, 3.15.4)

Objective 4.3
Conserve scale and character of residential neighborhoods.

(Relevant Framework Element policies that achieve Objective 4.3: Land Use Policies 3.1.8, 3.2.4, 3.1.5, 3.5.2, 3.5.3, 3.5.4, 3.6.1, 3.6.2, 3.7.1 - 3.7.4, 3.17.1)

Objective 4.4
Reduce regulatory and procedural barriers to increase housing production and capacity in appropriate locations.

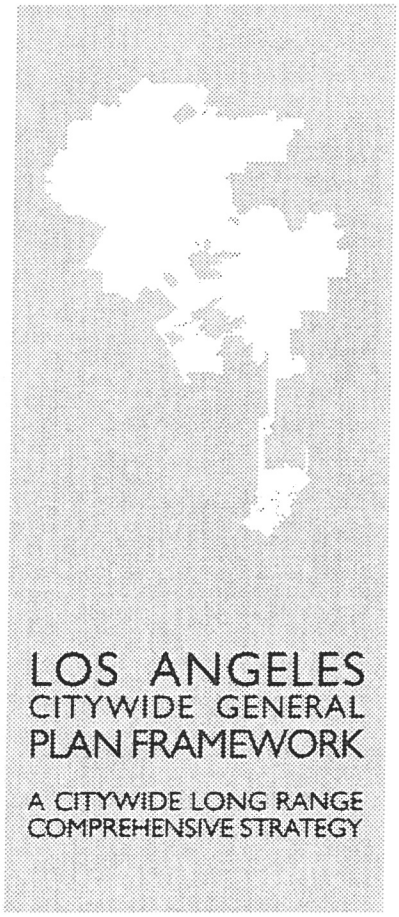
Policy

4.4.1 Take the following actions in order to increase housing production and capacity:

- **a. Establish development standards that are sufficiently detailed and tailored to community and neighborhood needs to reduce discretionary approvals requirements.**
- **b. Streamline procedures for securing building permits, inspections, and other clearances needed to construct housing.**
- **c. Consider raising thresholds for categorical exemptions for CEQA clearances for projects conforming to the City's development standards, particularly when housing is combined with commercial uses in targeted growth areas.**
- **d. Consider establishing City service which assists applicants in processing applications for housing projects.**

(P2, P18, P23, P24)

(Other relevant Framework Element policies: Land Use Policies 3.4.3)



CHAPTER 5

URBAN FORM AND NEIGHBORHOOD DESIGN

CHAPTER 5 - URBAN FORM & NEIGHBORHOOD DESIGN

INTRODUCTION AND SUMMARY OF ISSUES

INTRODUCTION

Los Angeles is a city of culturally and physically diverse neighborhoods - the fundamental building blocks that comprise the physical City and define its form and character. Since residents spend a great deal of time in their individual neighborhoods and often identify more strongly with those areas than with the City as a whole, the physical design of these individual communities determines, to a rather considerable extent, residents' quality of life.

In order to understand the physical nature of Los Angeles and its constituent parts, as well as discuss ways in which the City can influence the design of development and the physical improvements that can alter its form, this chapter is built around two concepts: "urban form" and "neighborhood design." The General Plan Framework Element defines "urban form" as (a) the "general pattern of building height and development intensity" and (b) the "structural elements" that define the City physically, such as natural features, transportation corridors (including the planned fixed rail transit system), open space, public facilities, as well as activity centers and focal elements. "Neighborhood design" is defined as the physical character of neighborhoods and communities within the City.





L.A. is a city of culturally diverse neighborhoods.

SUMMARY OF URBAN FORM AND NEIGHBORHOOD DESIGN ISSUES

The following issues and opportunities are related to urban form and neighborhood design and were identified early in the preparation of the Framework Element.

Identity

1. Many residents do not identify with the City as a whole, but, instead, with their own neighborhood.

2. The existing and planned transit system (both fixed rail and major bus routes), as well as corresponding concentrations of development, provide a structure for defining the City's form.

3. By recognizing that Los Angeles is comprised of neighborhoods, planning measures can reinforce those neighborhoods and connect them to one another and to larger districts, thereby defining a citywide structure.

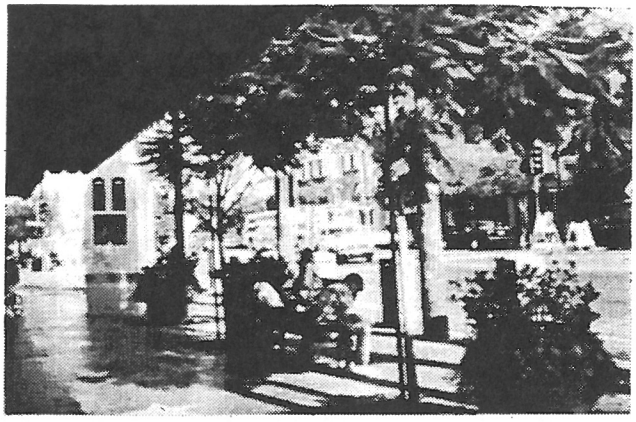
Liveability

1. Many parts of the City, but especially commercial corridors, are unattractive and lack open space, community facilities and visual and recreational amenities.

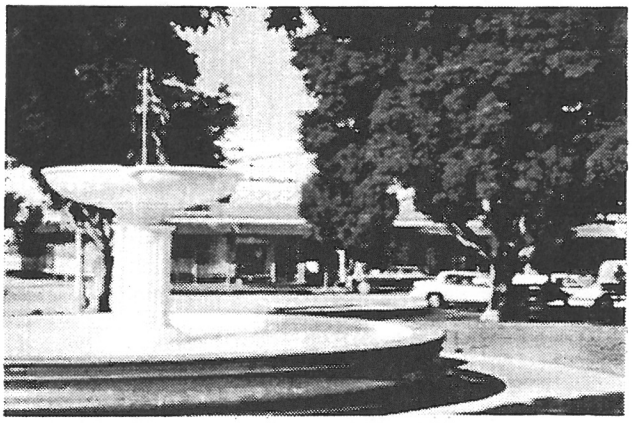
2. The rights-of-way along transit routes, rail lines, and drainage corridors afford opportunities to consider open space corridors and can link neighborhoods to parks throughout the City.

3. Concentrating development in a limited area of the City, i.e., in transit-served centers and corridors, can allow the development of new community facilities and small-scale parks, gardens, plazas or other open spaces to serve surrounding neighborhoods.

4. **Streets can function as open space if properly designed and landscaped and if development reinforces their character.**



Hollywood Boulevard's newly widened sidewalks, street trees, lights and furniture enhance its open space function



Leimert Park provides a focus for both shops and surrounding residences



Biddy Mason Park is a small park in the heart of one of L.A.'s busiest commercial districts

Accommodating Projected Growth

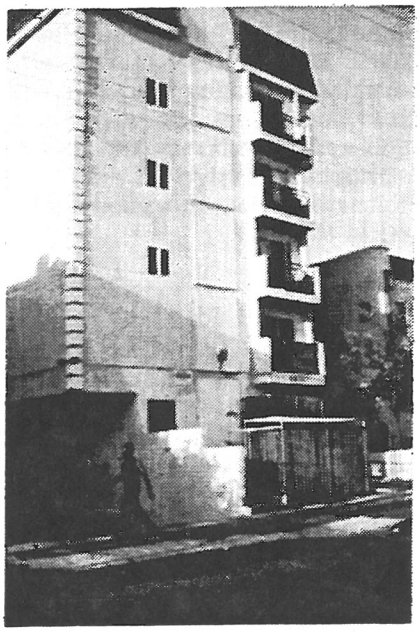
1. **Future development is likely to have little impact on urban form if it is dispersed.**

2. **The existing and planned transit system provides the opportunity to concentrate development, affect the City's form, and conserve the existing character of stable neighborhoods.**

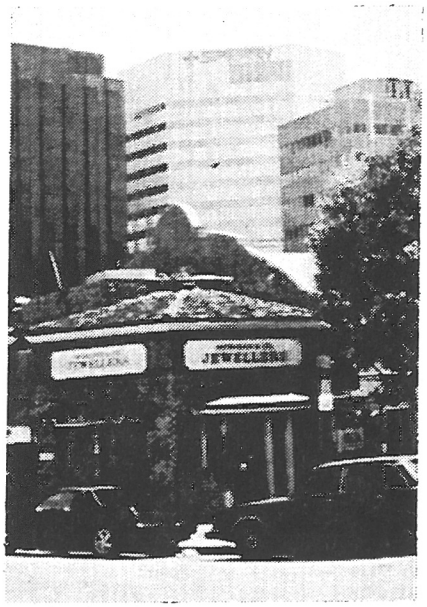
3. **Many residents oppose higher-intensity development on aesthetic grounds.**

4. **The Framework Element provides the opportunity to formulate appropriate development standards and guidelines for higher-intensity development.**

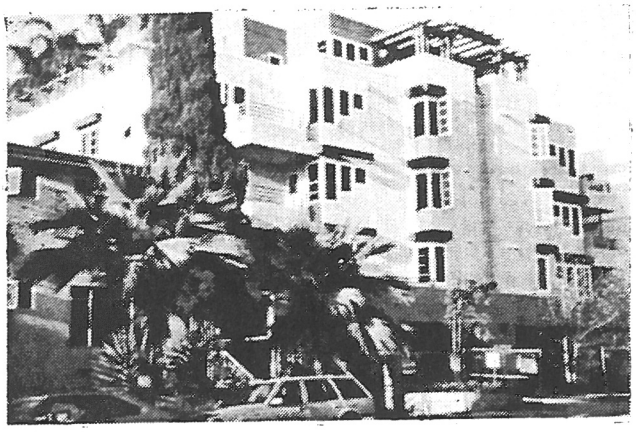
5. **While the recommended urban form for the City is identified as compact centers, districts and boulevards, it is possible that the forecast growth may not occur. It is also possible that development in any area identified for higher-intensity will be constructed to lower than planned levels.**



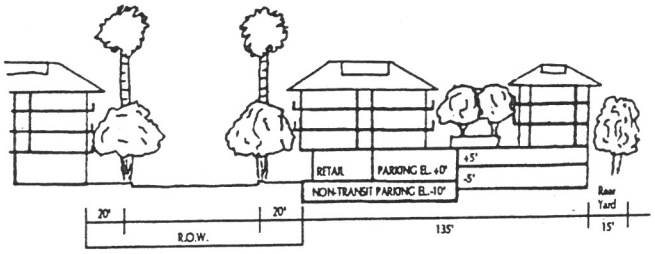
Higher-density housing is often opposed because it is poorly designed



The concentration of new development in transit-served centers allows for the conservation of surrounding neighborhoods



Housing built at the same higher-density, however, can be attractive



Development standards and design guidelines can help improve building design

GOALS, OBJECTIVES, AND POLICIES

The following presents the goals, objectives, and policies related to urban form and neighborhood design in the City of Los Angeles. Programs that implement these policies are found in the last chapter of this document. Programs are also referenced after each policy in this document.

GOAL 5A
A liveable City for existing and future residents and one that is attractive to future investment. A City of interconnected, diverse neighborhoods that builds on the strengths of those neighborhoods and functions at both the neighborhood and citywide scales.

THE ROLE OF NEIGHBORHOOD DESIGN IN THE PLANNING PROCESS

Although good neighborhood design is a key to creating a liveable City, the Framework Element does not directly address the design of individual neighborhoods or communities. Instead, it embodies generic neighborhood design policies and implementation programs that can guide local planning efforts, thereby laying the foundation upon which the City's community plans can be updated.

Objective 5.1
Translate the Framework Element's intent with respect to citywide urban form and neighborhood design to the community and neighborhood levels through locally prepared plans that build on each neighborhood's attributes, emphasize quality of development, and provide or advocate "proactive" implementation programs.



Neighborhood shopping districts provide a focus for and support daily life with connections to the rest of the City (Third Street near Crescent Heights Boulevard)



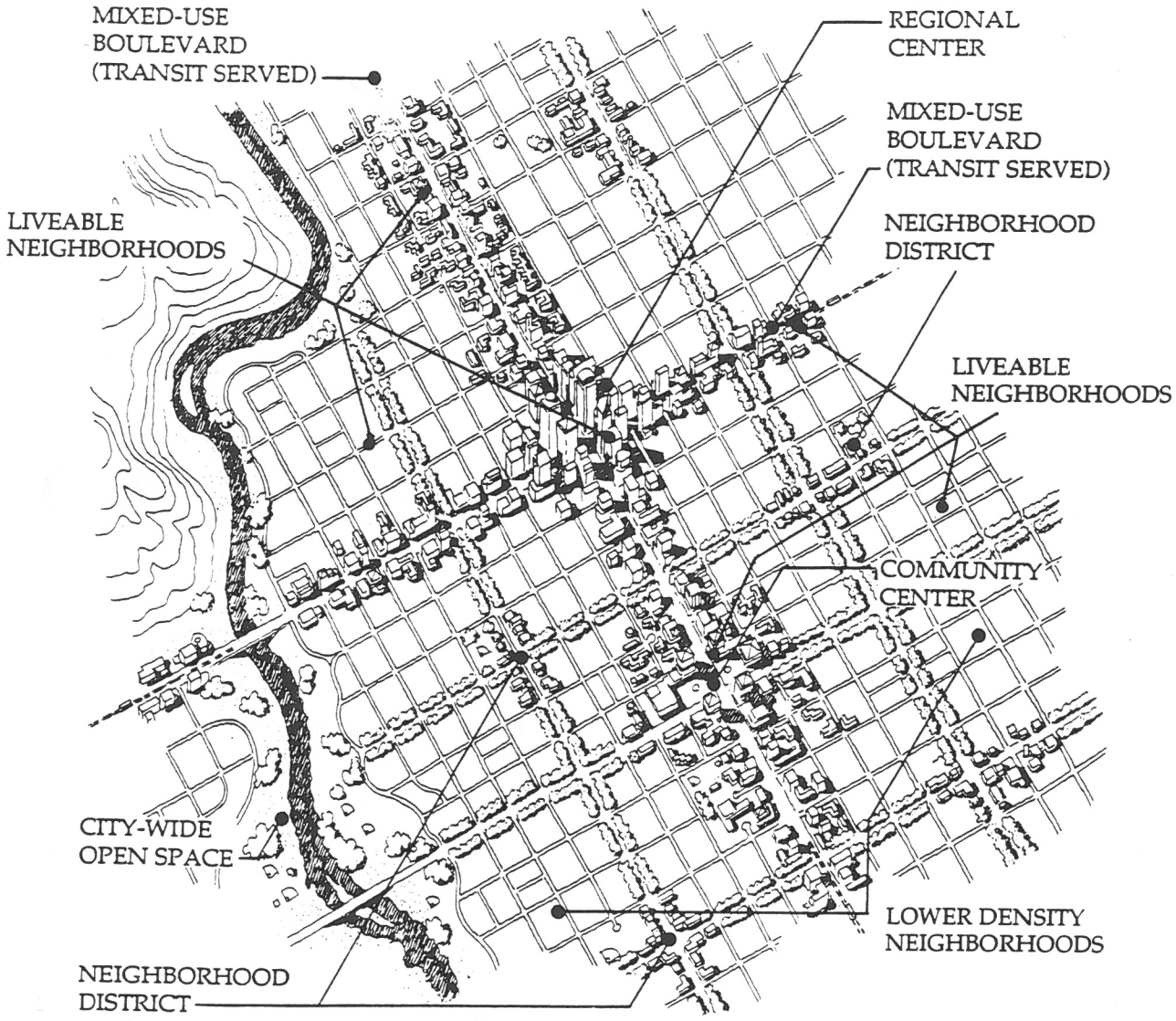
This is also true of larger scale shopping areas in community centers

Policies

5.1.1 Use the Community Plan Update process and related efforts to define the character of communities and neighborhoods at a finer grain than the Framework Element permits. (P1)

5.1.2 Implement demonstration projects that establish proactive measures to improve neighborhood and community design, and coordinate these activities with the Los Angeles Neighborhood Initiative demonstration projects, Los Angeles County Metropolitan Transportation Authority station area activities, and other City, non-profit and private efforts. (P38)

URBAN FORM ELEMENTS



CITYWIDE FORM

The overall form of the City is identified in the Framework Element. The growth that does occur is encouraged to locate in transit-served regional and community centers, neighborhood districts and corridors. With respect to neighborhood design, centers provide a physical and activity focus for surrounding residents.

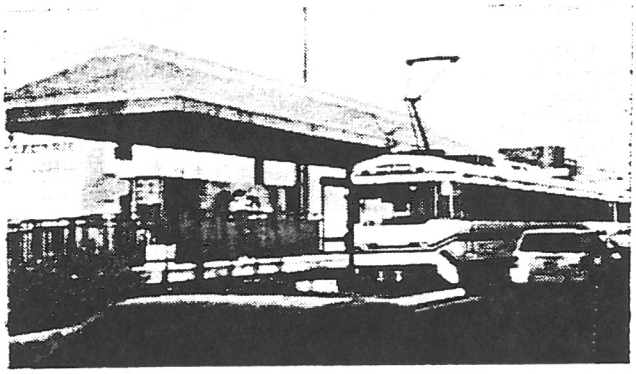
With respect to citywide urban form, these centers support the bus/fixed rail transit system and need to provide a sufficient base of both commercial and residential development, to support that transit system. In particular, fixed rail transit requires a substantial capital investment and sufficient residential densities around station locations to make the system viable and the investment cost-effective. The area around transit stations should therefore be designed to support its use.

Objective 5.2

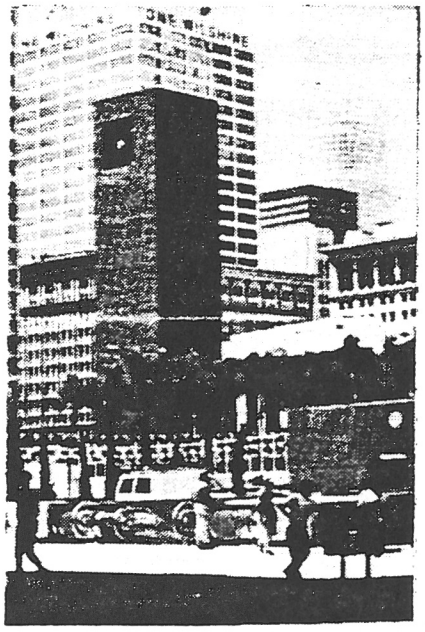
Encourage future development in centers and in nodes along corridors that are served by transit and are already functioning as centers for the surrounding neighborhoods, the community or the region.

Policies

5.2.1 Designate centers and districts in locations where activity is already concentrated and/or where good transit service is, or will be, provided. (P1)



Like subways, at-grade rail transit is a major investment that needs to be supported by land uses located near stations



Subway rail transit is a major investment that needs to be supported by land uses located near stations (Pershing Square)



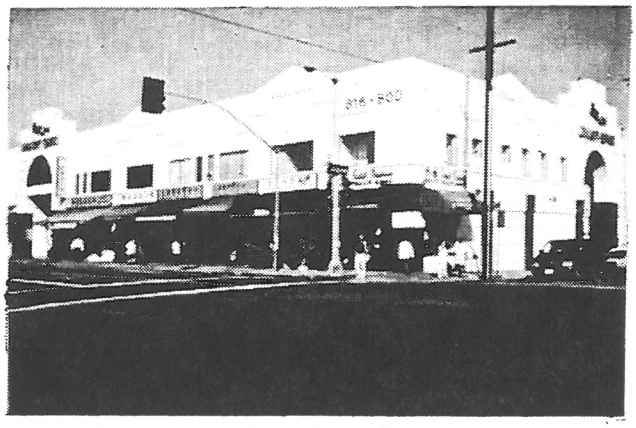
Existing activity centers served by transit can be reinforced (Broadway, Downtown Los Angeles)

5.2.2 Encourage the development of centers, districts, and selected corridor/boulevard nodes such that the land uses, scale, and built form allowed and/or encouraged within these areas allow them to function as centers and support transit use, both in daytime and nighttime (see Chapter 3: *Land Use*). Additionally, develop these areas so that they are compatible with surrounding neighborhoods, as defined generally by the following building characteristics.

Note: Centers and districts will vary from the following general standards in scale and built form, depending on local conditions. Those serving higher-density neighborhoods may be at higher intensities, while those constrained by local conditions, such as compatibility with historical resources, will be at lower intensities.

a. Buildings in neighborhood districts generally should be low rise (one- to two-stories), compatible with adjacent housing, and incorporate the pedestrian-oriented design elements defined in policy 5.8.1 and policies 3.16.1 - 3.16.3. They should also be located along sidewalks with appropriate continuous storefronts.





b. **Buildings in community centers generally should be two to six stories in height, with the first several stories located along the sidewalk. They should also incorporate the pedestrian-oriented elements defined in policy 5.8.1. Either housing or office space may be located above the ground floor storefronts.**





c. **The built form of regional centers will vary by location. In areas such as Wilshire and Hollywood Boulevards, buildings will range from low- to mid-rise buildings, with storefronts situated along pedestrian-oriented streets. In areas such as Century City and Warner Center, freestanding high rises that are not pedestrian-oriented characterize portions of these centers. Nevertheless, regional centers should contain pedestrian-oriented areas, and incorporate the pedestrian-oriented design elements defined in policy 5.8.1 and policies 3.16.1 - 3.16.3.**





d. **Buildings located at activity nodes along mixed-use boulevards generally shall have the same characteristics as either neighborhood districts or community centers, depending on permitted land use intensities. Housing over ground floor storefronts or in place of**

commercial development shall be encouraged along mixed-use boulevards. (P1, P18, P24, P25)

5.2.3 Encourage the development of housing surrounding or adjacent to centers and along designated corridors, at sufficient densities to support the centers, corridors, and the transit system. While densities and distances will vary based on local conditions, the following residential density standards, which are based on the City's adopted *Land Use/Transportation Policy*, should be used as a general guide when updating community plans through a public participation process:

a. Four-stories over parking (R4) within 1,500 feet of grade-separated (subway or arterial) fixed rail transit stations;

b. Three-stories over parking (R3) within 1,500 feet of at-grade fixed rail transit stations;

c. Two-stories over parking (RD1.5) within 750 feet of major bus corridor intersections;

d. Where appropriate, two units per lot (R2) maybe considered within 750 feet of major bus corridors.

(P1, P18)



R4 housing typically will be located adjacent to subway stations



R3 housing typically will be located adjacent to at-grade fixed rail stations



RD1.5 housing may be located at activity nodes along corridors



R2 housing (duplexes) may be located along corridors

STREETS

Streets serve multiple functions (movement of vehicles, bicycles and pedestrians, shopping, recreational strolling) and multiple users (pedestrians, transit, automobiles and trucks). They must therefore be designed to accommodate these functions and users.

Objective 5.3
Refine the City's highway nomenclature and standards to distinguish among user priorities.

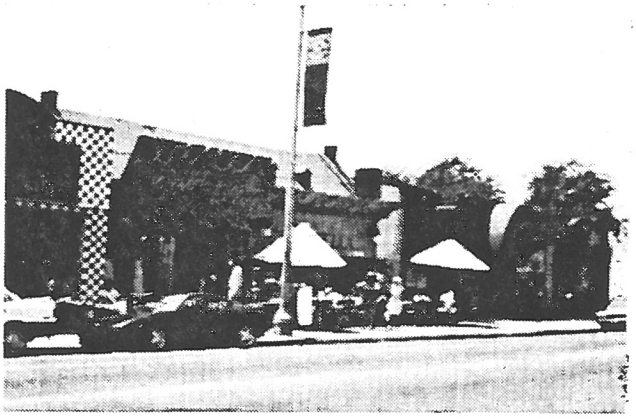
Policies

5.3.1 Establish the following highway segment hierarchy based on function and user priority:

a. Pedestrian-priority segments, where designated in community centers, neighborhood districts, and mixed-use corridor nodes, are places where pedestrians are of paramount importance and where the streets can serve as open space both in daytime and nighttime. Generally these streets shall have the following characteristics (as defined through the Street Standards Committee and designated by amendments to the community plans to address local conditions):

(1) Buildings should have ground floor retail and service uses that are oriented to pedestrians along the sidewalk, with parking behind.

(2) Sidewalks should be wide and lined with open canopied street trees, pedestrian-scale street lights provided to recognized standards commensurate with planned nighttime use, and other pedestrian amenities.

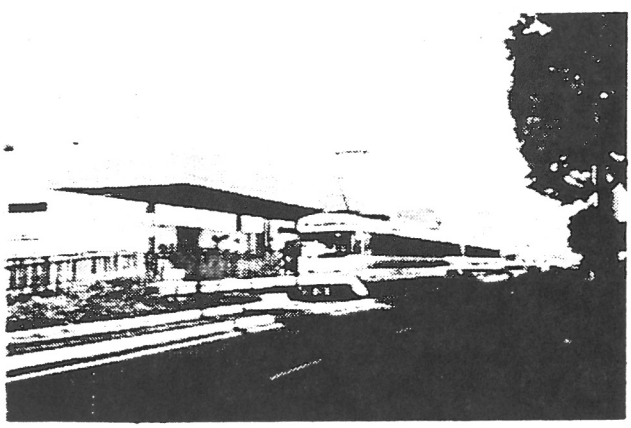




b. Transit-priority segments, where designated, should give priority to pedestrians at transit stops and will consist of major bus or rail routes along which transit vehicles have priority over other vehicles. They may also include exclusive transit lanes.

c. Vehicle-priority segments, consisting of all remaining highway segments, should give priority to the movement of through traffic.

(P1)





5.3.2 **Adopt appropriate standards for each type of highway segment that complement existing highway and development standards.**

a. **Roadway design standards shall address posted speed limits, minimum sidewalk widths, maximum corner radii, traffic lane width, on-street parking and frequency of curb cuts. These should consider all forms of travel including vehicle (private automobile, truck, transit, and other), bicycle, and pedestrian.**

b. **Public improvement standards should address street tree form and spacing; street light type, height, and illumination level; and other streetscape elements, particularly in the vicinity of transit stops. Street tree form is dependent on species and available planting space.**

c. **Building and site development standards for pedestrian-priority streets should address building design and use characteristics that encourage pedestrian access, as well as the following: building height; location and design of parking; location and transparency of front building facade; location and design of pedestrian entrances and other openings; utilities; and signage.**

(P1, P3, P18)

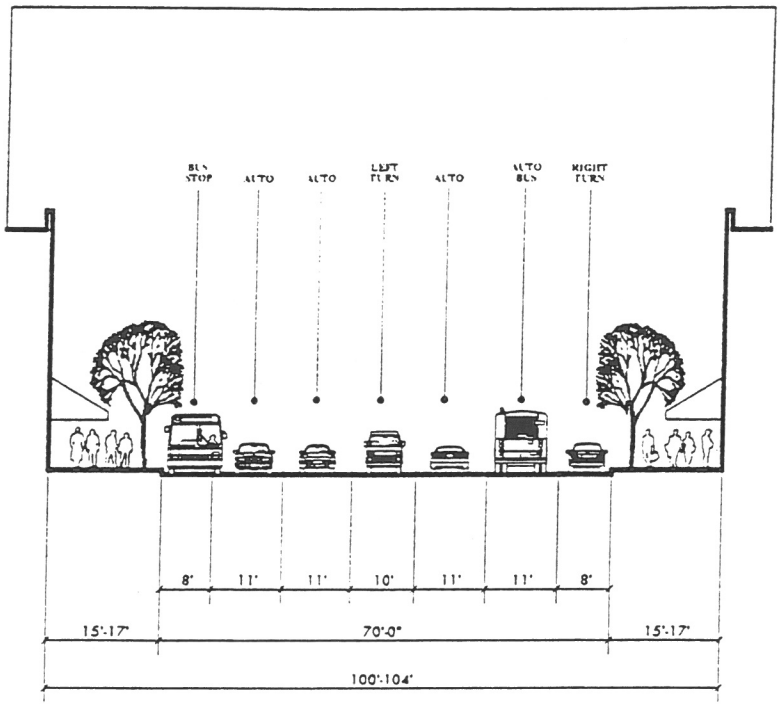
5.3.3 **Classify highway segments by user priority in consideration of the following and other appropriate criteria (see illustrative cross-sections):**

a. **Highway segments located in community centers or neighborhood districts on the Framework Element maps should be considered for pedestrian-priority highway segments through the Community Plan Update process.**

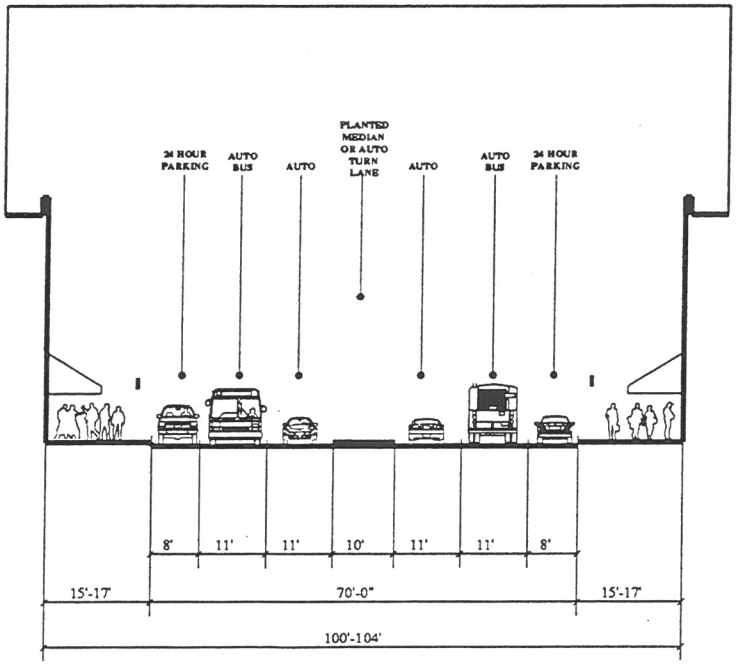
b. **Highway segments on which at-grade fixed rail transit lines would be located or which are major bus corridors with 10-minute peak hour headways in the Basin and 15-minute peak hour headways in the Valley should be considered as transit-priority highway segments.**

c. **All other highway segments should be considered as vehicle-priority segments.**

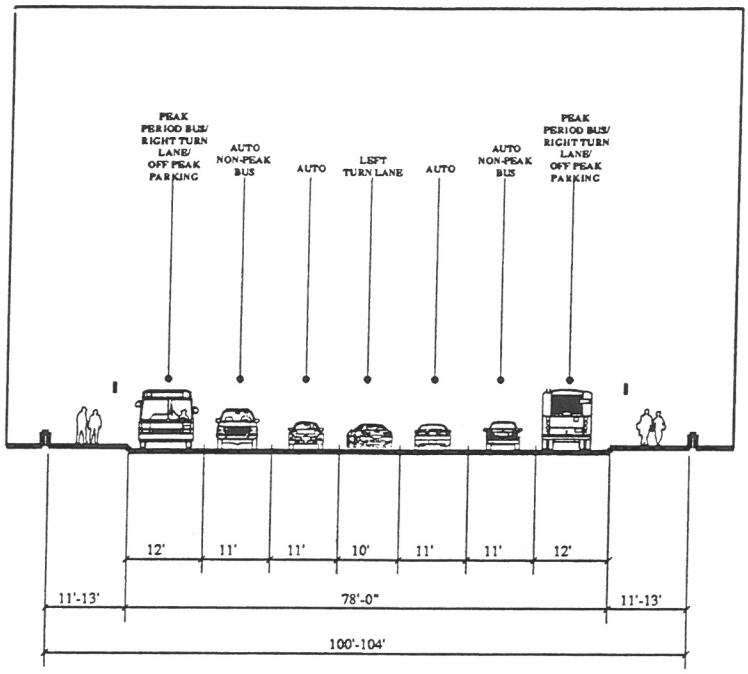
(P1, P3)



PEDESTRIAN PRIORITY HIGHWAY
ILLUSTRATIVE SECTION
AT INTERSECTION



PEDESTRIAN PRIORITY HIGHWAY
ILLUSTRATIVE SECTION
AT MIDBLOCK



TRANSIT PRIORITY HIGHWAY
ILLUSTRATIVE SECTION

5.3.4 Identify commuter and recreational bicycle routes that link major destinations within the City, and establish and implement standards to maintain their safety and security. (P3, P4)

COMMUNITY FACILITIES AND IMPROVEMENTS

Community facilities serve the basic needs of residents and are essential to the liveability and investment potential of the City. With respect to neighborhood and community design, they can provide a focus for activity and, by doing so, contribute to the definition of each neighborhood or community's character. Policies in the Framework Element provide the opportunity to locate community facilities in a manner that reinforces or defines the character of the communities or neighborhoods in which they are located. Given current fiscal constraints, facilities could be shared and financed/developed by non-traditional means.

Objective 5.4
Encourage the development of community facilities and improvements that are based on need within the centers and reinforce or define those centers and the neighborhoods they serve.

Policies

5.4.1 Encourage the design of existing and new schools for multiple functions, including, but not limited to, the following:

a. Design of school yards to be used as parks accessible to surrounding neighborhoods;

b. Design of school libraries to be used as community libraries, where feasible; and

c. Design of school auditoriums to be used as community meeting rooms.

(P16)

5.4.2 **Locate libraries, cultural facilities, police substations and other community facilities on the ground floors of mixed-use buildings, where feasible. (P18, P22)**

5.4.3 **Locate community facilities in or near community and regional centers. (P1, P18)**

5.4.4 **Encourage the use of community facilities for nighttime activity through the use of appropriate roadway and pedestrian area lighting. (P48)**

LIVEABLE NEIGHBORHOODS

As discussed previously, the definition of the City's current form and character resides largely in its neighborhoods. Neighborhoods should therefore be the focus of the City's planning efforts with respect to urban form and community character.

Citywide

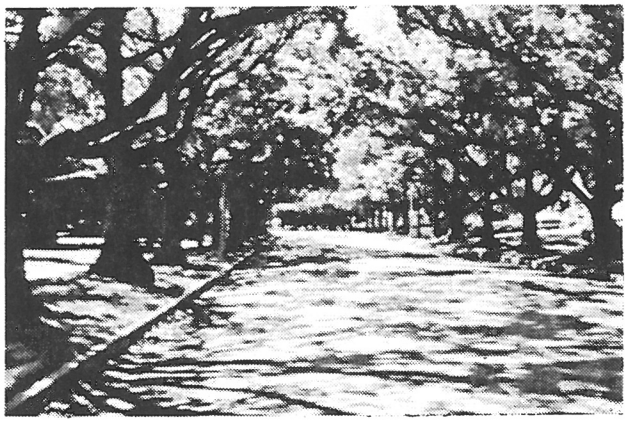
All neighborhoods in the City deserve to have well designed buildings and a safe, secure, and attractive public realm.

Objective 5.5

Enhance the liveability of all neighborhoods by upgrading the quality of development and improving the quality of the public realm.

Policies

5.5.1 **Plant and/or facilitate the planting of street trees, which provide shade and give scale to residential and commercial streets in all neighborhoods in the City. (P24, P30, P50)**



Street trees in a residential neighborhood



Street trees in a neighborhood shopping district

5.5.2 **Install "slow residential streets" where requested by residents and feasible within the established street hierarchy. Techniques include speed bumps, diagonal parking, widened sidewalks and narrowed streets. (P24)**



"Slow streets" may include speed bumps and diagonal parking to reduce traffic speed

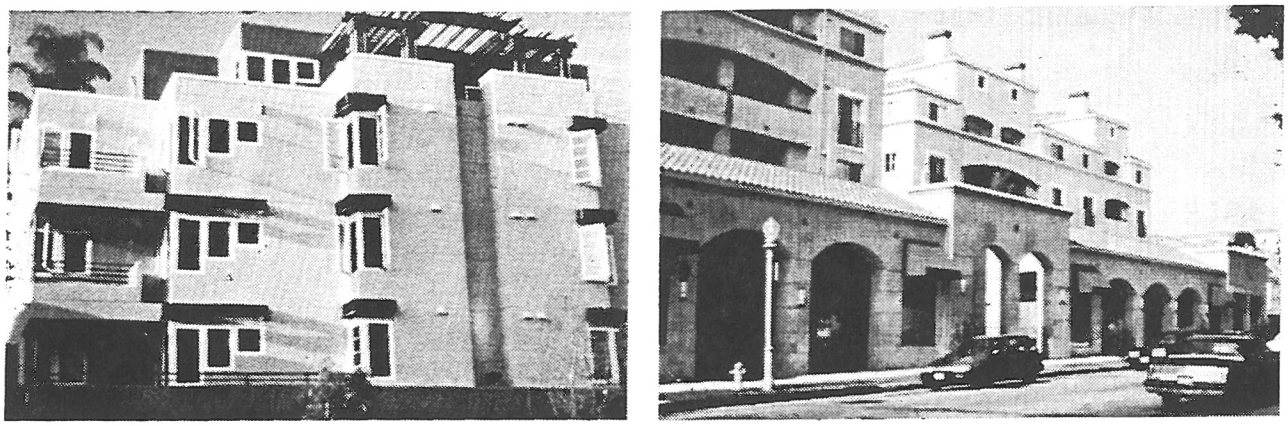
5.5.3 **Formulate and adopt building and site design standards and guidelines to raise the quality of design Citywide. (P18, P24, P25)**

5.5.4 **Determine the appropriate urban design elements at the neighborhood level, such as sidewalk width and materials, street lights and trees, bus shelters and benches, and other street furniture. (P1, P3)**



Streetscape elements include trees, lighting, benches, trash receptacles, bus shelters, and special paving

5.5.6 **Identify building and site design elements for commercial or mixed-use streets in centers, that may include: the height above which buildings must step back; the location of the building base horizontal articulation; and other design elements. (P24, P25)**



Good building design can take a variety of forms and can vary from one neighborhood to another

5.5.7 Promote the undergrounding of utilities throughout the City's neighborhoods, districts, and centers. (P15)

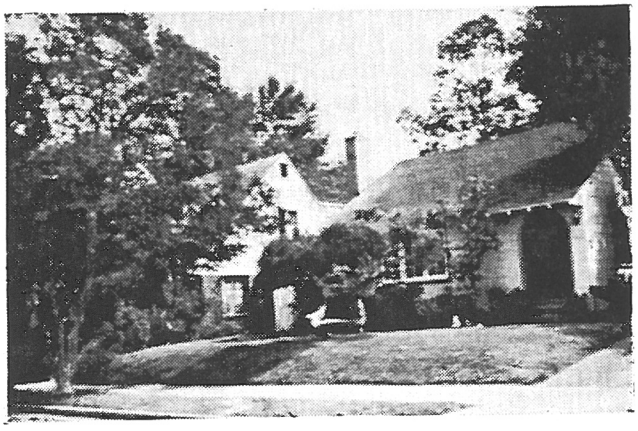
Conservation Areas

Conservation areas (all areas outside designated districts, centers, and boulevards) will not absorb substantial amounts of additional development. By encouraging growth and new development in mixed-use districts, centers and along corridors/boulevards, in revitalized industrial districts and around transit stations, the Framework Element proposes to conserve the City's residential neighborhoods. For a more detailed discussion of conservation areas, see the introduction to Chapter 3: *Land Use*.

Objective 5.6
Conserve and reinforce the community character of neighborhoods and commercial districts not designated as growth areas.

Policy

5.6.1 Revise community plan designations as necessary to conserve the existing urban form and community character of areas not designated as centers, districts, or mixed-use boulevards. (P1)



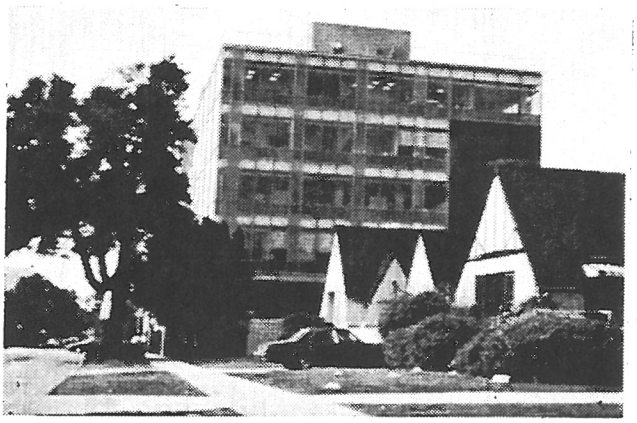
Community plan designations can conserve single-family neighborhoods

Objective 5.7
Provide a transition between conservation neighborhoods and their centers.

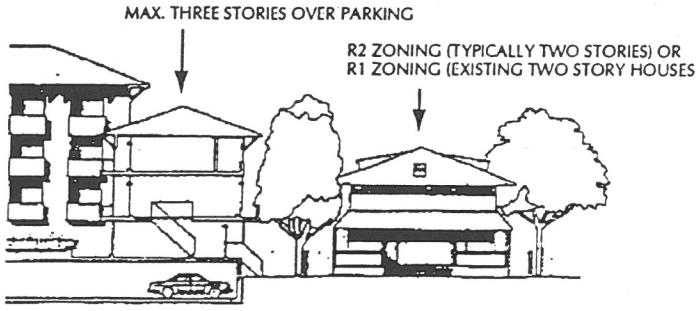
Policies

5.7.1 Establish standards for transitions in building height and for on-site landscape buffers. (P18, P24, P25)

5.7.2 Limit uses, where feasible, that are incompatible with housing on parcels directly adjacent to conservation neighborhoods. (P18)



The lack of transition between commercial buildings and single-family housing shown here is no longer permitted



Transitions between higher-density housing and single-family housing can be provided by stepping down the building height and landscaping buffers

Neighborhood Districts and Community Centers

Neighborhood districts and community centers are planned to be central components of the City's physical structure. Future development will be concentrated within them and they are to serve as the focus of community life for the surrounding neighborhoods. The physical design of these areas is critical to those who will live in them and those who will visit them from outside to use their services.

Objective 5.8
Reinforce or encourage the establishment of a strong pedestrian orientation in designated neighborhood districts, community centers, and pedestrian-oriented subareas within regional centers, so that these districts and centers can serve as a focus of activity for the surrounding community and a focus for investment in the community.

Policies

5.8.1 Buildings in pedestrian-oriented districts and centers should have the following general characteristics:

a. An exterior building wall high enough to define the street, create a sense of enclosure, and typically located along the sidewalk;

b. A building wall more-or-less continuous along the street frontage;

c. Ground floor building frontage designed to accommodate commercial uses, community facilities, or display cases;

d. Shops with entrances directly accessible from the sidewalk and located at frequent intervals;

e. Well lit exteriors fronting on the sidewalk that provide safety and comfort commensurate with the intended nighttime use, when appropriate;

f. Ground floor building walls devoted to display windows or display cases;

g. Parking located behind the commercial frontage and screened from view and driveways located on side streets where feasible;

h. Inclusion of bicycle parking areas and facilities to reduce the need for vehicular use; and

I. The area within 15 feet of the sidewalk may be an arcade that is substantially open to the sidewalk to accommodate outdoor dining or other activities.

(P4, P18, P24, P25)



Mixed-use (housing over shops) with ground floor retail and a more or less continuous building wall along the street frontage

5.8.2 The primary commercial streets within pedestrian-oriented districts and centers should have the following characteristics:

a. Sidewalks: 15-17 feet wide (see illustrative street cross-sections).

b. Mid-block medians (between intersections): landscaped where feasible.

c. Shade trees, pruned above business signs, to provide a continuous canopy along the sidewalk and/or palm trees to provide visibility from a distance.

d. Pedestrian amenities (e.g., benches, pedestrian-scale lighting, special paving, window boxes and planters).

(P1, P3, P4, P25)



Wide sidewalks and pedestrian amenities such as benches, trash receptacles, and shade trees

5.8.3 **Revise parking requirements in appropriate locations to reduce costs and permit pedestrian-oriented building design:**

a. **Modify parking standards and trip generation factors based on proximity to transit and provision of mixed-use and affordable housing.**

b. **Provide centralized and shared parking facilities as needed by establishing parking districts or business improvement districts and permit in-lieu parking fees in selected locations to further reduce on-site parking and make mixed-use development economically feasible.**

(P18, P24, P31)





Centralized parking may be necessary for the viability of mixed-use in some areas

5.8.4 **Encourage that signage be designed to be integrated with the architectural character of the buildings and convey a visually attractive character. (P26, P27)**

IMPROVING PERSONAL SAFETY THROUGH URBAN FORM AND NEIGHBORHOOD DESIGN[1]

Good design is essential to the creation of safer, more comfortable environments. Defensible space is created when pedestrians have a clear sense of spatial definition, and when natural surveillance potential is used to its best advantage. Natural surveillance in development takes the form of placing public spaces or high activity areas where they provide a visual overview or line of sight to potentially unsafe areas. Mixed-use also provides increased security through increased activity and natural surveillance. Clearly defined and observable spaces create a perception of risk for potential offenders while giving pedestrians a sense of security.

Objective 5.9

Encourage proper design and effective use of the built environment to help increase personal safety at all times of the day.

Policies:

5.9.1 **Facilitate observation and natural surveillance through improved development standards which provide for common areas, adequate lighting, clear definition of outdoor spaces, attractive fencing, use of landscaping as a natural barrier, secure storage areas, good visual**

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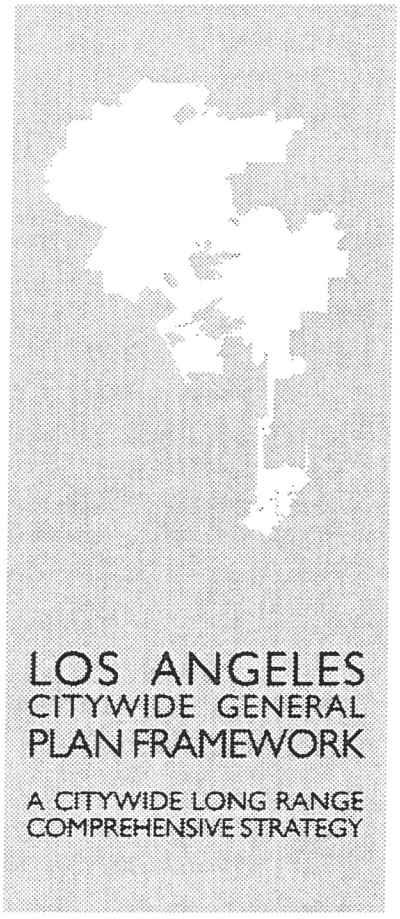
[1] See "Design Out Crime" program adopted by City Council in June 1995 and Crime Prevention Through Environmental Design, Design Guidelines to "Design Out Crime," December 1995.

connections between residential, commercial, or public environments and grouping activity functions such as child care or recreation areas. (P18)

5.9.2 Encourage mixed-use development which provides for activity and natural surveillance after commercial business hours through the development of ground floor retail uses and sidewalk cafes. Mixed-use should also be enhanced by locating community facilities such as libraries, cultural facilities or police substations, on the ground floor of such building, where feasible. (P18)



CHAPTER 6

OPEN SPACE AND CONSERVATION

CHAPTER 6 - OPEN SPACE AND CONSERVATION

INTRODUCTION AND SUMMARY OF ISSUES

INTRODUCTION

The Framework Element contains goals, objectives, and policies for the provision, management, and conservation of Los Angeles' open space resources, addresses the outdoor recreation needs of the City's residents, and are intended to guide the amendment of the General Plan's Open Space and Conservation Element. As established by the State legislature, "open space" is defined at a broader level than the traditional zones that have been used by the City. It encompasses both publicly- and privately-owned properties that are unimproved and used for the preservation of natural resources, managed production of resources, outdoor recreation, and protection of life and property due to natural hazards. The inclusion of policies affecting private open space in this Element should not be interpreted to mean that the City intends to change fair market values or purchase such land.

The Framework Element's Open Space and Conservation policies also examine unconventional, non-statutory ways that the City of Los Angeles may create and utilize open space, particularly in parts of the City where there is a significant deficiency of this resource. These open space policies therefore address matters of land use, urban form, and parks development; subjects that are also addressed in other chapters of this document.

SUMMARY OF OPEN SPACE CHARACTERISTICS AND CONDITIONS

Although Los Angeles has open space resources located throughout its many neighborhoods, the City is properly characterized as an urbanized area framed by open space. The Pacific Ocean, San Gabriel Mountains, Santa Susana Mountains, Baldwin Hills, and the Santa Monica Mountains are examples of natural open space resources that bound the City and help define its geography and influence its development patterns.

Within these open space areas, a wide variety of environmental and recreational activities take place: from bird-watching to horseback riding, making Los Angeles unique among cities of its size.

Economic, social, and ecological imperatives require that Los Angeles take full advantage of all existing open space elements in the City, and create an extensive, highly interconnected Citywide Greenways Network. The economic dimension of this proposition is based on the development of places of pride and amenity that will maintain and augment property values, attract new investment, and establish greater economic stability in the neighborhoods. The social dimension is founded on the availability and distribution of open space resources to all residents of the City, on the way in which open space can instill and/or increase pride of place, and on the ability of open space to connect neighborhoods and people throughout the entire City. The ecological dimension is based on the improvement of water quality and supply, the reduction of flood hazards, improved air quality, and the provision of ecological corridors for birds and wildlife.

The City's open space policies seek to resolve the following issues:

1. *Open space conservation and development are often competing goals.*

Conserving ecologically and aesthetically important areas while meeting the needs of the developing community can create some difficult choices. During the 1980s, Los Angeles County created a network of Significant Ecological Areas (SEAs) to save remnants of the State's natural heritage. The status of many of these SEAs is not known to County officials, however, because very few resources were available to monitor and preserve them. Despite this lack of information, it is clear that development such as housing construction, commercial projects, roads and landfills has encroached upon many of the SEAs. Given that the City is largely built out, the pressure for development to intrude into these areas will likely continue.

2. *There is a deficiency of open space in the City.*

As the City urbanizes, and the pressures of population growth and encroaching development activity increases, the amount of land available for open space continues to diminish. The difficulty in acquiring large, contiguous tracts of land reduces the likelihood of creating new regional parks the size of Griffith Park or smaller community and neighborhood parks. In addition, there are insufficient local funds to purchase open space land.

3. *The Los Angeles River presents numerous opportunities for enhancing the City's open space network.*

Since the Los Angeles River and its tributaries pass through much of the City, they could become the "spine" of the Citywide Greenways Network. Where appropriate, these waterways could be developed as places for outdoor recreation and become amenities in the communities through which they pass.

4. *Park acquisition is limited due to existing patterns of development and lack of funding.*

Since the availability of open space acquisition funds is based in part on local development activity, areas of Los Angeles that experience little or no development have more limited resources to acquire open space. Not surprisingly, such communities are often also the areas with the greatest open space need.

The City has traditionally acquired open space through Quimby fees, park dedication requirements, and a dwelling unit construction surcharge. Quimby fees differ from the construction tax in that they are collected from development projects and must be spent in the community in which they are collected. Some areas of the City are recipients of both the Quimby fees and the construction surcharge fee. Older areas of the City in which little new residential development occurs receive considerably lesser levels of funds and are characterized by the highest development densities. Discrepancies in the amount of open space that exists among communities results in the more densely populated areas having insufficient open space to meet the needs of their population.

5. *Park standards do not reflect current conditions and needs.*

Standards for various categories of parks, which were created when the availability of open space was not as limited, should be re-examined in view of changing population and urban form dynamics. If the population continues to grow and the amount of open space available remains more or less the same, the discrepancy between what is and what should be will continue to widen.

Existing open space standards (and, more significantly, existing open space acquisition policies) do not sufficiently recognize the full range of potential open space resources at the neighborhood and community levels. As opportunities for traditional open space resources are diminished, it is important to identify areas of open space that have not traditionally been considered as resources. Thus, vacated railroad lines, drainage channels, planned transit routes and utility rights-or-way, or pedestrian-oriented streets and small parks, where feasible, might serve as important resources for serving the open space and recreation needs of City residents in communities where those resources are currently in short supply. Additionally, as resources diminish, the quality, intensity, and maintenance of existing open space (especially in more dense neighborhoods) becomes more important.

GOALS, OBJECTIVES, AND POLICIES

The following presents the goals, objectives, and policies related to open space and conservation in the City of Los Angeles. Programs that implement these policies are found in the last chapter of this document. Programs are also referenced after each policy in this document.

Goal 6A
An integrated citywide/regional public and private open space system that serves and is accessible by the City's population and is unthreatened by encroachment from other land uses.

RESOURCE CONSERVATION AND MANAGEMENT

Objective 6.1
Protect the City's natural settings from the encroachment of urban development, allowing for the development, use, management, and maintenance of each component of the City's natural resources to contribute to the sustainability of the region.

Policies

6.1.1 Consider appropriate methodologies to protect significant remaining open spaces for resource protection and mitigation of environmental hazards, such as flooding, in and on the periphery of the City, such as the use of tax incentives for landowners to preserve their lands, development rights exchanges in the local area, participation in land banking, public acquisition, land exchanges, and Williamson Act contracts. (P2)

6.1.2 Coordinate City operations and development policies for the protection and conservation of open space resources, by:

a. Encouraging City departments to take the lead in utilizing water re-use technology, including graywater and reclaimed water for public landscape maintenance purposes and such other purposes as may be feasible;

b. Preserving habitat linkages, where feasible, to provide wildlife corridors and to protect natural animal ranges; and

c. Preserving natural viewsheds, whenever possible, in hillside and coastal areas.

(P2, P9, P59, P60)

6.1.3 Reassess the environmental importance of the County of Los Angeles designated Significant Ecological Areas (SEAs) that occur within the City of Los Angeles and evaluate the appropriateness of the inclusion of other areas that may exhibit equivalent environmental value. (P2, P59)

6.1.4 Conserve, and manage the undeveloped portions of the City's watersheds, where feasible, as open spaces which protect, conserve, and enhance natural resources. (P2, P8)

6.1.5 Provide for an on-site evaluation of sites located outside of targeted growth areas, as specified in amendments to the community plans, for the identification of sensitive habitats, sensitive species, and an analysis of wildlife movement, with specific emphasis on the evaluation of areas identified on the Biological Resource Maps contained in the Framework Element's Technical Background Report and Environmental Impact Report (Figures BR1A-D). (P2)

6.1.6 Consider preservation of private land open space to the maximum extent feasible. In areas where open space values determine the character of the community, development should occur with special consideration of these characteristics. (P70)

6.1.7 Encourage an increase of open space where opportunities exist throughout the City to protect wild areas such as the Sepulveda Basin and Chatsworth Reservoir. (P1, P2, P59)

OUTDOOR RECREATION

Objective 6.2
Maximize the use of the City's existing open space network and recreation facilities by enhancing those facilities and providing connections, particularly from targeted growth areas, to the existing regional and community open space system.

Policy

6.2.1 Establish, where feasible, the linear open space system represented in the Citywide Greenways Network map, to provide additional open space for active and passive recreational uses and to connect adjoining neighborhoods to one another and to regional open space resources (see Figure 6-1). This Citywide Greenways Network is hierarchical and is composed of three levels: regional, community, and local/ neighborhood. While these levels are of equal importance, they vary in scale and the degree to which they impact the City at large. Additionally, while these levels overlap one another, they can still be differentiated and broken down as follows:

Citywide Greenways Network
In the City of Los Angeles

NOTES

This map is a generalized representation of Framework policy recommendations for public open space to serve as a basis for updating the city's Open Space Element. For goals and policies that further describe the citywide greenways network refer to the Open Space chapter of the Framework Element.

As a generalized map, the boundaries are not precise; they are intended to illustrate an integrated citywide/regional greenways system to serve the open space needs of the city's population. Some other jurisdictions have been included for the purposes of illustrating continuity; any inclusion of private space is unintentional. Specific boundaries and open space land use classifications will be determined by the Community Plans.

The linear open space system represented by the Citywide Greenways Network (1) provides additional open space for active and passive recreational uses, and (2) connects adjoining neighborhoods to one another and to regional open space resources. This greenways network is hierarchical and is composed of three levels: local/neighborhood, community, and regional.

- The local/neighborhood components include pedestrian-supporting streets, open space associated with public facilities such as schools, small local parks, and community gardens.
- The community component is composed of district parks and civic open spaces connected to the network, including elements such as community and neighborhood parks, connected by linear, non-motorized transportation linkages such as the LA/DOT bike paths, walking and hiking trails, and local bike paths.
- The regional component of the network is composed of the beaches, the mountains, and the Los Angeles River system - the three most continuous natural features of the urban region and thus the primary elements of the network; river tributaries, arroyos and washes that take storm water to the ocean; rail lines and utility corridors that may, where feasible, serve as either active or passive multi-use greenway corridors to become connectors to the beaches and the river and to link adjacent districts to each other through the network; and all regional parks made accessible from the network and directly connected to local collectors.



Figure 6-1

N

1 1/2 0 1 2 3 4 5 KILOMETERS

1 1/2 1/4 0 1 2 3 4 MILES

Prepared by the General Plan Framework Section • City of Los Angeles Planning Department • Citywide Graphics • April 1996

Reproduction of Text shown on Citywide Greeways Network Map

This map is a generalized representation of Framework Element policy recommendations for public open space to serve as a basis for updating the City's Open Space and Conservation Elements.

As a generalized map, the boundaries are not precise; they are intended to illustrate an integrated citywide/regional greenways system to serve the open space needs of the City's population. Some other jurisdictions have been included for purposes of illustrating continuity; any inclusion of private space is unintentional and no restriction on the use of such properties is implied. Specific boundaries and open space land use classifications should be determined in the community plans.

The linear open space system represented by the Citywide Greenways Network (1) provides additional open space for active and passive recreational uses, and (2) connects adjoining neighborhoods to one another and to regional open space resources. This greenways network is differentiated by function and is composed of three levels: local/neighborhood, community, and regional.

- **The local/neighborhood components include pedestrian-supporting streets, open space associated with public facilities such as schools, small local parks, and community gardens.**

- **The community component is composed of district parks and civic open spaces connected to the network, including elements such as community and neighborhood parks, connected by linear, non-motorized transportation linkages such as bike paths, walking and hiking trails, and local bike ways.**

- **The regional component of the network is composed of the beaches, the mountains, and the Los Angeles River system - the three most continuous natural features of the urban region and thus the primary elements of the network; river tributaries, arroyos and washes that take storm water to the ocean; rail lines and utility corridors that may, where feasible, without compromising public safety or facility security, serve as either active or passive multi-use greenway corridors to become connectors to the beaches and the river and to link adjacent districts to each other through the network; and all regional parks made accessible from the network and directly connected to local collectors.**

a. The regional component of the network is composed of the beaches, the mountains, and the Los Angeles River system - the three most continuous natural features of the urban region and thus the primary elements of the network; river tributaries, arroyos and washes that take storm water to the ocean; rail lines and utility corridors, where feasible without compromising public safety or facility security, that may serve multiple purposes to become connectors to the beaches and the river and link adjacent districts to each other through the network; and all regional parks made accessible from the network. While considering open space improvements of the River and drainages, their primary purpose for flood control shall be considered.

b. The community component is composed of parks and civic open spaces connected to the network, including elements such as community and neighborhood parks, connected by linear, non-motorized transportation linkages such as walking and hiking trails and local bike paths.

c. The local/neighborhood components include pedestrian-supporting streets, open space associated with public facilities such as schools, small parks, and community gardens.

(P2)

6.2.2. Protect and expand equestrian resources, where feasible, and maintain safe links in major public open space areas such as Hansen Dam, Sepulveda Basin, Griffith Park, and the San Gabriel, Santa Monica, Santa Susanna Mountains and the Simi Hills.

a. Maintain the equestrian facilities on publicly owned lands, such as Hansen Dam and the Los Angeles Equestrian Center.

b. Preserve, where feasible, the "Horsekeeping Supplemental Use District" ("K" District), with links to major open areas.

c. Support the policies and objectives of the Rim of the Valley Trail Corridor Master Plan, the Urban Greenways Plan, and the Major Equestrian and Hiking Trails Plan (and all amendments) as a foundation for promoting and maintaining a trail system within the City.

(P1, P58, P59)

PUBLIC SAFETY

Objective 6.3
Ensure that open space is managed to minimize environmental risks to the public.

Policies

6.3.1 Preserve flood plains, landslide areas, and steep terrain areas as open space, wherever possible, to minimize the risk to public safety. (P1, P2)

6.3.2 Seek to ensure that the users of the City's open space system are safe and secure. (P2)

6.3.3 Utilize development standards to promote development of public open space that is visible, thereby helping to keep such spaces and facilities as safe as possible. (P18, P24, P25)

COMMUNITY STABILITY

Objective 6.4
Ensure that the City's open spaces contribute positively to the stability and identity of the communities and neighborhoods in which they are located or through which they pass.

Policies

6.4.1 **Encourage and seek to provide for usable open space and recreational facilities that are distributed throughout the City. (P2, P14)**

6.4.2 **Encourage increases in parks and other open space lands where deficiencies exist, such as South East and South Central Los Angeles and neighborhoods developed prior to the adoption of the State Quimby Act in 1965 (As amended in 1972). (P1, P2, P54)**

6.4.3 **Encourage appropriate connections between the City's neighborhoods and elements of the Citywide Greenways Network. (P2, P58, P59)**

6.4.4 **Consider open space as an integral ingredient of neighborhood character, especially in targeted growth areas, in order that open space resources contribute positively to the City's neighborhoods and urban centers as highly desirable places to live (see Chapter 5: *Urban Form and Neighborhood Design*). (P1, P2)**

6.4.5 **Provide public open space in a manner that is responsive to the needs and wishes of the residents of the City's neighborhoods through the involvement of local residents in the selection and design of local parks. In addition to publicly-owned and operated open space, management mechanisms may take the form of locally run private/non-profit management groups, and should allow for the private acquisition of land with a commitment for maintenance and public access. (P2, P58, P59)**

6.4.6 **Explore ways to connect neighborhoods through open space linkages, including the "healing" of neighborhoods divided by freeways, through the acquisition and development of air rights over freeways (such as locations along the Hollywood Freeway between Cahuenga Pass and Downtown), which could be improved as a neighborhood recreation resource. (P2, P14)**

6.4.7 **Consider as part of the City's open space inventory of pedestrian streets, community gardens, shared school playfields, and privately-owned commercial open spaces that are accessible to the public, even though such elements fall outside the conventional definitions of "open space." This will help address the open space and outdoor recreation needs of communities that are currently deficient in these resources (see the Recreation and Parks section in Chapter 9: *Infrastructure and Public Services*). (P2)**

6.4.8 **Maximize the use of existing public open space resources at the neighborhood scale and seek new opportunities for private development to enhance the open space resources of the neighborhoods.**

- **a.** **Encourage the development of public plazas, forested streets, farmers markets, residential commons, rooftop spaces, and other places that function like open space in urbanized areas of the City with deficiencies of natural open space, especially in targeted growth areas.**
- **b.** **Encourage the improvement of open space, both on public and private property, as opportunities arise. Such places may include the dedication of "unbuildable" areas or sites that may serve as green space, or pathways and connections that may be improved to serve as neighborhood landscape and recreation amenities.**

(P2, P14, P50)

6.4.9 **Encourage the incorporation of small-scaled public open spaces within transit-oriented development, both as plazas and small parks associated with transit stations, and as areas of public access in private joint development at transit station locations. (P2)**

6.4.10 **Provide for the joint use of open space with existing and future public facilities, where feasible.**

a. Give priority to the development of sites as open space for public access that are located with or occupied by other public facilities such as schools, child care facilities, and libraries.

b. Resolve differences of policy and practice between the City's various departments and the Los Angeles Unified School District to ensure the joint use of school sites in whole or in part for neighborhood open space needs. In particular, pursue legislation to address the issue of public liability in situations of joint use or joint development of public properties, so that the liability may be equitably shared by multiple agencies (such as the School District and the Department of Recreation and Parks).

(P2, P14, P16)

6.4.11 Seek opportunities to site open space adjacent to existing public facilities, such as schools, and encourage the establishment of mutually beneficial development agreements that make privately-owned open space accessible to the public. For example, encourage the improvement of scattered small open spaces for public access in private projects with small branch libraries, child care centers, or decentralized schools. (P2, P16)

RESOURCE DEVELOPMENT

Objective 6.5
Provide adequate funding for open space resource management and development.

Policies

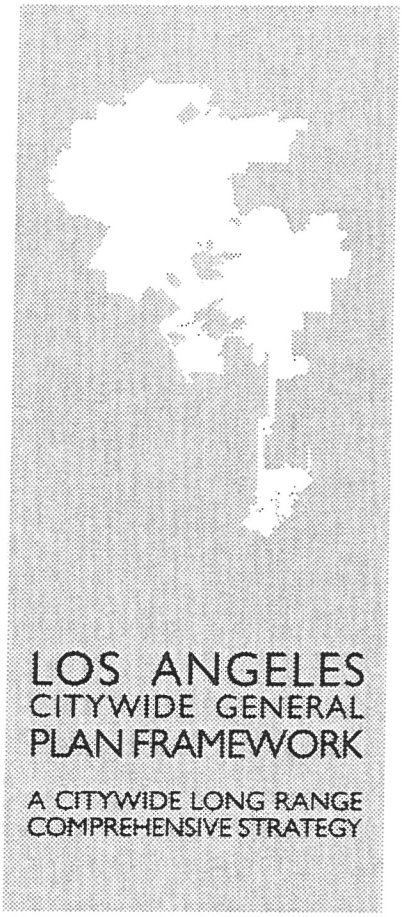
6.5.1 Implementation should be accomplished incrementally. (P2, P14)

6.5.2 Establish programs for financing open space acquisition, development and maintenance. (P2, P14, P66)

6.5.3 Seek linkages with other requirements, such as air quality mandates, flood control requirements, or water reclamation needs, wherever possible. (P8, P54, P65)

6.5.4 Encourage and facilitate assessment districts for street amenity improvements. (P2, P32)

6.5.5 Establish incentives for the provision of publicly accessible open space in conjunction with private development projects. (P2, P14, P19, P66)



CHAPTER 7

ECONOMIC DEVELOPMENT

CHAPTER 7 - ECONOMIC DEVELOPMENT

INTRODUCTION AND SUMMARY OF ISSUES

INTRODUCTION

The Framework Element's fundamental economic development goals are twofold: to provide the physical locations and competitive financial environment necessary to attract various types of economic development to Los Angeles, and to encourage the geographic distribution of job growth in a manner supportive of the City's overall planning objectives. In order to encourage economic development in Los Angeles and effectively compete for limited opportunities in an increasingly competitive national economy, the City needs to offer meaningful development incentives. This is particularly true in those areas that have historically received a less than proportional share of Citywide employment and development opportunities.

Job retention and creation are directly related to enhanced economic development opportunities. The policies and programs presented below seek to increase employment in the City at a considerably higher rate than is currently projected. This objective is vitally important to Los Angeles' future, since higher job creation will not only provide improved employment opportunities for City residents, but also help maintain the City's fiscal health.

The economic development policies presented in this chapter are designed to facilitate business retention and job growth in several important ways. These include providing appropriate sites and infrastructure to accommodate future commercial and industrial growth; streamlining the City's permitting and regulatory processes; focusing the City's economic development efforts to more effectively utilize available resources; and, where appropriate, providing financial incentives to attract development to targeted districts, centers, and boulevards.

In the current economic environment, it has become increasingly clear that municipal incentives cannot create market demand. At best, public incentives can serve to focus existing demand into centers, districts, and mixed-use boulevards. This is only possible, however, to the degree that market forces are influenced by the effects of available public resources directed at economic development. The City's limited economic development resources must therefore be channeled into actions that optimize returns from affordable levels of public action. Given this fiscal reality and the City's desire to achieve its economic development objectives while preserving the stability of existing neighborhoods, the economic development policies focus growth in specific parts of the City.

To establish a basis for addressing the interrelated goals of job creation, stimulation of citywide economic development, and the provision of development incentives in specific parts of Los Angeles, the City should adopt the following types of areas as the focus of the *Economic Development* chapter (see Figure 7-1):

- existing commercial centers and corridors;
- existing growing industrial/business sectors;
- existing large industrial sites suitable for reuse (e.g., the General Motors site);
- emerging commercial and industrial areas, perhaps without current suitable sites (e.g., North Hollywood);
- existing Enterprise Zones and Incentive Areas;
- adopted Center locations;
- proposed community focal points and transit centers; and
- existing and projected transit facility concentrations.

By focusing the City's economic development efforts to these areas, the Framework Element acknowledges that the goals, objectives and policies which follow cannot be generically applied to the entire City. Instead, the Framework Element directs its economic development efforts towards specific regions of the City, thereby optimizing its resources and improving the chances for success. In order to better understand how these areas relate to the City's economic development strategy, this chapter categorizes them as either market-linked areas or policy-linked areas; labels which indicate the kind of action that is required to foster the desired economic activity.

Policy-Linked Areas

Policy-linked areas are places that private developers have historically found unattractive due to a wide variety of socio-economic factors, including the low revenue-generating potential of commercial uses that result from the resident

Citywide Economic Strategies
In the City of Los Angeles

- Market-Linked Area
- General Plan Industrial Land Uses
- *Redevelopment Project Areas*
- Proposed Redevelopment Project Area[2]
- CRA Recovery Study Area
- Existing State Enterprise Zone
- LANI Area
- Downtown, Port, LAX[4]

NOTES

The Framework addresses economic policies citywide. This map identifies areas characterized by unique opportunities or constraints that make them candidates for the consideration of economic strategies and implementation priorities.

1. Areas that represent adopted policies and strategies include State Enterprise Zones, Redevelopment Areas, and Los Angeles Neighborhood Initiative (LANI) Areas.
2. Preliminary Plan for Proposed Eastside Industrial and Commercial Redevelopment Project Area, Council File No. 91-1187, City Planning Commission File No. 95-0336CRA, Commission Adopted Preliminary Plan October 26, 1995.
3. The Framework identifies market-linked areas that are a focus of economic policy. These areas are defined and elaborated upon in the Economic Development chapter of the Framework Element.
4. Downtown Los Angeles, the Port of Los Angeles, Los Angeles International Airport, and other local airports are areas with broad regional and market international links. Improvement of these facilities and implementation of economic development programs in these areas will have a regional impact on employment and economic growth.

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Figure 7-1

1 1/2 0 1 2 3 4 5 KILOMETERS

N

1 1/2 1/4 0 1 2 3 4 MILES

Text for Figure 7-1

NOTES:

Policies in the Framework Element address economic issues citywide. This map identifies areas characterized by unique opportunities or constraints that make them candidates for the consideration of economic strategies and implementation priorities.

1. **Areas that represent adopted policies and strategies include State Enterprise Zones, Redevelopment Areas, and Los Angeles Neighborhood Initiative (LANI) Areas.**

2. **Areas that are candidates for designation as various types of economic policy districts include Los Angeles Community Redevelopment Agency Recovery Study Areas.**

3. **Maps in the Framework Element identify market-linked areas that are a focus of economic policy. These areas are defined and elaborated upon in this chapter.**

4. **Downtown Los Angeles, the Port of Los Angeles, Los Angeles International Airport, and other local airports are areas with broad regional and international market links. Improvement of these facilities and implementation of economic development programs in these areas will have a regional impact on employment and economic growth.**

population's low-income level. As the name implies, these areas require government sponsored and championed policy initiatives to stimulate demand and affect the kind of positive economic changes deemed necessary to improve their quality of life.

Policy-linked areas are identified on the basis of economic need, such as a lack of existing employment centers, high resident unemployment rates, and low resident income levels. Based on these criteria, the City could target underdeveloped sections of South Central Los Angeles for policy-linked economic development incentives, including streamlining the development approval process and focusing the efforts of self-help programs on small business formulation assistance and job skill retraining.

Market-Linked Areas

Market-linked areas are places where incentive programs, together with a streamlining of the approval process, could facilitate development by removing existing obstacles where it would otherwise be attractive from a market perspective. Although these areas have historically been places where demand is in evidence, they require additional incentives to attract development in the current market environment. These are also areas where existing commercial centers and industrial concentrations could capture large shares of the City's future growth.

Industrial lands adjacent to the Port of Los Angeles are considered as a market-linked area. While there is potentially strong demand for industrial space in this area, demands are constrained by the limited availability of suitably sized sites with the required modern support services, making the development of new industry unfeasible. To address this constraint, the City could locate and/or assist in the assembly of suitable individual sites in the area so the private sector could more efficiently meet current and emerging market needs.

Another market linked area is the General Motors (GM) plant site, an area which requires reconfiguration and modernization if it is to become an asset to the City. By actively facilitating the re-use of this site or others in the San Fernando Valley, the City could reestablish this region, a highly sought after high-tech industrial location in the recent past, as a competitive "player" in the national economy and the emerging Pacific Rim marketplace as it develops in the coming decade.

The active industrial areas of South Central and Southeast Los Angeles are yet another kind of market-linked area. To ensure their long-term competitiveness and expansion, this kind of existing and growing industrial zone needs to be actively encouraged and stimulated. Since the South Central and Southeast industrial areas adjacent to Downtown Los Angeles currently serve a growing garment industry and light manufacturing market, this means identifying the locational needs of new companies and the job training needs of the existing work force, as well as helping to meet those needs by refining existing programs or providing new, more direct forms of assistance.

The mirror of these examples is the deteriorating industrial area with limited future industrial potential, which market forces could recycle into more viable land uses. While no direct public action would be needed in this example, a strategic decision should be made to allow such areas to recycle in response to the market through flexible zoning designations that would allow such changes.

Finally, another kind of market-linked area is one that requires the active stimulation of concentrated commercial and mixed–use development along established commercial corridors, at transit stations and in community centers. To the extent that new growth is accommodated in these areas, cost efficiencies are maximized both from the development as well as the infrastructure perspective. Neighborhoods also benefit as a result of concentrating development, because targeted growth limits the intrusion of development on existing residential neighborhoods. From a market perspective, such concentrated development maximizes potential foot traffic within pedestrian accessible areas, increasing potential volume levels as well as market appeal.

To address the challenges facing the market-linked areas discussed above, the City can undertake a variety of actions, two examples of which follow:

- Establish priority areas within Los Angeles called "industrial preservation zones," and focus active assistance programs within them to maximize the impact of anticipated limited resources and assure a viable range of competitive industrial sites in the City to help maintain a core manufacturing base through the turn of the century.

- Encourage mixed-use commercial and residential development within targeted areas throughout the City through zoning, entitlement processes and incentive programs, recognizing that market forces will ultimately decide where such actions will in fact be implemented.

In addition, the City must take advantage of the critical role of the Port of Los Angeles and the Los Angeles International Airport in supporting the local economy. These facilities are major generators of economic activity, both in their immediate vicinity and throughout the entire Southern California region. Under the Charter of the City of Los Angeles, these facilities are operated by City departments each directed by a Board of Commissioners. The Harbor Department and the Department of Airports are proprietary and self-supporting departments of the City that prepare, control, and administer their own budgets and have substantial authorities over the properties that they manage.

As a result of the crucial role they play in economic development and their unique organizational status, these areas can benefit from and will require additional City actions form those designed to assist other market-linked areas. In addition to receiving incentives initiated in other market-linked areas, such actions as expansion of the City's foreign trade zone, permit facilitation and regulatory relief, and other programs appropriate to these facilities should be investigated to facilitate economic activity throughout the City. Such actions will support all of the critical industrial sectors (trade, tourism/entertainment, transportation, and technology) upon which the future economy will be based.

SUMMARY OF ECONOMIC DEVELOPMENT CONDITIONS

1. The City's current economic strategy is disjointed, to the extent that it has one. As a result, economic development tends to occur in haphazard manner throughout Los Angeles. The City must therefore create a cohesive economic development strategy to effectively focus its public resource expenditures in a concentrated and orderly manner.

2. The City's current jobs/housing ratio must be maintained. If the jobs/housing ratio declines, that is, if the number of jobs declines in relationship to the number of housing units, then the City's economic vitality may spiral downward. If the jobs/housing ratio increases, that is, if the number of jobs increases in relationship to the number of housing units, the housing shortage and the need for affordable housing would be exacerbated.

3. The baseline 2010 employment and housing forecasts prepared by the Southern California Association of Governments (SCAG) indicate that the City's jobs/housing ratio will decline by 2010. This decline would be economically detrimental to the City for two major reasons:

   - Employment opportunities for existing and future City residents would become more limited, potentially resulting in a higher resident unemployment rate; and

   - The City's fiscal structure has historically been dependent on a jobs-rich environment. A decline in the jobs/housing ratio would reflect a growth pattern in which residential development outpaces commercial and industrial growth. Given that nonresidential land uses generate proportionately more fiscal revenue than residential development, a decline in the jobs/housing ratio would represent an undesirable growth pattern for the City from a fiscal perspective. Whereas demand for municipal services would continue to grow commensurate with population growth, the City's revenue base and related ability to provide municipal services would grow at a lower rate. This imbalance would potentially result in the City being unable to maintain its current levels of municipal services, much less meet desirable standards for such services.

   In order to avoid the potentially detrimental consequences of a decline in the City's jobs/housing ratio, the City must implement a proactive economic development program which seeks to generate employment growth commensurate with projected population increases. Maintenance of the existing jobs/housing ratio of 1.46 will require that the City attract approximately 400,000 new jobs, compared to the 200,000 new jobs indicated in the SCAG forecasts.

4. To effectively compete for the limited employment opportunities in an increasingly competitive national economy, and in order to encourage economic development in Los Angeles, the City must create market and policy driven incentives. These incentives include:

   - Governmental reforms that streamline and shorten the application process in response to the needs of existing businesses and the "targeted" industries';

   - Creation and implementation of a comprehensive economic development strategy to focus the expenditure of public resources into a coordinated series of programs and policies;

- Commercial and industrial retrofitting and reuse policies and programs to provide modern and world-competitive commercial and industrial buildings and sites;

- Job-training, skills-matching, and educational programs to enhance the available labor pool with skills well-matched for the existing and targeted industries;

- Active marketing to encourage "emerging" industries to locate in the City of Los Angeles, with an emphasis on the attraction of environmentally-oriented and clean industries; and

- Active land use and transportation planning and inducements to create concentrations of commercial and mixed-use growth along commercial corridors, at transit stations, and within community centers. To the extent that new growth is accommodated in these areas, cost efficiencies would be maximized from the neighborhood preservation and the infrastructure perspectives.

5. The strategic goal of attracting nearly 400,000 new jobs is not necessarily incompatible with protecting the stability of existing communities. In order to prevent encroachment into existing neighborhoods, future growth should be focused. Areas identified on the Framework Element land use map represent adequate capacities to accommodate the commercial and industrial growth necessary to support the desired job creation goal.

GOALS, OBJECTIVES, AND POLICIES

The following presents the goals, objectives, and policies related to economic development in the City of Los Angeles. Programs that implement these policies are found in the last chapter of this document. Programs are also referenced after each policy in this document.

GOAL 7A
A vibrant economically revitalized City.

Objective 7.1
Focus available resources on a coordinated and comprehensive effort to promote economic activity in Los Angeles, including an aggressive marketing program that communicates the resources and assets available within the City.

Policies

7.1.1 Reorganize local government as needed to coordinate economic development and business support services functions. (P35, P49)

7.1.2 Encourage community–based service and development entities in efforts to create small business expansion at the local level. (P35, P43)

7.1.3 Create and implement an economic development strategy. (P35)

7.1.4 Develop an infrastructure investment strategy to support the population and employment growth areas. (P36)

7.1.5 Allocate available public resources within the context of the market demand anticipated over the next five years. (P38)

7.1.6 Identify Federal and State mandates which represent unreasonable barriers to future economic development in the City, and begin to address these mandates through appropriate lobbying efforts. (P27)

GOAL 7B
A City with land appropriately and sufficiently designated to sustain a robust commercial and industrial base.

Objective 7.2
Establish a balance of land uses that provides for commercial and industrial development which meets the needs of local residents, sustains economic growth, and assures maximum feasible environmental quality.

Policies

General

7.2.1 **Identify the characteristics of any surplus City-owned land and determine the appropriateness of designating this land for public, commercial, industrial, or residential uses. (P26)**

Commercial

7.2.2 **Concentrate commercial development entitlements in areas best able to support them, including community and regional centers, transit stations, and mixed-use corridors. This concentration prevents commercial development from encroaching on existing residential neighborhoods. (P18)**

7.2.3 **Encourage new commercial development in proximity to rail and bus transit corridors and stations. (P1, P18)**

7.2.4 **Ensure that the City has enough capacity to accommodate the development of general commercial uses which support community needs in all parts of Los Angeles. (P1)**

7.2.5 **Promote and encourage the development of retail facilities appropriate to serve the shopping needs of the local population when planning new residential neighborhoods or major residential developments. (P18, P38, P40)**

Office

7.2.6 **Concentrate office development in regional mixed–use centers, around transit stations, and within community centers. (P1, P18)**

7.2.7 **Encourage the introduction of telecommuting facilities in dispersed community centers and mixed-used corridors to reduce total vehicle miles traveled (VMT). (P2, P47)**

Industrial

7.2.8 **Retain the current manufacturing and industrial land use designations, consistent with other Framework Element policies, to provide adequate quantities of land for emerging industrial sectors. (P1, P18)**

7.2.9 **Limit the redesignation of existing industrial land to other land uses except in cases where such redesignation serves to mitigate existing land use conflicts, and where it meets the criteria spelled out in Policy 3.14.6 of Chapter 3: *Land Use*. (P18)**

7.2.10 **Ensure that the City's industrial sites are regionally competitive to maintain and enhance a core manufacturing base. (P37, P38, P39)**

7.2.11 **Ensure that the City has sufficient quantities of land suitable to accommodate existing, new and relocating industrial firms, whose operations are appropriate to a specific location in Los Angeles. (P18, P26, P38)**

7.2.12 **Establish, as shown in Figure 7-1, the area adjacent to the Port of Los Angeles, the rail corridor bisecting the San Fernando Valley, and the South Central/Southeast industrial area as market-linked targeted industrial areas (market-linked areas are described on page 7-4). (P1, P18)**

7.2.13 **Facilitate environmentally sound operations and expansion of the Port of Los Angeles and the Los Angeles International Airport as major drivers of the local and regional economy. (P3, P5, P6, P42)**

7.2.14 **Take steps to assure that new industries developed are sensitive to environmental and conservation issues, and that cumulative environmental impacts are addressed.**

GOAL 7C
A City with thriving and expanding businesses.

Objective 7.3
Maintain and enhance the existing businesses in the City.

Policies

Commercial

7.3.1 **Maintain the Downtown regional core as the preeminent center for office development in the City, the metropolitan area, and the region. Maintenance of this status is key to the City's economic and fiscal strength during the transition to a more service oriented economy. (P1, P18)**

7.3.2 **Retain existing neighborhood commercial activities within walking distance of residential areas. (P1, P18)**

7.3.3 **Retain the City's existing employment base through an outreach program to existing businesses and an ongoing assessment of their specific land use requirements. (P35, P62)**

Industrial

7.3.4 **Recognize the crucial role that the Port of Los Angeles and the Los Angeles International Airport play in future employment growth by supporting planned Port and Airport expansion and modernization that mitigates its negative impacts. (P5, P40)**

7.3.5 **Improve the movement of goods and workers to industrial areas. (P3, P4, P45)**

7.3.6 **Retain the City's existing manufacturing base through an outreach program to existing businesses and an ongoing assessment of their specific land use requirements. (P35, P36, P62)**

7.3.7 **Prioritize the retention and renewal of existing industrial businesses. (P35, P36, P37)**

7.3.8 **Assist existing industries located in Los Angeles with their expansion plans and/or relocation efforts to find suitable industrial sites in the City. (P36, P37)**

GOAL 7D
A City able to attract and maintain new land uses and businesses.

Governmental Services and Administrative Processing

Objective 7.4
Improve the provision of governmental services, expedite the administrative processing of development applications, and minimize public and private development application costs.

Policies

7.4.1 **Develop and maintain a streamlined development review process to assure the City's competitiveness within the Southern California region. (P67, P68)**

7.4.2 **Maximize opportunities for "by–right" development. (P4, P18)**

7.4.3 **Maintain development fee structures that do not unreasonably burden specific industry groups, are financially competitive with other cities in the region, and reduce uncertainty to the development community. (P49)**

7.4.4 **Reform municipal service delivery through combining the services provided by the various departments (planning, building and safety, water and power, etc.) at decentralized locations throughout the City. (P35, P54, P62)**

Target Industries

Objective 7.5
Capture a significant share of regional growth in the "targeted" or emerging industries in the City of Los Angeles.

Policies

7.5.1 **Identify emerging and pro-actively clean industries to specifically attract to the City of Los Angeles. (P35)**

7.5.2 **Maintain an ongoing dialogue with representatives of major firms in the target industries to determine facility/siting, infrastructure, and labor force requirements. (P35, P37)**

7.5.3 **Strive to provide an industrial business climate that meets the needs of the targeted industries. (P21, P35, P36, P40)**

7.5.4 **Proactively market Los Angeles to emerging industries to encourage them to locate within the City, with an emphasis on the attraction of environmentally-oriented and "clean" industries. (P35, P40)**

Commercial Uses

Objective 7.6
Maintain a viable retail base in the City to address changing resident and business shopping needs.

Policies

7.6.1 **Encourage the inclusion of community-serving uses (post offices, senior community centers, daycare providers, personal services, etc.) at the community and regional centers, in transit stations, and along the mixed–use corridors. (P18)**

7.6.2 **Reuse deteriorating community or regional centers for wholesale or outlet centers when the newly emerging retail trend requires larger sites not otherwise available to the City. (P18)**

7.6.3 **Facilitate the inclusion of shopping facilities in mixed–use developments that serve the needs of local residents and workers. If necessary, consider utilizing financing techniques such as land write-downs and density bonuses. (P18)**

GOAL 7E
A City with a highly qualified labor force.

Objective 7.7
Achieve an effective "match" between the qualifications of the local labor force and the anticipated personnel requirements of existing and emerging industries in the City.

Policy

7.7.1 Expand job training programs offered in the City to more adequately address the skill requirements of existing and emerging industries. (P28, P37)

GOAL 7F
A fiscally stable City.

Objective 7.8
Maintain and improve municipal service levels throughout the City to support current residents' quality of life and enable Los Angeles to be competitive when attracting desirable new development.

Policies

7.8.1 Place the highest priority on attracting new development projects to Los Angeles which have the potential to generate a net fiscal surplus for the City. (P35, P36)

7.8.2 Implement proactive policies to attract development that enhances the City's fiscal balance, such as providing financial incentives and permitting assistance. (P35, P36, P40, P67)

7.8.3 Encourage mixed-use development projects, which include revenue generating retail, to offset the fiscal costs associated with residential development. (P18, P22)

GOAL 7G
A range of housing opportunities in the City.

Objective 7.9
Ensure that the available range of housing opportunities is sufficient, in terms of location, concentration, type, size, price/rent range, access to local services and access to transportation, to accommodate future population growth and to enable a reasonable portion of the City's work force to both live and work in the City.

Policies

7.9.1 Promote the provision of affordable housing through means which require minimal subsidy levels and which, therefore, are less detrimental to the City's fiscal structure. (P1, P2, P23, P29, P69)

7.9.2 Concentrate future residential development along mixed–use corridors, transit corridors and other development nodes identified in the General Plan Framework Element, to optimize the impact of City capital expenditures on infrastructure improvements. (P1, P18)

7.9.3 Preserve existing single-family neighborhoods throughout the City to assure a continuing supply of variously priced single-family homes from the existing inventory. (P1, P18)

GOAL 7H
A distribution of economic opportunity throughout the City.

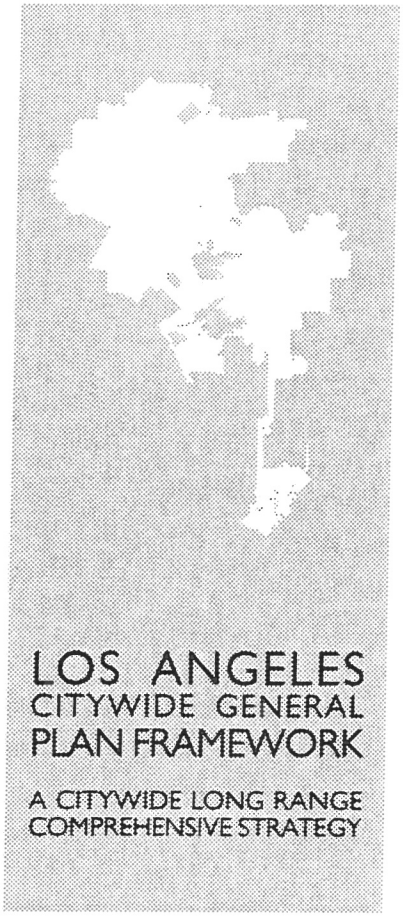
Objective 7.10
Program resources in a manner that encourages appropriate development, housing opportunities, transit service and employment generation in all areas of the City, with particular emphasis on those portions of the City which historically have not received a proportional share of such opportunities, consistent with the City's overall economic policies.

Policies

7.10.1 Focus available implementation resources in centers, districts, and mixed-use boulevards or "communities of need." (P35)

7.10.2 Support efforts to provide all residents with reasonable access to transit infrastructure, employment, and educational and job training opportunities. (P3, 44)

7.10.3 Determine appropriate levels of service for, but not limited to, educational facilities, hospitals, job training and referral centers, and transportation opportunities in the "communities of need." (P3, P28)



CHAPTER 8

TRANSPORTATION

CHAPTER 8 - TRANSPORTATION

INTRODUCTION AND SUMMARY OF ISSUES

INTRODUCTION

Transportation is an essential factor contributing to the quality of life in Los Angeles. Transportation facilities and policies are integral elements in achieving the vision of the Citywide General Plan Framework Element. A comprehensive strategy of physical and operational improvements and behavioral changes that reduce the number and length of trips generated is necessary to ensure future mobility in the City.

The transportation system of the future will need to be a fully integrated, multimodal system that offers multiple travel choices to Los Angeles travelers. Choices for person trips must include numerous forms of transit (rail, bus, Smart Shuttle, jitney, taxi, and other), highway (drive-alone, carpool, and vanpool), and non-vehicle options (telecommuting, electronic communication, and bicycling). New facilities and services will greatly enhance accessibility within communities, particularly in these communities with limited economic resources.

The transition to this multimodal system has already begun, with major investments in Metrolink, Metrorail, and a freeway high-occupancy vehicle system. Renewed efforts to develop innovative new transit service concepts are also underway. These efforts must be continued and enhanced through a strategic transportation implementation program in order for the transportation system envisioned in the Framework Element to be realized.

Even with the integrated multimodal transportation system in place, the accessibility and mobility objectives of the Framework Element will only be achieved through substantial shifts in travel behavior. These shifts will include significant increases in transit utilization and carpooling/vanpooling. They also include a reduction in person-trips as people choose to take advantage of telecommunication technologies. Without these changes, levels of service will decline significantly due to increases in vehicular travel.

The Framework Element transportation system includes proposals for major improvements to enhance the movement of goods and to provide greater access to major intermodal facilities such as the ports and airports. Many of these programs are already underway, such as the Alameda Corridor and the Los Angeles International Airport (LAX) Master Plan.

BACKGROUND

The City of Los Angeles is recognized worldwide for the high level of mobility of its people. This level of mobility has been made possible by intense investment in the transportation system over the past half century.

Investments in the highway and freeway system, the transit system, Los Angeles International Airport, the Port of Los Angeles, and the railroad system have contributed, not only to growth in individual mobility, but also to economic growth that has made Los Angeles one of the great economic centers of the world. Los Angeles has truly become a major center for national and international trade and tourism, and an important hub for international air travel.

As it moves into the 21st century, Los Angeles should see its transportation systems progressively evolve into one integrated multimodal system characterized by increased choice and accessibility. This evolution has already begun with recent investments in light rail (the Metro Blue and Green Lines), heavy rail (the Metro Red Line), and commuter rail (Metrolink). Innovations in transit service have begun to augment the Citywide bus system (LACMTA and LADOT), already one of the largest in America, with new community services (DASH) and new commuter bus services that use private operators. New technologies are also beginning to have an impact on the transportation system. Intelligent-transportation technologies are increasing roadway and intersection capacities and enhancing taxi and shuttle operations. Opportunities to combine new technologies with new service concepts (such as SMART Shuttles) are also being explored.

To support the vision of the Citywide General Plan Framework Element, transportation investment and policy will need to follow a strategic plan that builds upon recent achievements. Greater choice and accessibility, made possible by new, multi-modal facilities and services as well as improved access to key transportation facilities, will enhance the many economic resources of the City, improve the environments where people live and work, and support greater equity.

Citywide transportation facilities and related policies should:

- Capitalize on existing and currently committed infrastructure (e.g. the highway and freeway system, High

Occupancy Vehicle lanes, the Alameda Corridor, Metrorail, Metrolink, LAX, the Port of Los Angeles, and Union Station);

- Recognize the need to adopt land use policies and implement feeder systems to better utilize the committed infrastructure; and

- Acknowledge that advanced technology will help make the existing transportation system more efficient in two ways: transportation system management (e.g. Automated Traffic Surveillance and Control [ATSAC] system and Smart Corridors) and reduction of vehicle trips by providing alternative methods of bringing people and information together (e.g., a more comprehensive telecommunication network).

With a population of nearly 3.5 million people, the City of Los Angeles comprises about two-fifths of the population of Los Angeles County, and one-fourth of the total population in Southern California (Los Angeles, Orange, Ventura Counties and the western portions of Riverside and San Bernardino Counties). Its 1.9 million employees represent roughly the same percentages of county and regional employment.

Because of the City's size and the role it plays in the regional economy, future development in Los Angeles and the City's implemented transportation policies will have a significant impact on all of Southern California. At the same time, regional transportation policies and programs will have an impact on conditions in Los Angeles. Consequently, effective mobility necessitates the coordinated actions of all cities and counties within the region.

SUMMARY OF TRANSPORTATION ISSUES

The General Plan Framework Element has a vision that includes a multimodal transportation system that provides choices and accessibility to everyone in Los Angeles. This vision is achievable and realistic. It cannot be achieved, however, without some difficult decisions to support the facilities and the behavioral changes that are incorporated within the vision.

The following is a summary of key transportation issues, based on analysis found in the Framework Element technical background reports.

1. The quality of life for every citizen of Los Angeles is affected by the ability to access work opportunities and essential services. It affects the City's economy as well as the living environment of its citizens. This is as true for people who must rely on travel options other than the automobile as it is for those who drive. Transportation policy needs to ensure that basic accessibility needs are met.

2. Analysis indicate that rail and bus transit improvement, transportation system management, and behavioral change (trip reduction and mode shift) strategies will all be needed to fulfill the transportation vision of the General Plan Framework Element. These strategies require significant investments in rail and bus transit, as well as public policies to encourage shifts away from the single-occupant automobile to other choices.

   In essence, through a series of difficult investment and policy decisions, transportation is being reinvented in Los Angeles. The new concept of transportation is one of increased choice and accessibility. It incorporates shifts toward new transit services and new technologies to reduce the impacts of vehicle travel.

   Without these changes, accessibility will likely decline throughout the City. Between 1990 and the year 2010, population in Los Angeles is expected to grow by 24 percent, housing by 20 percent, and employment by 20 percent. This growth, combined with regional growth outside of Los Angeles, will result in an estimated 35 percent increase in vehicle travel, which in turn could cause average travel speeds on the regional highway network to drop by as much as 50 percent, assuming that only those highway and transit improvements that are currently funded will be implemented.[1]

3. The General Plan Framework Element vision promotes increased employment opportunities within its boundaries to ensure an adequate number of jobs and maintain its fiscal viability. Since the Framework Element's vision concentrates the majority of these jobs in targeted growth

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1. Currently funded improvements include only those projects fundable within the current State Transportation Improvement Program (STIP), including the Red Line to North Hollywood, the Blue Line to Pasadena, the Green Line, and High Occupancy Vehicle (HOV) lanes on SR-91, I-110, SR-134, SR-170, I-210, and I-405.

transportation planning and programming decisions need to support this development/ employment strategy.

4. The Framework Element vision also promotes conserving the existing character of its residential neighborhoods (see Chapter 3: *Land Use*). To help achieve this goal, actions are needed to minimize or prevent the intrusion of additional traffic into the neighborhoods.

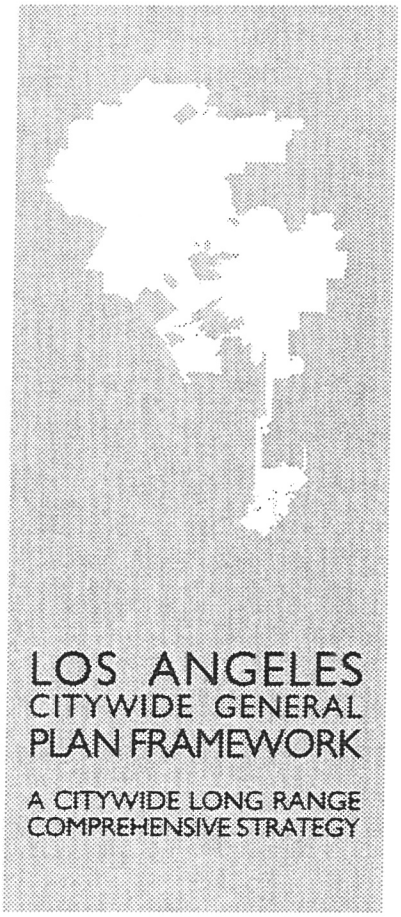
5. Economic growth is essential to the long-term future of the City. To support all facets of the City's economy, the movement of goods must be efficient and access to major intermodal facilities such as ports, airports, and major multimodal facilities must be adequate. It is equally important that ground access to key transportation facilities is readily available.

6. In order to achieve the transportation vision, a comprehensive and long-range strategic approach is needed to implement transportation improvements, services, and Programs. This strategic approach should establish priorities between regional and local programs, and determine the appropriate level of private sector participation. Without such a strategic approach, it will be difficult, for the City to establish appropriate priorities for allocation of funds and implementation of programs.

7. Revitalization is critically needed in economically depressed areas. The transportation system should provide mobility within these areas as well as link residents of these areas with economic opportunities and social services located throughout the region.

GOAL, OBJECTIVES, AND POLICIES

Goals, objectives, and policies as well as related implementation programs are set forth in the Transportation Element of the General Plan (CF 97-1387/CPC 96–424 GPA) adopted by City Council on September 8, 1999.



CHAPTER 9

INFRASTRUCTURE AND PUBLIC SERVICES

CHAPTER 9 - INFRASTRUCTURE & PUBLIC SERVICES

INTRODUCTION AND SUMMARY OF ISSUES

INTRODUCTION

As Los Angeles approaches the 21st century, any population growth is expected to be primarily a result of resident births. To support population growth, Los Angeles needs a strong, expanding economy, healthy neighborhoods, and a tax base that can support the basic public services necessary to maintain and improve its quality of life. In order for the City to provide services that the public expects, it must embrace the vision of becoming a sustainable city: one which manages its infrastructure and public services in a manner that avoids depletion or permanent damage of its natural resources. The City must then take four interrelated actions: (a) reexamine the viability of the existing infrastructure relative to its sustainability (Is it cost effective from a maintenance and life-cycle perspective?); (b) maintain a balance between the rate of population and economic growth and the infrastructure and public services necessary to support that growth; (c) correct deficiencies in these support systems (as identified in part in (a) above); and (d) coordinate the work of policy implementing agencies so they may better support each other.

Infrastructure improvements will be required to support the needs of the City's growth and, at the same time, to replace existing facilities that have deteriorated due to age or have become obsolete. The costs for such improvements will be shared by new development and existing residents and businesses. New development's share of these costs will be in proportion to the demands that it generates.

The policies of the Framework Element in all instances are to seek solutions to public infrastructure and service deficiencies, including their expansion commensurate with the levels of demands experienced. Solutions that take advantage of interrelationships between individual infrastructure systems should be considered prior to embarking on costly single purpose centralized capital improvement projects. Where source reduction within one infrastructure system can significantly increase the volume of a much needed resource within another infrastructure system, such an opportunity should be given priority consideration. Market mechanisms should be identified and facilitated where possible and appropriate to increase the productivity of such resource transfers.

Population growth may not be directly proportional to increased demand on these facilities, as is evidenced by the reduction in service demands that can be achieved through conservation techniques. Consequently, the linkage between future growth and services will occur through the implementation of a monitoring program that provides information regarding "real" demands and service levels in order to guide public decisions regarding infrastructure and service investments. Successful application of this system would mitigate the need to restrict development to ensure adequate level of service.

The goals, objectives and policies found within this section address thirteen infrastructure and public service systems, many of which are interrelated, and all of which will help support the City's population and economy as it moves into the 21st century. The systems include:

1. Wastewater
2. Stormwater
3. Water
4. Solid Waste
5. Police
6. Fire
7. Libraries
8. Parks
9. Power
10. Schools
11. Telecommunications
12. Street Lighting
13. Urban Forest

While the streets are also part of the infrastructure system, they are addressed in Chapter 8 which deals with all transportation infrastructure.

STATUS OF INFRASTRUCTURE SYSTEM/FACILITIES

Wastewater

Treatment Facilities

For its wastewater treatment needs, Los Angeles utilizes the Hyperion Treatment Plant (HTP), the Tillman Water Reclamation Plant (TWRP), the Los Angeles Glendale Water Reclamation Plant (LAGWRP), and the Terminal Island Treatment Plan (TITP). Two contract agency plants also treat some City flows: the Burbank Water Reclamation Plant, and the Los Angeles County Joint Water Pollution Control Plant (JWPCP). The Hyperion Treatment System, which consists of the HTP and the upstream

TWRP and LAGWRP, provides the majority of Los Angeles' treatment needs. In this system, the upstream flows are partially treated at the two upstream plants and the remaining flows are routed to and treated at the HTP.

Wastewater generated from businesses and residences in Los Angeles, as well as from outside contract agencies, are treated at these facilities. The City has planned increases in plant capacities by the year 2010 for LAGWRP, from 20 million gallons per day (mgd) to 50 mgd, and HTP, from 420 mgd to 450 mgd. Though the former has received regulatory approval, it has not been funded by the 10-year Capital Improvements Program, and expansion at this location may or may not prove necessary by 2010. Although it is planned that the treatment plant capacities should be sufficient to sustain wastewater treatment needs in the year 2010, the unused capacities of the wastewater treatment facilities will be less than current unused capacities. To sustain growth, Los Angeles must continue to plan for increases in total treatment capacities beyond 2010.

Wastewater Collection

The City's wastewater collection and conveyance systems consists of over 6,000 miles of sewer pipelines, approximately 100,000 maintenance holes, and 55 pumping plants. Almost 50 percent of the sewers are older than 50 years, with a normal life expectancy of 50-100 years. With aging the system is experiencing structural deterioration and hydraulic deficiencies. Approximately 30 percent of the primary sewers are currently flowing above their design capacity during normal dry weather conditions. These volumes often double during a rainstorm, leading to periodic overflows from the system to the Santa Monica Bay and other receiving water bodies. It is anticipated that the hydraulic deficiencies will worsen if population growth and development occur.

The deteriorating physical condition and hydraulic capacity deficiencies of portions of the collection system will necessitate the rehabilitation or replacement of existing facilities, new sewers, new storage facilities, pumping plant modification and rehabilitation, and development of accessory and control structures. The results of ongoing assessment and inspection programs and the availability of funding will determine the scope and timing of system improvements. Estimates indicate a 20-30 year program with a cost of approximately $2 billion.

Wastewater Management Options

The reuse of gray water offers an opportunity for demand side management. Gray water, as well as reclaimed water, can be used to supplant potable water for irrigation purposes in the urban forest. Recent legislation allowing residential use of gray water should be supported through streamlining of the permitting process. Gray water systems can reduce the wastewater stream, although the extent of this potential is unknown. Every effort must be made to ensure that gray water does not enter the stormwater system through any means.

Stormwater

The 1994 Los Angeles Regional Water Quality Control Board's Basin Plan is the document that outlines the regulatory process for the protection of the beneficial uses of all regional waters. According to the Basin Plan, the City is located within three of the four major watersheds that make up the Los Angeles-San Gabriel Hydrologic Unit: the Ballona Creek, Dominguez Channel and the Los Angeles River. The revised Basin Plan also recognized the Santa Monica Bay Watershed Management Area which is comprised of the Ballona Creek and Malibu Creek watersheds (consistent with the Santa Monica Bay Restoration Project boundary). Storm drains within the City are constructed by both the City and the Los Angeles County Flood Control District (LACFCD), managed by the Los Angeles County Department of Public Works. The LACFCD constructs the major storm drains and open flood control channels, and the City constructs local interconnecting tributary drains. The City designs the storm drain system so that flows from a 10-year event will not exceed the curb height, and flows from a 50-year event will be within the street right-of-way, while the County designs for a 50-year storm event and the Federal government (Army Corps of Engineers) designs for a 100-year event.

While a comprehensive list of local storm drain deficiencies has not been compiled for the Framework Element, the current list of capital improvements provides some understanding as to where problems exist. Most significantly, two large district-proposed drainage projects would reduce existing flood hazard areas. The Army Corps of Engineers/County "LACDA" project would provide flood reduction benefits along the Los Angeles River, largely outside of the City limits. The County's Hollyhills drain project would reduce/eliminate existing flood hazards in the West Los Angeles area from the Ballona Creek northwards into West Los Angeles and the City of Beverly Hills. The County's Project 9250 would reduce the large

100-year flood plain area that lies north of Wentworth Street and south of Foothill Boulevard.

Stormwater Management Options

Onsite capture of stormwater runoff through improved management of the urban forest offers still another source reduction within one infrastructure system (stormwater) that results in a transfer of a usable volume of material to another infrastructure system (water supply).

In urban areas barren of trees, rainfall runoff builds up more quickly, requiring more expensive drainage systems, to prevent local flooding and soil erosion. In neighborhoods where trees are well established, this process can be slowed, thereby allowing the stormwater a greater chance to soak into the soil, replenishing both surface moisture levels and underground water tables, and potentially reducing the flood hazard caused by the rapid flow of runoff into the stormwater catch basins and channels.

Water Supply

The Department of Water and Power manages the water supply for Los Angeles. Its goal is to insure that the City's water quality and demand are met by available water supplies. The City obtains its water from the Los Angeles Aqueduct, local wells, purchases from the Metropolitan Water District, and use of reclaimed wastewater. The quantities of water obtained from these sources vary from year to year and are dependent on weather conditions and water demand.

In recent years, the long-term water supply available from the Los Angeles Aqueduct has become uncertain, and the City has committed itself to increasing the reliability of its water supply. Future increases in the use of reclaimed wastewater will help make the total water supply more reliable. The Los Angeles City Council has established a goal for the reuse of 40 percent of its wastewater by the year 2010. Reclaimed wastewater will be used for groundwater recharge, agriculture, recreation, landscaping, industry, sea water intrusion barriers, and environmental enhancement. The use of reclaimed wastewater will displace or supplement potable water supplies and therefore increase the reliability of the City's water supply.

Through a combination of continued demand side management and increased use of reclaimed wastewater, Los Angeles' future water demands can be reliably met with available water supplies.

Solid Waste Facilities

The City of Los Angeles generates and disposes of a significant amount of solid waste both within and outside its borders. This waste is collected by both City staff, which service residential customers in all single and some multi-family housing, and private waste management companies, which service the remaining residential and all commercial and industrial firms. In 1990, approximately 12,000 tons of waste per day was produced in the City. In 1989, the California legislature passed the Integrated Waste Management Act (AB939), which requires all cities to divert 25 percent of their waste by 1995 and 50 percent by the year 2000. Although the actions which help the City achieve the AB939 targets will significantly reduce landfill disposal, the City will still require landfill capacity to dispose of the remaining waste.

The City has implemented many programs to divert waste from disposal facilities. These include source reduction programs such as home composting, recycling programs such as Curbside Recycling Program, and composting programs that produce the City's TopGro soil amendment. For these programs to succeed, the City should site businesses at appropriate locations within its borders that handle, process, and/or manufacture recyclable commodities to allow a full circle recycling system to develop. Recycling Market Development Zones and other Development zone areas should be utilized to bring these beneficial businesses into Los Angeles. Development and support of recyclable materials markets is one of the City's challenges in the years ahead.

For the solid waste remaining after diversion, the City will have a continuing need for solid waste transfer and disposal facilities. Currently, 26 facilities within the City have Solid Waste Facilities permits. Two are landfill disposal facilities and ten are privately operated transfer stations. The remaining are city facilities such as maintenance yards. As the capacity of the landfills located in Los Angeles is very limited, more transfer facilities will be needed to transfer waste from the collection vehicles and transport it to other, more remote landfill facilities. Capacity must be provided for the waste collected by both City agencies and private collection companies. The City, through a Request for Proposals (RFP) issued in August, 1994, has identified several landfill disposal facilities that may be accessed by truck and others that would require the City to ship its

solid waste by train. After 2001, when both of the local facilities are projected to close, transportation costs are projected to increase the cost of waste disposal for the residents and businesses in the City.

Solid Waste Options

Recognition of the urban forest as infrastructure provides an incentive to manage this resource as a commodity that is a net revenue generator. Nowhere is this better exemplified than in the area of solid waste management. Currently trees are not selected for planting based on their perceived market value. Through the use of sustainable species selection and utilization of urban forest residues, tree maintenance operations can be financially sustainable.

Coordinated with the emerging Open Space policies of the City, wood mulch from chipping operations could be distributed on lands such as power line right-of-ways, railroad right-of-ways, median and parkway planting areas. Source reduction and diversion benefits from these opportunities can be maximized by coordinating the management of the urban forest with other infrastructure systems.

Police

Primary police and law enforcement services are provided by the City of Los Angeles Police Department (LAPD); supplemental services are provided by the Los Angeles County Sheriff, the California Highway Patrol, the Federal Bureau of Investigation, and the Drug Enforcement Administration. The LAPD operates 18 stations within four bureaus with two new stations proposed. In 1990, the Department was staffed by a total of 8,817 sworn officers and 2,754 non-sworn support personnel citywide.

Fire

Fire prevention, fire protection and Emergency Medical Service (EMS) for the City of Los Angeles is provided by the Los Angeles Fire Department (LAFD). Fire Department services are based on the community's needs, as determined by ongoing evaluations. When an evaluation indicates increased response time, the acquisition of equipment, personnel, and/or new stations is considered. As development occurs, the Fire Department reviews environmental impact reports and subdivisions applications for needed facilities. Where appropriate, construction of new facilities is required as a condition of development.

Emergency medical services are provided thorough the Bureau of Emergency Medical Services. The City standard for EMS is one and one half miles, similar to that of the desirable response distance for engine companies for neighborhood land uses. Most ambulances are accompanied by trained paramedics to provide additional service other than only transport. LAFD considers EMS to be providing adequate service.

Fire Management Options

Proper management of the urban forest can provide tangible benefits for the reduction of fire threat. The greatest fire hazards exist in the hillside areas of the City. Recognition of the urban forest as infrastructure will encourage better utilization of trees as both mitigation against the impacts of fire and as a tool in fire prevention.

Improved management of the urban forest in hillside areas can contribute significantly to better fire prevention and reduction in the destructive force of fires that do occur.

Libraries

Library services are provided by the Los Angeles Public Library. There are 64 public libraries with a cumulative of 940,963 square feet of building area. The LAPL standard for determining the preferred library facility square footage is based upon ranges of population within a designated area. The State of California standard is based upon 0.5 square feet of library facility per capita. When the LAPL standard is applied there are 69,613 square feet of surplus library facilities.

Parks

Recreation services are primarily provided by the City's Recreation and Parks Department. The City owns a total of approximately 14,990 acres of parklands, the largest park being Griffith Park with over 4,000 acres. Included in these parklands are facilities such as horticulture centers, museums, and historic sites. Recreational services are also available to City residents from sites and facilities owned and operated by Los Angeles County (primarily beaches), the State of California, the National Park Service, and the National Forest Service.

Parks are an essential component of the greater urban forest infrastructure. Besides being managed for recreational opportunities, they are critical links in improved watershed management for increasing the local water

supply, erosion control, solid waste management, greater utilization of reclaimed water, and reducing fire hazards.

Power

Electricity

The Los Angeles Department of Water and Power (LADWP), provides electric service to over 1.3 million customers in the City of Los Angeles. LADWP obtains 17 percent of the required power from four municipally-owned power plants within the Los Angeles basin. The remaining LADWP requirements come from sources outside of the Los Angeles Basin. The current emphasis on purchasing power from non-LADWP power systems is to improve fuel diversity, take advantage of low-priced surplus electricity and to minimize the air emissions in the South Coast Air Basin.

Electricity is distributed through an extensive network of receiving stations, distributing stations, overhead lines, and underground lines.

Power Management Options

Research has been shown that for every degree of increased heat, electricity generation rises by 1% to 2%, and smog production increases by 2% to 5%. The urban heat island effect is largely caused by the concentration of buildings and paved surfaces in urban areas. Denuded landscapes, heat generating cars and machines, and pollutants also contribute. This increase in temperatures in urban areas results in a greater number of days when air quality is unhealthful or worse.

Better management of the urban forest can offset these effects considerably. Trees reduce the demand for air-conditioning. Properly planted trees can reduced energy used for cooling in individual building and can block up to 95 percent of the incoming radiation. Standards that encourage greater canopy cover of buildings and paved surfaces should be developed to take advantage of these energy and health cost savings.

Schools

Education within the City is provided by the Los Angeles Unified School District (LAUSD). LAUSD has jurisdiction over 472 school facilities (357 elementary, 56 intermediate, and 59 high schools). Of these, approximately 18 are presently (1993) closed. Two thirds of the schools operate on the traditional calendar system (nine months of school and three months of summer vacation). One third of existing and all new schools operate on one of three multi-track year-round school calendars to maximize school facility utilization.

Schools are funded through State tax revenues funneled through the County. Funds for the development of additional public school facilities are derived from State mandated fees paid by projects constructed within the City.

Telecommunications

Telecommunications is an emerging field with the potential to significantly alter the way Southern Californians communicate, work, and commute. The concentration of business and population in the City of Los Angeles and rapid technological advances offer the opportunity to provide an integrated network serving as the regional hub for public and private users. Following the 1994 Northridge earthquake, the use of telecommunications expanded significantly as traditional travel corridors were closed, demonstrating the potential for such use.

Street Lighting

Street lighting serves many roles in a City of the size, complexity, and history of Los Angeles: 1) a strong component of community safety relative to crime prevention and feelings of well being and safety; 2) significant architectural component of many communities; 3) a significant cultural or historic component of a community; and 4) primary component of nighttime safety for vehicles and pedestrians.

Unregulated, street lighting can contribute to negative factors in the community and the nighttime environment including glare, light trespass, and light pollution.

Two-thirds of the 7,000 miles of the streets in the City of Los Angeles are lighted by approximately 240,000 lights of approximately 300 different styles. Street lighting is not publicly financed in the city but is the direct financial responsibility of the owner of adjoining property which is considered to directly benefit from street lights. Installation of streetlights may be financed in a wide variety of ways. However, the annual operation and maintenance costs, including energy, maintenance, repair, and replacement, are financed by annual assessment to only those properties which benefit therefrom. The goals, objectives, and policies for street lighting services must meet a complex mix of community needs which should be reflected throughout the general plan. Continued emphasis should be placed on the latest technology to keep operating costs low.

Urban Forest

Trees, singly, and collectively as the urban forest, provide enormous benefits to our city. They:

- Provide oxygen and clean the air by absorbing pollution, including carbon dioxide (CO_2), the principal greenhouse gas;
- Reduce moisture loss and increase atmospheric moisture;
- Block the wind, and filter noise and dust;
- Protect against the sun's ultraviolet rays, reducing glare and heat, lowering surface temperatures by five to nine degrees;
- Encourage pedestrian traffic, benefitting neighborhood businesses;
- Control erosion, protect the urban watershed and aid stormwater management efforts;
- Provide wildlife habitat; and
- Add beauty, unity, identity, pride and value in communities and contribute to the quality of life of the City's residents.

While the urban forest includes all of the trees in the City of Los Angeles on both publicly-owned land and privately-owned land, the portion of this forest that is most vulnerable to the deleterious decisions and operations of other infrastructure systems is street trees.

Streets

Chapter 8 of the Framework Element discusses Transportation issues, including the local street system, which is a part of the City's infrastructure. The City's street system is designed to meet a variety of needs, including: safe and efficient vehicular transportation, pedestrian access, appropriate interface with businesses and residences, stormwater drainage, and utility accommodation. Responsibility for transportation issues in the City falls jointly to the Department of Transportation, Planning, and Public Works.

SUMMARY OF INFRASTRUCTURE AND PUBLIC SERVICES CONDITIONS

The issues confronting Los Angeles for each of the infrastructure and public service support systems can be summarized by five key questions:

1. *How will the City maintain its existing infrastructure and public service systems?*

   To keep its current system functioning, Los Angeles needs to adhere to a scheduled preventative maintenance program, replace outdated or worn out equipment, and make necessary infrastructure repairs in a timely manner. Most of the City's infrastructure is 20 to 100 years old and increasingly at risk of failure. Much of the equipment used for public services, such as police and fire protection, is old and could impair the quality of services available to the public if not upgraded.

2. *How will the City identify where, when, and how many improvements are needed for infrastructure and public service systems?*

   Los Angeles needs consistent information concerning its infrastructure and public service systems, for effective capital investing. The City therefore needs to maintain up-to-date inventories of all its systems; computer models capable of evaluating the impacts of proposed projects on City-owned infrastructure; regular forecasts of each infrastructure system's needs, which can be used to guide capital improvement decisions; trigger mechanisms that can warn decision makers when and where future needs will occur; and reporting systems that enable the City to update its models. All of this information should be compiled in a Annual Report on Growth and Infrastructure, which will provide City staff, the City Council, and service providers with information that can facilitate the programming and funding of improvements or making decisions when to take other actions.

3. *How will the City meet its infrastructure and public service needs?*

   Los Angeles will require many future improvements to City-owned infrastructure systems to comply with Federal and State laws governing clean air, clean water, and solid waste diversion. These laws establish a minimum quality of service that the City is required to provide. Because of the time that is needed to fund, plan, and build capital improvements, an annual assessment of infrastructure need provides the City options with which to meet demand.

4. *How can the City reduce the demand it places on existing infrastructure systems and provide public services at a neighborhood scale?*

   Demand Side Management (DSM) enables existing infrastructure to support more people without increasing capacity. Los Angeles has DSM programs for all its infrastructure. Generally, DSM involves various conservation programs, such as the use of low-flow toilets and shower heads and solid waste recycling. Some benefits in relation to water quality and water conversation could be achieved through the increased use of permeable surfaces in new and re-developed areas. In order to fully exploit the benefits of the emerging integrated telecommunications infrastructure, the City needs to maximize the quantity of information that the system could carry.

5. *How will Los Angeles insure that its infrastructure and public services will continue to operate after an earthquake or other emergency and enable the City to quickly recover from such an event?*

   The City's planned response is focused on three types of activities: prevention, planning and response. Prevention includes regular inspection and monitoring, rehabilitation, repair and retrofit activities. Planning includes a coordinated intergovernmental emergency response network and contingency engineering. Response includes emergency operations procedures such as post-disaster inspections and ad hoc City recovery programs.

GOALS, OBJECTIVES, AND POLICIES

The following section presents the goals, objectives, and policies related to infrastructure and public services in the City of Los Angeles. Implementing programs are referenced at the conclusion of each policy. Programs are also referenced after each policy in this document.

WASTEWATER

GOAL 9A
Adequate wastewater collection and treatment capacity for the City and in basins tributary to City-owned wastewater treatment facilities.

Objective 9.1
Monitor and forecast demand based upon actual and predicted growth.

Policies

9.1.1 Monitor wastewater generation. (P42, 43)

9.1.2 Monitor wastewater flow quantities in the collection system and conveyed to the treatment plants. (P42)

9.1.3 Monitor wastewater effluent discharged into the Los Angeles River, Santa Monica Bay, and San Pedro Harbor to ensure compliance with water quality requirements. (P42)

Objective 9.2
Maintain the wastewater collection and treatment system, upgrade it to mitigate current deficiencies, and improve it to keep pace with growth as measured by the City's monitoring and forecasting efforts.

Policies

9.2.1 Collect and treat wastewater as required by law and Federal, State, and regional regulatory agencies. (P7)

9.2.2 Maintain wastewater treatment capacity commensurate with population and industrial needs. (P7)

9.2.3 **Provide for additional wastewater treatment capacity in the Hyperion Service Area (HSA), as it becomes necessary. (P7)**

9.2.4 **Continue to implement programs to upgrade the wastewater collection system to mitigate existing deficiencies and accommodate the needs of growth and development. (P7)**

9.2.5 **Review other means of expanding the wastewater system's capacity. (P7)**

Objective 9.3
Increase the utilization of Demand Side Management (DSM) strategies to reduce system demand and increase recycling and reclamation.

Policy

9.3.1 **Reduce the amount of hazardous substances and the total amount of flow entering the wastewater system. (P7)**

9.3.2 **Consider the use of treated wastewater for irrigation, groundwater recharge, and other beneficial purposes. (P7)**

Objective 9.4
Ensure continued provision of wastewater collection and treatment after an earthquake or other emergency.

Policies

9.4.1 **Restore minimal operations as soon as possible after an emergency, and full operations as soon as feasible. (P64)**

9.4.2 **Establish joint cooperation agreements with other jurisdictions for mutual assistance during emergencies. (P64)**

STORMWATER

GOAL 9B
A stormwater management program that minimizes flood hazards and protects water quality by employing watershed-based approaches that balance environmental, economic and engineering considerations.

Objective 9.5
Ensure that all properties are protected from flood hazards in accordance with applicable standards and that existing drainage systems are adequately maintained.

Policies

9.5.1 **Develop a stormwater management system that has adequate capacity to protect its citizens and property from flooding which results from a 10-year storm (or a 50-year storm in sump areas). (P8)**

9.5.2 **Assign the cost of stormwater system improvements proportionately to reflect the level of runoff generated and benefits. (P8, P66)**

9.5.3 **Implement programs to correct any existing deficiencies in the stormwater collection system. (P8)**

9.5.4 **Ensure that the City's drainage system is adequately maintained. (P8, P42)**

Objective 9.6
Pursue effective and efficient approaches to reducing stormwater runoff and protecting water quality.

9.6.1 **Pursue funding strategies which link the sources of revenues for stormwater system improvement to relevant factors including sources of runoff and project beneficiaries. (P9)**

9.6.2 **Establish standards and/or incentives for the use of structural and non-structural techniques which mitigate flood-hazards and manage stormwater pollution. (P8)**

9.6.3 **The City's watershed-based approach to stormwater management will consider a range of strategies designed to reduce flood hazards and manage stormwater pollution. The strategies considered will include, but not necessarily be limited to: (P8)**

a. Support regional and City programs which intercept runoff for beneficial uses including groundwater recharge;

b. Protect and enhance the environmental quality of natural drainage features;

c. Create stormwater detention and/or retention facilities which incorporate multiple-uses such as recreation and/or habitat;

d. On-site detention/retention and reuse of runoff;

e. Mitigate existing flood hazards through structural modifications (floodproofing) or property by-out;

f. Incorporate site design features which enhance the quality of offsite runoff; and

g. Use land use authority and redevelopment to free floodways and sumps of inappropriate structures which are threatened by flooding and establish appropriate land uses which benefit or experience minimal damages from flooding.

9.6.4 **Proactively participate in inter-agency efforts to manage regional water resources, such as the Santa Monica Bay Restoration Project, the Los Angeles River Master Plan, the Los Angeles River Parkway Project and the Los Angeles County Drainage Area Water Conservation and Supply Feasibility Study. (P8, P65)**

Objective 9.7
Continue to develop and implement a management practices based stormwater program which maintains and improves water quality.

Policy

9.7.1 **Continue the City's active involvement in the regional NPDES municipal stormwater permit. (P8, P65)**

9.7.2 **Continue to aggressively develop and implement educational outreach programs designed to foster an environmentally-aware citizenry. (P8)**

9.7.3 **Investigate management practices which reduce stormwater pollution to identify technically feasible and cost effective-approaches, through: (P8)**

a. Investigation of sources of pollution using monitoring, modeling and special studies;

b. Prioritization of pollutants and sources;

c. Conducting research and pilot projects to study specific management practices for the development of standards; and

d. Developing requirements which establish implementation standards for effective management practices.

WATER SUPPLY

GOAL 9C
Adequate water supply, storage facilities, and delivery system to serve the needs of existing and future residents and businesses.

Objective 9.8
Monitor and forecast water demand based upon actual and predicted growth.

Policy

9.8.1 **Monitor water usage and population and job forecast to project future water needs. (P42, P43)**

Objective 9.9
Manage and expand the City's water resources, storage facilities, and water lines to accommodate projected population increases and new or expanded industries and businesses.

Policies

9.9.1 **Pursue all economically efficient water conservation measures at the local and statewide level. (P9, P63)**

9.9.2 **Develop reliable and cost-effective sources of alternative water supplies, including water reclamation and exchanges and transfers. (P9)**

9.9.3 **Protect existing water supplies from contamination, and clean up groundwater supplies so those resources can be more fully utilized. (P9)**

9.9.4 **Work to improve water quality and reliability of supply from the State Water Project and other sources. (P9)**

9.9.5 **Maintain existing rights to groundwater and ensure continued groundwater pumping availability. (P9)**

9.9.6 **Identify the needs for land and facilities necessary to provide an adequate and reliable water supply and develop those facilities in an environmentally and socially sensitive way. (P9)**

9.9.7 **Incorporate water conservation practices in the design of new projects so as not to impede the City's ability to supply water to its other users or overdraft its groundwater basins. (P7, P63)**

9.9.8 **Design projects located in hillside areas so as to maintain the City's ability to suppress wildfires. (P18, P24)**

9.9.9 **Clean or replace where necessary, deficient water distribution lines in the City. (P9)**

Objective 9.10
Ensure that water supply, storage, and delivery systems are adequate to support planned development.

Policies

9.10.1 **Evaluate the water system's capability to meet water demand resulting from the Framework Element's land use patterns. (P9)**

9.10.2 Solicit public involvement, when appropriate, in evaluating options for the construction of new and/or expansion of existing water facilities. (P9)

Objective 9.11
Ensure, to the extent possible, the continued provision of water capacity, quality and delivery after an earthquake or other emergency.

Policy

9.11.1 Provide for the prompt resumption of water service with adequate quantity and quality of water after an emergency. (P64)

SOLID WASTE

GOAL 9D
An integrated solid waste management system that maximizes source reduction and materials recovery and minimizes the amount of waste requiring disposal.

GOAL 9E
Adequate Recycling Facility Development - expanded siting of facilities that enhance the City's reduction, recycling and composting efforts using methods and strategies that are economically, socially, and politically acceptable.

GOAL 9F
Adequate collection, transfer and disposal of mixed solid waste - the City shall seek to ensure that all mixed solid waste that cannot be reduced, recycled or composted is collected, transferred and disposed of in a manner that minimizes adverse environmental impacts.

GOAL 9G
An environmentally sound solid waste management system that protects public health, safety, and natural resources and minimizes adverse environmental impacts.

GOAL 9H
A cost-effective solid waste management system that emphasizes source reduction, recycling, reuse, and market development and is adequately financed to meet operational and maintenance needs.

Objective 9.12
Support integrated solid waste management efforts.

Policies

9.12.1 Prepare a 30-year policy plan that provides direction for the solid waste management decision-making process. (P10)

9.12.2 Establish citywide diversion objectives. (P10)

9.12.3 Define specific programmatic tasks, roles, and responsibilities for source reduction, composting, special waste, and public education goals, as well as an implementation schedule. (P10)

POLICE

GOAL 9I
Every neighborhood in the City has the necessary police services, facilities, equipment, and manpower required to provide for the public safety needs of that neighborhood.

Objective 9.13
Monitor and forecast demand for existing and projected police service and facilities.

Policy

9.13.1 Monitor and report police statistics, as appropriate, and population projections for the purpose of evaluating police service based on existing and future needs. (P42, P43)

Objective 9.14
Protect the public and provide adequate police services, facilities, equipment and personnel to meet existing and future needs.

Policies

9.14.1 Work with the Police Department to maintain standards for the appropriate number of sworn police officers to serve the needs of residents, businesses, and industries. (P11)

9.14.2 Support the provision of additional sworn police offers to meet the safety needs of the City. (P11)

9.14.3 Pursue State, Federal, and other non-conventional funding sources to expand the number of sworn police officers. (P11)

9.14.4 Complete all funded capital facilities in as short a time as possible. (P11)

9.14.5 Identify neighborhoods in Los Angeles where facilities are needed to provide adequate police protection. (P11)

9.14.6 Minimize the processing required to establish needed facilities and, if necessary, modify facility standards to utilize existing available structures for this purpose. (P11)

9.14.7 Participate fully in the planning of activities that assist in defensible space design and utilize the most current law enforcement technology affecting physical development. (P18)

Objective 9.15
Provide for adequate public safety in emergency situations.

Policy

9.15.1 Maintain mutual assistance agreements with local law enforcement agencies, State law enforcement agencies, and the National Guard to provide for public safety in the event of emergency situations. (P55)

FIRE

GOAL 9J
Every neighborhood has the necessary level of fire protection service, emergency medical service (EMS) and infrastructure.

Objective 9.16
Monitor and forecast demand for existing and projected fire facilities and service.

Policy

9.16.1 Collect appropriate fire and population development statistics for the purpose of evaluating fire service needs based on existing and future conditions. (P42)

Objective 9.17
Assure that all areas of the City have the highest level of fire protection and EMS, at the lowest possible cost, to meet existing and future demand.

Policies

9.17.1 Complete all currently funded and, as feasible, programmed fire service capital improvements by the year 2010. (P12)

9.17.2 Identify areas of the City with deficient fire facilities and/or service and prioritize the order in which these areas should be upgraded based on established fire protection standards. (P12)

9.17.3 Develop an acquisition strategy for fire station sites in areas deficient in fire facilities. (P12)

9.17.4 Consider the Fire Department's concerns and, where feasible adhere to them, regarding the quality of the area's fire protection and emergency medical services when developing general plan amendments and zone changes, or considering discretionary land use permits. (P1, P2, P18)

Objective 9.18
Phase the development of new fire facilities with growth.

Policy

9.18.1 Engage in fire station development advance planning, acknowledging the amount of time needed to fund and construct these facilities. (P12)

Objective 9.19
Maintain the Los Angeles Fire Department's ability to assure public safety in emergency situations.

Policies

9.19.1 Maintain mutual aid or mutual assistance agreements with local fire departments to ensure an adequate response in the event of a major earthquake, wildfire, urban fire, fire in areas with substandard fire protection, or other fire emergencies. (P56)

9.19.2 Maintain special fire-fighting units at the Port of Los Angeles, Los Angeles International Airport, and Van Nuys Municipal Airport capable of responding to special emergencies unique to the operations of those facilities. (P56)

9.19.3 Maintain the continued involvement of the Fire Department in the preparation of contingency plans for emergencies and disasters. (P64)

LIBRARIES

Objective 9.20
Adopt a citywide library service standard by the year 2000.

Policies

9.20.1 **Develop library standards dealing with the facilities' net floor area, the appropriate number of permanent collection books per resident, and their service radius. (P13)**

9.20.2 **Develop a citywide policy for locating non-English language permanent collections. (P13)**

Objective 9.21
Ensure library services for current and future residents and businesses.

Policies

9.21.1 **Seek additional resources to maintain and expand library services. (P13, P57)**

9.21.2 **Encourage the expansion of non-traditional library services, such as book mobiles and other book sharing strategies, where permanent facilities are not adequate. (P13)**

9.21.3 **Encourage the inclusion of library facilities in mixed-use structures in community and regional centers, at transit stations, and in mixed-use boulevards. (P13, P18)**

RECREATION AND PARKS

GOAL 9L
Sufficient and accessible parkland and recreation opportunities in every neighborhood of the City, which gives all residents the opportunity to enjoy green spaces, athletic activities, social activities, and passive recreation.

Objective 9.22
Monitor and forecast demand for existing and projected recreation and park facilities and programs.

Policy

9.22.1 **Monitor and report appropriate park and recreation statistics and compare with population projections and demand to identify the existing and future recreation and parks needs of the City. (P42, P43)**

Objective 9.23
Complete all currently programmed parks and recreation capital improvements by the year 2010, contingent on available funding.

Policies

9.23.1 **Develop a strategy to purchase and develop land for parks, which is consistent with the appropriate open space policies found in Chapter 6: *Open Space and Conservation*. (P14)**

9.23.2 **Prioritize the implementation of recreation and park projects in areas of the City with the greatest existing deficiencies. (P14)**

9.23.3 **Establish joint-use agreements with the Los Angeles Unified School District and other public and private entities which could contribute to the availability of recreation opportunities. (P14)**

9.23.4 Pursue resources to clean-up land that could be used by the City for public recreation. (P14)

9.23.5 Re-evaluate the current park standards and develop modified standards which recognize urban parks, including multi-level facilities, smaller sites, more intense use of land, public/private partnerships and so on. (P14)

9.23.6 Identify and purchase, whenever possible, sites in every neighborhood, center, and mixed-use boulevard, and maximize opportunities for the development and/or use of public places and open spaces on private land in targeted growth areas. (P14, P20)

9.23.7 Establish guidelines for developing non-traditional public park spaces like community gardens, farmer's markets, and public plazas. (P14)

9.23.8 Prepare an update of the General Plan Public Facilities and Services Element based on the new Los Angeles Department of Recreation and Parks standards by 2005. (P2)

Objective 9.24
Phase recreational programming and park development with growth.

Policies

9.24.1 Phase the development of new programs and facilities to accommodate projected growth. (P14)

9.24.2 Develop Capital Improvement Programs that take into account the City's forecasted growth patterns and current deficiencies. (P31)

Objective 9.25
Utilize park space in emergency situations.

Policies

9.25.1 Continue to actively participate in emergency planning. (P64)

9.25.2 Continue to utilize parks and recreation facilities as shelters in times of emergency. (P64)

POWER

GOAL 9M
A supply of electricity that is adequate to meet the needs of Los Angeles Department of Water and Power electric customers located within Los Angeles.

Objective 9.26
Monitor and forecast the electricity power needs of Los Angeles' residents, industries, and businesses.

Policy

9.26.1 The Los Angeles Department of Water and Power (LADWP) shall continue to monitor and forecast its customers' peak load on its system and identify which parts of the system should be upgraded to accommodate expected growth. (P42)

Objective 9.27
Continue to ensure that all electric power customers will receive a dependable supply of electricity at competitive rates.

Policy

9.27.1 The LADWP shall continue to generate or purchase electric power to serve its customers. (P15)

Objective 9.28
Provide adequate power supply transmission and distribution facilities to accommodate existing uses and projected growth.

Policies

9.28.1 The LADWP shall continue to plan its power supply capability far enough in advance to ensure that it has available capacity to meet customer demand before it is needed. (P15)

9.28.2 The LADWP shall continue to ensure that the City's transmission and distribution system is able to accommodate future peak electric demand for its customers. (P15)

9.28.3 The LADWP shall continue to advise the Planning and Building and Safety Departments of any construction project that would overload a part of the distribution system during a period of peak demand. (P15)

Objective 9.29
Provide electricity in a manner that demonstrates a commitment to environmental principals, ensures maximum customer value, and is consistent with industry standards.

Policies

9.29.1 Develop and deliver services to attract, assist, and retain industries and businesses in Los Angeles. (P15, P37, P62)

9.29.2 Promote the responsible use of natural resources, consistent with City environmental policies. (P15)

9.29.3 Promote conservation and energy efficiency to the maximum extent that is cost effective and practical, including potential retrofitting when considering significant expansion of existing structures. (P15, P61)

9.29.4 Provide incentives for the development of cleaner and more energy-efficient industrial development. (P15)

9.29.5 Deliver to all sectors of the economy customer service programs, products and activities that promote satisfaction and value related to the provision of electric power. (P62)

9.29.7 Encourage additional markets for electrical energy, such as environmentally friendly alternative fuel for transportation in electric buses and light-duty vehicles. (P3, P15, P39, P61)

Objective 9.30
Ensure continued electric service after an earthquake or other emergency.

Policy

9.30.1 The LADWP shall periodically examine its emergency response programs to ensure continued electrical service. (P64)

SCHOOLS

GOAL 9N
Public schools that provide a quality education for all of the City's children, including those with special needs, and adequate school facilities to serve every neighborhood in the City so that students have an opportunity to attend school in their neighborhoods.

Objective 9.31
Work constructively with the Los Angeles Unified School District to monitor and forecast school service demand based upon actual and predicted growth.

Policy

9.31.1 Participate in the development of, and share demographic information about, population estimates. (P42)

Objective 9.32
Work constructively with LAUSD to promote the siting and construction of adequate school facilities phased with growth.

Policies

9.32.1 Work with the Los Angeles Unified School District to ensure that school facilities and programs are expanded commensurate with the City's population growth and development. (P16)

9.32.2 Explore creative alternatives for providing new school sites in the City, where appropriate. (P16)

9.32.3 Work with LAUSD to explore incentives and funding mechanisms to provide school facilities in areas where there is a deficiency in classroom seats. (P16)

Objective 9.33
Maximize the use of local schools for community use and local open space and parks for school use.

Policy

9.33.1 Encourage a program of decision-making at the local school level to provide access to school facilities by neighborhood organizations. (P16)

9.33.2 Develop a strategy to site community facilities (libraries, parks, schools, and auditoriums) together. (P16)

TELECOMMUNICATIONS

GOAL 9O
A networked, integrated telecommunications system that capitalizes on the region's potential as an information - telecommunications hub and is capable of providing advanced information services, which are produced by public and private providers located within the City, to all members of the public.

Objective 9.34
Maintain the City's authority to regulate telecommunications in such a way as to ensure and safeguard the public interest.

Policy

9.34.1 Strengthen the principal of local control in matters pertaining to appropriate oversight and regulation of any telecommunications entities using public right-of-ways. (P2)

Objective 9.35
Create an integrated information telecommunications infrastructure system, using existing and privately and publicly-owned networks and systems as a base for growth.

Policies

9.35.1 Support the special needs of urban emergency and public safety services and benefit the largest number of people. (P2, P64)

9.35.2 Standardize City licensing, franchising, and compensation practices for services related to telecommunications including service providers. (P2)

9.35.3 Enhance the information processing and data transfer capabilities of local governments. (P2)

9.35.4 Promote the internally and externally cost-efficient delivery of services and exchange of information using telecommunication systems. (P2)

9.35.5 Ensure that the City implements state-of-the-art telecommunications technology, consistent with current and future requirements and economic conditions. (P2)

9.35.6 Incorporate appropriate telecommunications requirements into all relevant local policies, plans, and ordinances. (P2)

9.35.7 Support appropriate initiatives or administrative actions that would provide funding to municipal governments, without jeopardizing existing funding, for telecommunications planning and implementation. (P2)

9.35.8 Cooperate with those public/private sector entities seeking knowledge, guidance, and/or assistance in the development of telecommunications services to the extent of the City's ability. (P2)

9.35.9 Financially assist and/or participate in demonstration projects that will publicly promote and advance the development of new and expanded public telecommunications services available through an advanced telecommunications infrastructure. (P2)

Objective 9.36
Stimulate economic growth and development through the expanded and improved delivery of advanced telecommunications services.

Policies

9.36.1 Encourage City departments and employers to adopt telecommuting, wherever practical, to mitigate traffic congestion and air pollution. (P2, P47)

9.36.2 Broaden home-based work regulations and fees within the limits of zoning compatibility, to promote telecommuting as a viable work alternative. (P2)

Objective 9.37
Encourage the development of a wide variety of public and private telecommunications services available to all City residents and businesses.

Policies

9.37.1 **Support appropriate initiatives that require the owners of property of multiple-unit residential dwellings (or their agents) to be obligated to grant access to cable television or other telecommunications service providers according to an established due process so that tenants or other lawful occupants in dwelling units with bona fide requests for service, may receive cable/telecommunications services. (P2)**

9.37.2 **Improve the City's existing emergency telecommunications systems so that it can better respond to and mitigate the impacts of various emergency situations. (P2, P64)**

STREET LIGHTING

GOAL 9P

Appropriate lighting required to (1) provide for nighttime vision, visibility, and safety needs on streets, sidewalks, parking lots, transportation, recreation, security, ornamental, and other outdoor locations; (2) provide appropriate and desirable regulation of architectural and informational lighting such as building facade lighting or advertising lighting; and (3) protect and preserve the nighttime environment, views, driver visibility, and otherwise minimize or prevent light pollution, light trespass, and glare.

Objective 9.38

Ensure that street lighting designs meet minimum standards for quality lighting to provide appropriate visibility dependent on the character and usage of streets and sidewalks with minimum impact on the environment and adjoining property.

Policies

9.38.1 **Require that street lighting designs meet the minimum standards adopted by the City to provide nighttime vision required by motorists and pedestrians and to protect the City from liability. (P26)**

9.38.2 **Ensure that the street lighting system is constructed of materials and equipment adequate to ensure the appropriate service life and that adequate maintenance of the street lighting system is provided. (P24)**

Objective 9.39

Ensure that the highest level street lighting services, at the least long-term operating costs, are provided subject to due process decisions by communities for selection of street lighting equipment style and commitment to pay the costs of installation and annual operation.

Policies

9.39.1 **Ensure full disclosure and due process is provided to citizens and communities consistent with City policy for selecting the style and appearance of street lighting equipment and willingness of property owners to pay related costs. (P17)**

9.39.2 **Ensure that the physical components, electrical, and optical operation for selected equipment maximizes street lighting services provided at the least cost possible; and that lighting meets the minimum City standards and minimizes or prevents light pollution, light trespass, or glare. (P17, P24)**

9.39.3 **Prohibit the installation of low-pressure sodium devices. (P17)**

Objective 9.40

Ensure efficient and effective energy management in providing appropriate levels of lighting for private outdoor lighting for private streets, parking areas, pedestrian areas, security lighting, and other forms of outdoor lighting and minimize or eliminate the adverse impact of lighting due to light pollution, light trespass, and glare.

Policies

9.40.1 **Require lighting on private streets, pedestrian oriented areas, and pedestrian walks to meet minimum City standards for street and sidewalk lighting. (P24)**

9.40.2 **Require parking lot lighting and related pedestrian lighting to meet recognized national standards. (P17, P24)**

9.40.3 **Develop regulations to ensure quality lighting to minimize or eliminate the adverse impact of lighting due to light pollution, light trespass, and glare for facade lighting, security lighting, and advertising lighting, including billboards. (P17)**

9.40.4 **Establish regulations and standards which eliminate the adverse impacts due to light pollution, light trespass, and glare for the area lighting of rail yards, transit yards, trucking facilities, and similar facilities. (P17)**

9.40.5 **Develop guidelines and regulations that will promote quality lighting for recreational/ sports facilities to ensure appropriate lighting with minimum adverse impact, and to ensure that such lighting facilities are not operated when recreational/sports facilities are not in use. (P17)**

9.40.6 **Placement and location of street trees shall be coordinated with the placement of street lights. (P17)**

URBAN FOREST

Goal 9Q
A sustainable urban forest that contributes to overall quality of life.

Objective 9.41
Ensure that the elements of urban forestry are included in planning and programming of infrastructure projects which involve modification of dedicated parkway, sidewalk and/or raised median islands.

Policies

9.41.1 **Develop a coordinated public works construction protocol to take into simultaneous consideration street tree placement, paving material selection, below or above ground utilities, etc. (P24).**

9.41.2 **Encourage the use of permeable paving wherever possible. (P24)**

Objective 9.42
Facilitate the planting of large canopied trees in street parkways. (P4)

Policies

9.42.1 **Streamline the permitting processing for planting street trees. (P24)**

Objective 9.43
Improve City tree selection, placement and maintenance.

Policies

9.43.1 **Adopt standardized procedures for tree selection that: a) minimizes potential conflicts with City infrastructure, and b) places the appropriate tree in a given site. (P24, P30)**

9.43.2 **Adopt planting standards which provide for sufficient quantity and quality of soil to help trees reach their optimum size. (P24)**

9.43.3 **Develop a uniform care standards with focus on pruning which can be utilized by appropriate City departments. (P24, P30)**

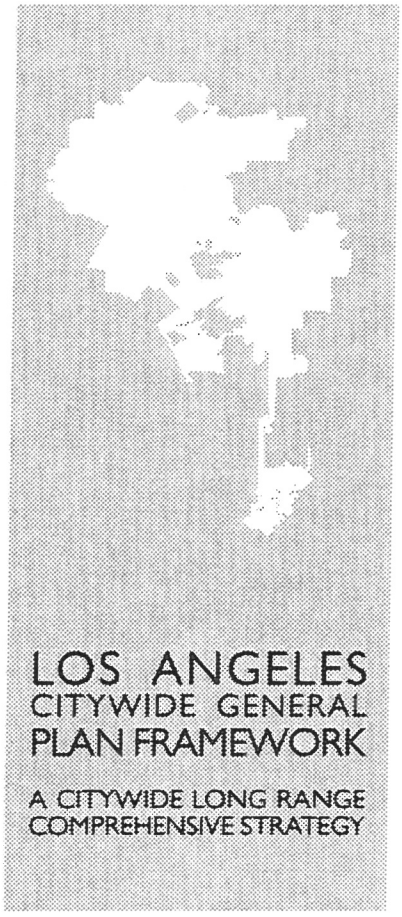
9.43.4 **Revise removal standards to address horticultural problems, aforestration and reforestration. (P30)**

Objective 9.44
Ensure trees are adequately maintained within fiscal limitations, and seek additional non-traditional revenue sources.

Policies

9.44.1 **Seek alternative funding sources. (P30)**

9.44.2 **Provide technical assistance for tree planting and maintenance to community organizations that are creating Business Improvement Districts, Neighborhood Improvement/Initiative Districts, etc. (P24)**



CHAPTER 10

IMPLEMENTATION PROGRAMS

CHAPTER 10 - IMPLEMENTATION PROGRAMS

PLANS AND POLICIES

IMPLEMENTATION PROGRAMS

An implementation program is an action, procedure, program, or technique that carries out general plan policy. However, not all plan policies can be achieved in any given action, and in relation to any decision, some goals may be more compelling than others. On a decision-by-decision basis, taking into consideration factual circumstances, it is up to the decision makers to decide how to best implement the adopted policies of the general plan in any way which best serves the public health, safety and general welfare.

The General Plan Framework Element is implemented by a comprehensive program of strategies that encompass amendments of existing and preparation of new plans, ordinances, development standards, and design guidelines; conduct of studies and analyses; capital investments; coordination of economic development activities; modification of City procedures and development review and approval processes; and interagency coordination. This section describes each of the implementation programs and identifies the agency(ies) responsible for their implementation, funding sources, and a schedule for their performance. Each program is preceded by the letter "P" and a number which are used as a reference in the preceding chapters of the Framework Element by the pertinent policy(ies) which it implements.

Program implementation is contingent on the availability of adequate funding, which is likely to change over time due to economic conditions, the priorities of Federal and regional governments and funding agencies, and other conditions. The programs should be reviewed periodically and prioritized, where necessary, to reflect funding limitations and the City's objectives. In addition, amounts and sources of funding, initiation dates, responsible agencies and the detailed work scope of programs may be changed without requesting amendments to the General Plan Framework Element.

While in excess of 60 programs are described, the following summarizes the principal programs that are essential in carrying out the policy direction of the Framework Element:

- Amendments to the City's community plans guided by the policies and standards contained in the Framework Element consistent with unique community characteristics. (P1)
- Amendments of the City's Municipal Code and land use zones guided by the policies and standards contained in the Framework Element to be applied to specific parcels and locations through the community plan amendments as appropriate (P18).
- Establishment of design guidelines and standards to improve the quality of development in the City [may be implemented through amendments of the Municipal Code or through guidelines] (P24, P25).
- Establishment of a Transportation Improvement Mitigation Plan (TIMP), which defines the transportation improvements necessary to support the land use categories designated by the Framework Element's Long-Range Land Use Diagram (P4).
- Establishment and/or updates of comprehensive plans (general plan elements, master plans, and other) for infrastructure and public services to upgrade existing deficiencies and accommodate the needs of future growth (P2).
- Continued implementation of the five year Capital Improvement Program (CIP) that is updated annually with the establishment of priorities for improvements in areas targeted for growth as an incentive for development (P31).
- Implementation of economic investment strategies and coordination procedures for business retention and attraction and to stimulate development where it is desired (P35).
- A program to monitor the status of development activity, capabilities of infrastructure and public services to provide adequate levels of service, and environmental impacts (e.g., air

emissions), identifying critical constraints, deficiencies and planned improvements (where appropriate) (P42).

- An Annual Report on Growth and Infrastructure that documents the results of the annual monitoring program (P43).

- Modification of regulatory, development review, and environmental review procedures to expedite projects that are consistent with the policies and standards of the Framework Element and as prescribed through the amended community plans (P66, P67, P68).

PLANS AND POLICIES

P1 Comprehensively review and amend the community plans as guided by the citywide policies and standards of the General Plan Framework Element. The Framework Element Long-Range Diagram may be amended to reflect the final determinations made through the Community Plan Update process, should the determinations be different from the adopted Framework Element.

a. Generally, these should include the application of the Framework Element's land use categories to specific parcels, as a refinement of the pattern of uses generally depicted on the Land Use Diagram, and the accommodation of the amount of development forecast for each subregion (as specified in Table 2-2). While the Framework Element's land use categories set a range of development, lesser intensities may be specified to meet specific circumstances. Pertinent incentives for mixed-use development, transit related development, low- and very low-income housing, and other uses and locations established as districts, centers and boulevards should be identified.

b. Policies and standards for the provision of an adequate transportation system, including:

(1) Specification of a local accessibility plan that:

- assesses the mobility and accessibility needs of community residents, including access to work opportunities, unmet transit needs, access to essential services, and access to regional line-haul transit services;
- determines the community's current highway and transit accessibility levels;
- revises citywide accessibility standards as needed to address unique community problems and issues;
- identifies actions to achieve the desired level of accessibility; and
- includes measures intended to preserve the existing character of conservation areas while also maintaining and enhancing accessibility within these parts of the City.

(2) definition of neighborhood traffic management strategies to protect residential areas from the intrusion of traffic from nearby developments and regional traffic.

(3) Identification of highway segments by user priority (pedestrian, transit or other vehicle) [see Chapter 5: *Urban Form and Neighborhood Design* and the Transportation Element of the General Plan].

c. Open space, recreation/parks, and wildlife conservation needs defined at the neighborhood level.

d. Streetscape and building elements that reflect the characteristics and intentions for community and regional centers, neighborhood districts, and/or mixed-use boulevards.

Responsibility: Department of City Planning, with assistance from the Departments of Transportation and Public Works; adopted by City Council
Funding Source: General Fund and other sources that may be available
Schedule: Initiate comprehensive updates within five years of Framework Element adoption

P2 Amend/revise other City Planning documents to ensure their consistency with the Framework Element. Among these would be:

a. Citywide General Plan Elements, including, but not limited to:

(1) The Housing Element

(2) The Infrastructure Systems Element, incorporating a telecommunications component and watershed management guidelines

(3) The Open Space and Conservation Element, incorporating

- amended open space standards for the functional definition of open space to include sidewalks in pedestrian-oriented areas, small parks, community gardens, freeway air rights, and any other similar resources
- incentives and standards for the private implementation of a street tree plan and the public maintenance of street trees planted through private efforts.

b. The Coastal Plan, Consolidated Plan, and other related documents, including possible amendments of Specific Plans to reflect transit corridors and stations where appropriate.

Responsibility: Departments of City Planning, Housing, Transportation Public Works, and Environmental Affairs; adopted by City Council
Funding Source: General Fund and other sources that may be available (e.g., SCAG, ISTEA)
Schedule: Initiate amendments within 18 months of Framework Element adoption

P3 Formulate and periodically update a citywide Transportation Element addressing the following within the context of the regional transportation system:

a. A transit system, including transit station enhancement programs

b. Street standards for pedestrian-oriented roadways and transit-oriented roadways. These standards will apply on a case-by-case basis to specific streets as determined during the development of community plan level TIMPs

c. Paratransit services, taxis, and other privately operated services

d. Non-motorized transportation alternatives, such as bicycling and walking

e. The Roadway Classification System

f. Changes in travel behavior and technology; private sector transportation system management and transportation demand management

g. Access to major regional employment and other attractors

h. Transit system security

i. Mobility and accessibility for senior citizens and disabled persons

j. Protection of neighborhoods from traffic intrusion

k. Movement of goods, including intermodal facilities

l. Parking

m. Mixed-use development as a trip reduction/VMT reduction measure

n. An investment and funding strategy

o. Use of electrical energy as an alternative fuel for personal and mass transit

Responsibility: Department of City Planning with the assistance from the Departments of Transportation and Public Works
Funding Source: General Fund
Schedule: Ongoing

P4 Develop Transportation Improvement and Mitigation Plans (TIMPs) for selected districts, centers, and boulevards that will expedite approvals of new development applications and streamline traffic mitigation procedures. These should consider traffic impacts on pedestrian-priority areas and identify mitigation measures, as feasible, that do not restrict pedestrian circulation in those areas. The TIMP should consider which of the following elements should be included:

a. A transit access plan, which determines the appropriate minimum level of transit accessibility based on an assessment of future conditions, and identifies actions to achieve that level of accessibility;

b. A pedestrian facilities plan, which identifies pedestrian-oriented roadways and establishes standards for them;

c. A shared-parking plan, which identifies the locations and sizes of shared-use parking facilities to be used by the various land uses within the districts, centers and boulevards;

d. A bicycle access plan, which provides for safe and efficient bicycle access to the targeted growth areas;

e. A vehicular circulation plan, which identifies traffic mitigation measures and provides for adequate internal circulation of vehicles; and

f. Neighborhood traffic management strategies to prevent traffic from nearby developments and regional traffic growth from intruding upon residential areas.

Responsibility: Department of Transportation, with assistance from City Planning and Department of Public Works
Funding Source: General Fund, ISTEA and other sources
Schedule: Initiate within 24 months of Framework Element adoption

P5 Review the policies of ongoing plans, such as the Alameda Corridor, the Port of Los Angeles 2020 Plan, the LAX Master Plan, as well as other major policy efforts, and where needed, resolve any inconsistencies with the General Plan Framework Element.

Responsibility: Departments of City Planning, Transportation, Harbor, Airports, and Public Works
Funding Source: General Fund
Schedule: Ongoing as plans are prepared

P6 As a component of the Transportation Element, LAX Master Plan, or other appropriate planning document, strategies should be defined to provide sufficient commercial and general aviation capacity and adequate access to aviation facilities to serve the passenger and freight air travel needs of the region.

Responsibility:	Department of Airports, with assistance from the Departments of City Planning and Transportation
Funding Source:	General Fund and other funds through DOA
Schedule:	Initiate within 24 months of Framework Element adoption

P7 Formulate/update a wastewater plan to provide sufficient capacity to correct existing deficiencies and meet the needs of future growth. Consider the following actions when developing/updating this Element:

a. Identify necessary additional wastewater treatment capacity, collection and conveyance facilities, including, but not limited to, a new wastewater treatment facility for the Hyperion Service Area, a replacement sewer for the North Outfall Sewer and the implementation of an ongoing program to identify and promptly rehabilitate and/or replace deteriorated sewers.

b. Use as the standard for facility planning the hydraulic relief for any part of the collection system that averages over 50 percent capacity and the level of wastewater treatment necessary for compliance with all applicable State and Federal water quality requirements.

c. Adopt strategies to combat illegal introduction of hazardous substances into the wastewater collection system.

d. Develop procedures to determine the feasibility of requiring mandatory use of reclaimed water and installation and use of grey water systems for large scale projects, creating flexibility within the wastewater system, and establishing reciprocal agreements with other government agencies.

e. Develop procedures to maximize the amount of City-treated wastewater which can be reclaimed, including possible groundwater recharge and irrigation.

f. Identify funding sources and mechanisms for facility improvements

g. Conduct studies and implement feasible projects that reduce the amount of storm induced flow that enters the wastewater system.

In the formulation of the Element, a computer model and other methods should be used that are capable of estimating flow rates and influent rates into the City's system based upon population and employment forecasts for Los Angeles and the contract cities.

Responsibility:	Department of Public Works; City Attorney; Environmental Affairs
Funding Source:	Wastewater fees, SCM, Federal funds
Schedule:	Initiate within 18 months of Framework Element adoption

P8 Continue to develop and implement the City's stormwater management program in a cost-effective and technically sound manner. The program may include, but will not be limited to the following activities:

a. Develop and adopt standards for new/redevelopment which address flood hazards and stormwater quality problems via effective and efficient means.

b. Investigate drainage and water quality inquiries and pursue remedies which reflect cost-effective watershed-based approaches.

c. Assign the costs of management approaches in a manner that reflects the causes and beneficiaries of problems and solutions.

d. Research the effectiveness and efficiency of structural and non-structural approaches to managing stormwater.

e. Educate the public about the interaction between human and natural systems.

Responsibility:	Department of Public Works, in cooperation with the County and the U.S. Army Corp. of Engineers
Funding Source:	Stormwater Fees
Schedule:	Initiate within 18 months of Framework Element adoption

P9 Update existing water resources and distribution plans which address the procurement and maintenance of water supply for Los Angeles and the treatment and distribution of water to consumers. Consider the following actions when updating these plans:

a. Identify improvements and methods to provide water supply to support development, improve its reliability, and reduce the City's dependency on imported water through feasible reuse. This may include, but not be limited to, water distribution and storage systems, water reclamation projects, including the minimization of overly restrictive and unnecessary conditions for reclaimed water use, and expansion of groundwater extraction and distribution capacity by continuing to recharge local groundwater basins with native runoff and imported supplies (when appropriate).

b. Conduct feasibility and benefits of developing new, reliable water supply sources, such as water transfers from agricultural users to municipal and industrial users and sea water desalination.

c. Identify strategies for the protection of water quality by providing water quality improvements to local storage reservoirs, regular flushing, upgrading, or replacement of distribution lines, cleaning tanks, and other appropriate techniques.

d. Amend water service standards to include water facilities development criteria that minimize the detrimental impacts on ecological systems.

e. Provide public education programs for water conservation, including the distribution of retrofit kits containing low-flow shower heads and toilet tank displacement bags. Also, continue a rebate program for customers who replace their older, conventional toilets with pre-approved ultra-low-flush models.

f. Funding sources and mechanisms for facility improvements.

g. Define of processes and facilitate and obtain public input when evaluating construction options for new and/or expanded water facilities, such as public hearings and/or workshops.

Periodically update the plans by evaluating the City's water system in order to reflect real or projected changes in demand resulting from technological development, population growth and new land use patterns.

Responsibility:	LADWP
Funding Source:	Water Revenue Fees
Schedule:	Initiate within 18 months of Framework Element adoption

P10 Update the solid waste and resources management plans to provide sufficient capacity to meet the needs of future population growth. Consider the following actions when updating these plans:

a. **Identify improvements, including solid waste collection systems and disposal infrastructure, and recycling efforts to reduce the volume of solid waste generated by the City.**

b. **The Plan's strategies and procedures should be correlated with the Source Reduction and Recycling Element (a Department of Public Works document), which will be updated annually with full revisions made every five years.**

c. **Identify funding sources and mechanisms for facility and service improvements**

Responsibility: Department of Public Works
Funding Source: General Fund
Schedule: Initiate within 18 months of Framework Element adoption

P11 **Update the Police Department protection plans to provide adequate level of service to existing and future residents and uses in the City of Los Angeles.**

Responsibility: Los Angeles Police Department
Funding Source: General Fund
Schedule: 1997

P12 **Update the Fire Department protection plans to provide adequate level of service to existing and future residents and uses in the City of Los Angeles.**

Responsibility: Los Angeles Fire Department
Funding Source: General Fund
Schedule: 1997

P13 **Update the Library Master Plan to provide sufficient capacity to correct existing deficiencies as well as meet the needs of future population. Consider the following actions when updating this Element:**

a. **Identify improvements including, but not limited to, new library facilities, alternatives to "stand-alone facilities" (such as mobile collections and "substations" at transit stations or in mixed-use structures) which encourage greater distribution of library facilities; new methods for acquiring books and equipment; ways to connect library telecommunications services with other City agencies as well as local college and university systems; and ways to identify regional libraries that are appropriate for non-English language collections, consistent with neighborhood needs.**

b. **Adopt strategies that enhance the viability of joint development and joint-use opportunities with large commercial projects and the Los Angeles Unified School District, thereby increasing the distribution of library services.**

c. **Establish a new City library service standard that is based on the needs and reflects the character of the City.**

d. **Identify funding sources and mechanisms for facility improvements, that may include citywide assessments, State and Federal grants, and the solicitation of private donations for collections, audio-visual equipment and computer materials.**

Responsibility: Department of Libraries, with assistance from the Information Technology Agency
Funding Source: General Fund
Schedule: 2000

P14 **Formulate/update a Recreation Master Plan (a Recreation and Parks Department document) to provide sufficient capacity to correct existing deficiencies as well as meet the needs of future population. Consider the following actions when developing/updating this Element:**

a. **Identify improvements to the recreation and park system including additional parklands and recreational programs. Priority should be placed on the identification of improvements for the underserved areas of the City. Both traditional and non-traditional solutions to the expansion of facilities should be considered, including the following:**

   (1) **Revise standards that permit the acquisition of parks smaller than five acres, particularly in those communities with the most severe neighborhood park deficiencies;**

   (2) **Acquire use, and maintain of properties for recreation and public open space, that are as small as 5,000 square feet in area;**

   (3) **Develop community gardens on small lots in residential neighborhoods and commercial areas;**

   (4) **Develop active and passive greenways along fixed rail transit lines and utility corridors, as well as for the development of open space along rivers and principal drainages (as depicted on the Citywide Greenways Network Map);**

   (5) **Adopt joint use strategies for recreational facilities, wherever appropriate;**

   (6) **Require for the inclusion of recreational facilities in multi-family residential and mixed-use development projects; and**

   (7) **Adopt strategies to acquire, or work with non-profits to acquire, larger tracts of park land in industrial areas and improve them with community park facilities, e.g., play fields.**

b. **Formulate a habitat conservation plan for all regional parks.**

c. **Develop procedures for improving recreational facilities to enhance the user safety and security of users.**

d. **Provisions for establishing and implementing a parkland acquisition and recreation program to meet current and future park and recreation needs. This may include:**

   (1) **Continued use of the Quimby Act (including the in-lieu fees and developer contributions) during the development process as a primary means of parks and recreation acquisition. Fees other than Quimby may be imposed on commercial development to the extent that there is an adequate nexus.**

   (2) **Flexible and alternative incentives for developers and other private property owners, such as restructuring dedication and exaction fees and requirements, that facilitate the provision of private land for public use.**

   (3) **Procedures that allow residents to request acquisition or use of one or more parcels of excess City-owned land for park or garden use. Requests can be made on a site-specific basis or by general location. The criteria shall include the property's proximity to linear elements of the open space network.**

   (4) **State and Federal funding sources.**

When formulating/updating the funding program, evaluate whether Quimby fees are adequate to support parkland programming, acquisition, and improvement.

Responsibility:	**Department of Recreation and Parks, Department of City Planning, Mayor's office, Public Works**
Funding Source:	**State and Federal funds**
Schedule:	**Initiate within 18 months of Framework Element adoption**

P15 **Formulate and update power system plans to provide sufficient capacity to meet future customer needs in a cost-efficient and reliable manner. The development /update of this Element should utilize the Integrated Resource Plan and consider the following actions:**

a. **Identify necessary improvements to the power system including, but not limited to, power supply, transmission, and distribution.**

b. **Ensure that power generated within the South Coast Air Basin is in full compliance with Federal, State, and local air quality standards, and establish the optimal level of in-basin power generation.**

c. **Continue cost-effective demand side management and energy efficiency programs.**

d. **Develop programs to encourage and facilitate the commercialization of electric vehicles and other forms of electric transportation as a means of improving air quality and aiding with the City's economic development efforts. Develop the infrastructure to support their use.**

e. **Ensure that all LADWP customers electric power needs are met in a deregulated power marketplace.**

f. **Determine the effect of each new major construction project in the City on its power distribution systems.**

When formulating/updating the plan, evaluate customer satisfaction levels with LADWP programs and services and utilize customer input to improve the programs and services.

Responsibility: LADWP
Funding Source: Power Revenue Fund, General Fund
Schedule: 1997

P16 **Formulate/update plans to address issues relating to siting and the joint use of facilities. Consider the following actions when developing/updating this Element:**

a. **Identify strategies for the expansion of school facilities including:**

(1) **Siting of schools and other community facilities (libraries, parks, and auditoriums) within a transit station, center, or mixed-use area so they can complement each other and make the most efficient use of the land provided for these services.**

(2) **Locating middle schools and high schools where possible, close to transit stations and key centers and mixed-use districts, so students can use the transit system to get to and from school.**

(3) **Encouraging the private redevelopment of existing school sites in the immediate vicinity of transit stations and centers so that the existing site (a low-intensity use) would be replaced by a high-intensity mixed-use development that would incorporate school facilities.**

b. **Negotiate and adopt a Memorandum of Understanding between LAUSD and the City regarding the joint use of school facilities such as play fields and park facilities for school purposes, with the City providing liability for outdoor space during non-school hours of operation.**

c. **Identify funding sources and mechanisms for facility improvements.**

When formulating/updating plans, jointly seek changes in statewide legislation on use standards for schools in charter cities over two million population, and study ways to utilize commercial property for school purposes, where feasible.

Responsibility:	Los Angeles Unified School District, with assistance from the Departments of Recreation and Parks and City Planning
Funding Source:	State and local funds
Schedule:	Initiate within 18 months of Framework Element adoption

P17 Formulate/update street lighting plans to develop an inventory of nighttime visibility requirements for all streets in Los Angeles. Consider the following actions when developing/updating this Element:

a. Correlate needs for nighttime vision with approved standards;

b. Correlate existing conditions with the established needs;

c. Establish the long-term objectives for improvement of lighting consistent with City street improvement policies; and

d. Define and promote the Street Lighting Equipment Selection Policy to assure due process and maximum choice of communities for special street light equipment subject to their willingness to pay. Replace standard street lights and develop strategies to preserve historic street lights while replacing their original lumens with more energy efficient lights.

e. Participate in national and international studies and programs relating to light use, management and control.

f. Develop a data base of recommendations and model regulations which can normally be applied in various communities within Los Angeles.

g. Develop recommendations for financing and enforcing regulations for control of obtrusive light.

When formulating/updating plans, determine appropriate regulations for private lighting to minimize or eliminate light pollution, light trespass and glare (obtrusive light).

Responsibility:	Department of Public Works
Funding Source:	Street Lighting Assessment Fund
Schedule:	Ongoing

ORDINANCES

P18 Amend the Zoning Ordinance to implement the policies and standards of the General Plan Framework Element. The revisions provide tools needed to which are described below and are representative of the actions that may be taken.

a. Revise land use and density classifications, zoning maps, and pertinent development standards (e.g, parking standards, design of multi-family units, pedestrian districts, development transitions, and other) to reflect the concepts contained in the Framework Element, appropriately applied through amendments of the community plans consistent with community characteristics.

b. Establish incentives to stimulate the types of use desired (e.g., mixed-use, community facilities in centers, districts, and boulevards, and other) and development in appropriate selected targeted growth areas as defined in the community plans, such as density bonuses for mixed-use development, parking in proximity to transit stations and transit corridors, "by-right"

entitlements with administrative review and approval for traffic or other necessary studies and mitigation, and other.

c. Permit the incorporation of revenue-generating recreation facilities into communities, where such uses are feasible and where levying fees would not place an undue hardship on the users.

d. Allow commercial structures and multi-family dwelling units destroyed by natural catastrophes to be re-constructed to their pre-existing use and density in any areas where permitted densities may be reduced by amendments to the community plans.

e. Establish reasonable defensible space design requirements that will help ensure maximum visibility and security for entrances, pathways, and corridors, as well as open space (both public and private) and parking lots or structures. The code and design review amendments should address landscaping and lighting in addition to site design.

Responsibility:	Department of City Planning, with assistance from the Departments of Transportation and Public Works and the Community Redevelopment Agency and the Los Angeles Unified School District
Funding Source:	General Fund and State funds
Schedule:	Within one year of General Plan Framework Element adoption and ongoing, as necessary

P19 Modify appropriate ordinances to reflect the provisions of the Framework Element and incorporate incentives for the provision of private land for parks and open space, such as restructuring dedication and exaction fees and requirements.

Responsibility:	Department of City Planning, with assistance from Departments of Recreation and Parks and Environmental Affairs
Funding Source:	General Fund
Schedule:	Initiate within 18 months of Framework Element adoption

P20 Continue to implement the Transfers of Development Rights Ordinance and use it under appropriate circumstances as an incentive to encourage private property owners to provide land for parks and open space.

Responsibility:	Department of City Planning, with assistance from The Department of Recreation and Parks
Funding Source:	General Fund
Schedule:	Ongoing

P21 Modify City ordinances where necessary, to reflect the provisions of the Framework Element and respond to the needs of identified target industries.

Responsibility:	Departments of City Planning, Public Works, Transportation, and any other appropriate department
Funding Source:	General Fund
Schedule:	Initiate within 18 months of Framework Element adoption, and ongoing as needed

P22 Modify, as necessary, the Building Code to facilitate and guide the development of mixed-use structures, including the possible inclusion of school space, libraries, and other community facilities in such structures.

Responsibility:	Department of City Planning, Building and Safety
Funding Source:	State and Local
Schedule:	Initiate within 18 months of Framework Element adoption

P23 **Formulate an Affordable Housing Ordinance to encourage the production of affordable housing, to preserve existing housing capacity in the City, and to reduce the potential for the overconcentration of affordable housing units in particular parts of the City.**

Responsibility: Departments of City Planning and Housing
Funding Source: General Fund
Schedule: Ongoing

DEVELOPMENT STANDARDS AND GUIDELINES

The following may be implemented through (1) guidelines to be adopted by the City Planning Commission (CPC) and/or Council, or (2) codification (ordinances) enacted by the City Council. The method of implementation should be determined after Framework Element adoption.

P24 **Formulate *citywide* development standards that:**

a. **Enhance and/or conserve the appearance and functionality of residential and commercial areas, including appropriate applications for mixed-use structures that integrate housing with commercial uses. The following indicates a preliminary list of standards that may be considered.**

   (1) **Encourage and facilitate the assembly of small lots for higher-density housing or mixed-use.**

   (2) **Encourage mixed-use development to locate on lots with side street access so that traffic flows and the pedestrian-oriented street frontage can be uninterrupted.**

   (3) **Provide incentives for a mix of residential unit sizes in the R3, R4 and R5 zones through the replacement of the habitable room-based density range by a single density.**

   (4) **Separate the measurement of intensity (floor area ratio/FAR) from building coverage and do not exclude required yards from the permitted FAR.**

   (5) **Increase per-unit on-site space requirement for all multi-family residential buildings.**

   (6) **Require transitional heights and buffers between higher-density housing and single-family homes.**

   (7) **Provide landscape options: more but smaller size (e.g., 15 gallon) trees in lieu of fewer larger size (e.g., 24-inch box) trees.**

   (8) **Protect residential areas from the intrusion of "through traffic" by implementing neighborhood traffic management strategies.**

   (9) **Require street trees at the minimum spacing permitted by the Division of Street Trees.**

   (10) **Wherever possible, along secondary and major highways, require driveway access to buildings from side streets or alleys to minimize interference with pedestrian access and vehicular movement.**

   (11) **For parking structures, screen architecturally or with landscaping, locate no more than one level above grade in residential areas, and screen direct views of headlights/building lights from building exterior.**

b. **Enhance the appearance and function of *public infrastructure* and development, considering:**

   (1) **Sidewalk improvement standards; location, appropriate width, species and spacing of trees as well as street furniture and street lighting.**

(2) Revise street tree standards, including species and placement to enhance pedestrian-oriented districts and centers with a continuous tree canopy. Broadleaf evergreen and deciduous trees should be used whenever feasible.

(3) Revise street tree maintenance and removal standards.

Responsibility: Departments of City Planning, Transportation, and Public Works
Funding Source: General Fund, Street Lighting Assessment Fund
Schedule: Initiate within 18 months of Framework Element adoption

P25 Formulate local standards for designated pedestrian-oriented districts (neighborhood districts, community centers, some regional centers, and some mixed-use corridors) to account for each area's unique characteristics. Examples of standards include:

a. Location of building walls along streets: e.g., "build-to" lines, setback lines, etc.

b. Building heights and bulk: e.g., building-height-to-street relationships, lot coverage, etc.

d. Location of pedestrian entrances: e.g., ground level, direct sidewalk, courtyard access, compliance with American's with Disabilities Act.

e. Transparency of exterior building walls: e.g., display windows composed of non-reflective glass.

f. Openings in exterior building walls for vehicular access: vehicular access provided from side streets or alleys if feasible as determined by the Department of Transportation.

g. Other openings in exterior building walls: openings for plazas, courtyards, outdoor dining, seating, water features, open air vending or display areas.

Responsibility: Department of City Planning, with assistance from the Departments of Transportation and Public Works
Funding Source: General Fund
Schedule: Initiate within 18 months of Framework Element adoption

STUDIES AND DATA COLLECTION

P26 Conduct development and land use studies to:

a. Locate and determine the site characteristics of all the City-owned surplus land;

b. Determine and zone surplus land, if appropriate, for commercial, industrial, residential, public or institutional use; and

c. Establish a comprehensive database of available industrial facilities and development sites within Los Angeles, which is updated periodically and indicates the availability, location, acreage, and configuration of each site.

Responsibility: General Services assisted by CRA, and Department of City Planning
Funding Source: General Fund, as funding permits
Schedule: Ongoing

P27 Conduct a study to identify and propose appropriate recommendations to seek to eliminate, where feasible, governmental mandates that represent unreasonable barriers to future economic development in the City.

Responsibility: CRA, CDD, or Department of City Planning
Funding Source: General Fund, as funding permits
Schedule: Initiate within 24 months of Framework Element adoption

P28 Review City job training programs to see if they are in alignment with realistic and appropriate job training needs in the City. Change and enhance the job training curricula in response to this review.

Responsibility:	CRA, or CDD
Funding Source:	General Fund, as funding permits
Schedule:	Initiate within 24 months of Framework Element adoption

P29 Assess the 20-year projections of affordable housing needs by type and cost within each City Subregion and institute a monitoring system to evaluate housing production and forecast needs every five years.

Responsibility:	Departments of City Planning and Housing
Funding Source:	General Fund or other available funds
Schedule:	Initiate within 18 months of Framework Element adoption

P30 Prepare cost-benefit analysis for tree pruning, maintenance, removal and replacement. Include as benefit, factors for heat island mitigation, water conservation, reduction of waste.

Responsibility:	Department of Public Works
Funding Source:	Grants
Schedule:	Initiate within 24 months of Framework Element adoption

CAPITAL IMPROVEMENTS

P31 Continue to implement a five-year Capital Improvements Program (CIP) that is updated annually. This program will:

a. Address the improvement of infrastructure and services and should utilize information obtained from the City's Monitoring Program to help determine those projects that should be included in the CIP (refer to program P42 for a discussion of the Monitoring Program).

b. Provide for the acquisition, design, construction, maintenance, and replacement of buildings and facilities for which the City is responsible.

c. Allocate funds for the design and construction of public streetscape improvements intended to enhance the City's neighborhood districts and community centers.

d. Pursue transportation system management (TSM) measures in the 13 congested corridors defined in Chapter 2 of the Transportation Element.

e. Continue to implement ATSAC and Smart Corridor programs throughout the City, reaching 100 percent of all City streets by the year 2010.

f. Prioritize projects such that infrastructure and services are provided first in those areas in which growth is targeted and where severe deficiencies exist.

g. Address the infrastructure needs of target industries, thereby supporting the City's economic development goals.

Responsibility:	Departments of Public Works, Transportation, and City Planning, CAO, and other appropriate agencies
Funding Source:	General Fund, Prop A, Prop C, ISTEA, TSM Program, gas tax and other sources, as available
Schedule:	Every year with five year projections.

P32 Fund and implement streetscape improvements by taking the following actions:

a. Establish a priority funding program for streetscape improvements in districts, centers, and boulevards.

b. Develop funding linkages between open space needs and other priority issues, such as linking streetscape improvements with transit-related concerns, or other externally-funded programs focused on small-scale, local concerns.

c. Work with the Los Angeles Department of Public Works to improve the visual appearance of streets by:

(1) Permitting trees to establish full canopies; and

(2) Continuing to underground utilities consistent with the City's guidelines and rules.

Responsibility: Departments of City Planning, Transportation, Public Works, and Water and Power
Funding Source: General Fund or external funding sources (e.g., Federal Department of Transportation Intermodal Surface Transportation Efficiency Act [ISTEA] funds)
Schedule: Ongoing

P33 Continue operating and refining the existing computer based Pavement Management System, which develops models to predict current pavement life cycle for each street segment in the City's 6500 mile street system. Based on these models, optimum maintenance strategies will be developed to preserve the street system to the maximum extent possible permitted by the resources allocated for this purpose.

Responsibility: Department of Public Works
Funding Source: State Gas Tax, Prop. C
Schedule: Ongoing

P34 Continue utilizing a variety of cost effective maintenance techniques to more properly maintain streets in a perpetual good to excellent condition, with an emphasis on providing major maintenance in the form of full-width resurfacing prior to a street segment suffering more than 15 percent base failure, which would require significantly costlier reconstruction work.

Responsibility: Department of Public Works
Funding Source: State Gas Tax
Schedule: Ongoing, as funding permits

ECONOMIC DEVELOPMENT

P35 Establish a comprehensive Economic Development Strategy and a pro-active Business Attraction and Retention Program that will:

a. Coordinate the City's economic development functions and business support services to provide better service delivery and eliminate duplicative functions.

b. Include methods to maximize the use of non–local financial incentive programs such as those provided by the State and Federal government.

c. Actively promote the information resources available through the City's various departments (e.g., the export assistance program and foreign trade zone program), and effectively coordinate the provision of the City's technical assistance through the City's centralized economic development function.

d. Identify local labor force resources and emerging industries.

e. Actively assist firms in understanding and complying with State and Federal regulations.

f. Use the Regional Comprehensive Plan and Guide (RCPG) developed by the Southern California Association of Governments (SCAG) as a guide for identifying target industries.

g. Direct available economic development resources to targeted locations within the City and to specific emerging industrial sectors.

Responsibility: To be determined by Mayor and Council
Funding Source: General Fund and other funding sources (e.g. and the Federal government)
Schedule: Initiate within 24 months of Framework Element adoption

P36 Develop a series of economic incentives to accomplish the following:

a. Obtain revenue, support development, and provide adequate infrastructure and services, by using the City's budget and financing process. Techniques such as assessment and improvement districts, revenue increment financing, tax exempt bond financing, Federal grants, and development credit/fees shall be examined for their appropriateness.

b. Achieve the preferred types of growth in desired locations by utilizing techniques such as Redevelopment, Neighborhood Recovery, Empowerment Zones and Enterprise Communities, housing development loans and grants, and the formation of services or assessment districts.

c. Create regionally competitive and modern industrial sites to maintain and enhance a core manufacturing base. Additionally, commit City resources, where appropriate, to support programs such as the preparation of necessary environmental analysis, environmental remediation, site acquisition and aggregation, and increased police protection.

d. Serve firms whose individual funding requirements are less than the amounts traditionally addressed by this source by using appropriate "packaging" of loan applications for Industrial Development Bond (IDB) assistance.

Responsibility: To be determined by Mayor and City Council
Funding Source: Various sources
Schedule: Ongoing

P37 Establish development facilitation programs/strategies and joint partnerships to accomplish the following:

a. Form partnerships, when feasible, to jointly pursue large scale development projects. These partnerships may be used to stimulate development in key areas targeted for growth, such as at rail transit stations.

b. Provide a range of opportunities for emerging industrial companies to locate within the City's industrial areas by undertaking industrial development initiatives such as site assembly, site preparation, incubator development, marketing financial incentives in targeted areas, and appropriate job training and infrastructure improvements.

c. Focus economic development resources on industrial preservation zones and policy linked areas.

d. Develop community-level transit accessibility plans by seeking maximum opportunities for entrepreneurial services and other private-sector initiatives.

e. Offer a portfolio of business assistance programs, services, and pricing options related to the provision of electricity that is based on customer needs and input.

Responsibility:	Mayor's Office, Department of Community Development, and/or Community Redevelopment Agency, LADWP
Funding Source:	General Fund, Power Revenue Fund, and other sources, as available
Schedule:	As required

P38 Initiate a series of district and center demonstration projects which employ pro-active measures for both attracting development to the centers and improving the physical and social environments of the centers and surrounding neighborhoods. These demonstration projects could involve public improvements, transit services, financial incentives and other economic development measures.

Responsibility:	Council Offices, Mayor's Office, CRA, MTA and other relevant departments
Funding Source:	General Fund
Schedule:	Initiate process within 18 months of Framework Element adoption

P39 Promote the commercialization of electric vehicles and other forms of electric transportation as a means of improving air quality and economic development.

Responsibility:	LADWP
Funding Source:	Power Revenue Fund
Schedule:	Ongoing

P40 Market existing foreign trade zone benefits and investigate creation of additional sites for the City's existing foreign trade zone, facilitation of permit processing, provision of further regulatory relief, and other appropriate actions to facilitate the operations of the Port of Los Angeles and Los Angeles International Airport.

Responsibility:	Departments of the Harbor and Airport
Funding Source:	General Fund, as funding permits
Schedule:	Ongoing

P41 Develop an Entrepreneurial Transit Opportunities program to encourage the development of community-based services such as jitneys and/or shuttles that would be run by owner-operators.

Responsibility:	Department of Transportation
Funding Source:	General Fund, Prop A, Prop C, private sector participation
Schedule:	Initiate process within 18 months of Framework Element adoption

PROCEDURAL

P42 **Establish a Monitoring Program to accomplish the following:**

a. **Assess the status of development activity and supporting infrastructure and public services within the City of Los Angeles. The data that are compiled can function as indicators of (a) the rate of population growth, development activity, and other factors that result in demands for transportation, infrastructure, and services; (b) location and type of infrastructure investments and improvements; and © changes to the citywide environmental conditions and impacts documented in the Framework Element environmental database and the Environmental Impact Report.**

b. **Assess transportation conditions and determine the City's progress toward attainment of citywide transportation objectives.**

c. **Determine the progress of the Los Angeles County Sanitation District 2010 Master Facilities Program and any other capital improvement projects which could affect their ability to collect City wastewater and provide full secondary treatment for that wastewater.**

d. **Identify existing or potential constraints or deficiencies of other infrastructure in meeting existing and projected demand.**

e. **Identify, based on consultation with the LAUSD, the surplus and/or deficit of classroom seats.**

Responsibility:	**Department of City Planning, LADWP, Public Works, Fire and Police**
Funding Source:	**General Fund, Power Revenue Fund, development fees, Sewer Construction/Maintenance (SCM), Federal funds and other funding sources**
Schedule:	**Within one year of Framework Element adoption**

P43 **Prepare an Annual Report on Growth and Infrastructure based on the results of the Monitoring Program, which will be published at the end of each fiscal year and shall include information such as population estimates and an inventory of new development. This report is intended to provide City staff, the City Council, and service providers with information that can facilitate the programming and funding of capital improvements and services. Additionally, this report will inform the general plan amendment process. Information shall be documented by relevant geographic boundaries, such as service areas, Community Plan Areas, or City Council Districts.**

Responsibility:	**Department of City Planning in consultation with City departments**
Funding Source:	**General Fund and other appropriate sources**
Schedule:	**At the end of the fiscal year**

P44 **Establish a citywide transportation database to be used in the Monitoring Program. The database should include:**

a. **Measures of accessibility at the community plan area level;**

b. **Measures of mobility (including levels of service, mode split, and vehicle occupancy) at the screenline, community plan area, and citywide levels; and**

c. **Measures of plan development (such as TIMP adoption for targeted growth areas and community-level accessibility plan adoption) at the citywide level.**

Responsibility:	**Departments of City Planning and Transportation**
Funding Source:	**General Fund**
Schedule:	**Initiate within 24 months of Framework Element adoption**

P45 Closely monitor Federal and State legislative mandates which may restrict the Port and the Airport's cargo-handling capacity and passenger-handling capacity; address such mandates through appropriate lobbying efforts.

Responsibility: Departments of Airports and Harbor
Funding Source: General Fund
Schedule: Ongoing

P46 Urge Caltrans, SCAG, and the LACMTA to consider using reversible HOV lanes on freeways as a part of the countywide HOV plan. Corridors where reversible HOV lanes should be considered include:

a. The Golden State Freeway (I-5), north of SR-170;

b. The Hollywood Freeway (US-101 and SR-170), between Downtown Los Angeles and I-5;

c. The San Diego Freeway (I-405), between I-10 and I-5; and

d. The Ventura Freeway (US-101), west of I-405.

Responsibility: Departments of City Planning and Transportation
Funding Source: General Fund
Schedule: Initiate within 18 months of Framework Element adoption

P47 Expand the telecommuting program for municipal employees, where and when appropriate.

Responsibility: City Council, Department of Personnel
Funding Source: General Fund
Schedule: Ongoing

P48 Establish a simple, timely program (e.g. a maximum three months approval time) by which residents of any size area can request a standardized assessment district for the installation and maintenance of street trees or pedestrian-scale street lights.

Responsibility: Departments of City Planning and Public Works
Funding Source: General Fund
Schedule: Initiate within 24 months of Framework Element adoption

P49 Periodically evaluate the fee structures, both in terms of monetary costs to developers and administrative complexity, in relation to other cities in the region. Where appropriate, revise existing fee structures. Additionally, periodically evaluate the fee collection schedules for infrastructure maintenance and improvements.

Responsibility: Departments of City Planning, Water and Power, Public Works, Transportation, Building, and other appropriate departments
Funding Source: General Fund
Schedule: Ongoing

P50 Take the following procedural actions in relation to the City's parks and open space resources:

a. Provide for the installation of street trees to maintain open space corridors by developing a system of standards and incentives for private implementation of a street tree plan, including commitments of public maintenance for street trees planted through private efforts.

b. Provide tax benefits for land gifts to the City (such as riverfront properties).

Responsibility: Departments of City Planning, Recreation and Parks, and Public-Works
Funding Source: General Fund
Schedule: Initiate within 24 months of Framework Element adoption

P51 Combine City resources with private sector funds to provide financing for new transportation facilities and services, in order to leverage the amount of State and Federal monies available for transportation projects.

Responsibility: Departments of City Planning and Transportation
Funding Source: General Fund, Prop A, Prop C, L.A. County, private sector participation
Schedule: Ongoing

INTERAGENCY COORDINATION

P52 Cooperate with regional agencies such as the South Coast Air Quality Management District and others to establish regional Transportation Control Measures, and other transportation demand management strategies, since many of the most effective measures to reduce vehicle trips require regional implementation. Consider the following potential strategies in this effort:

a. Merchant transportation incentives;

b. Congestion pricing;

c. Parking pricing;

d. Park-and-ride shuttle services to centers and special events;

e. Residential-based Transportation Management Organizations;

f. Enhanced service and improved safety and comfort of local transit;

g. Preferential parking; and

h. Bicycle and pedestrian lanes and bicycle storage facilities construction.

Responsibility: Departments of City Planning and Transportation, EAD
Funding Source: General Fund
Schedule: Ongoing

P53 Continue to encourage the grade separation of railroad crossings along the Alameda Corridor to improve the movement of freight.

Responsibility: Departments of Transportation, City Planning, Public Works, Caltrans, Public Utilities Commission
Funding Source: Alameda Corridor Program funds
Schedule: Ongoing

P54 Enhance the relationship among City departments and agencies and between City and non-City entities by taking the following actions:

a. Continue to assure coordination of various City planning efforts related to growth, infrastructure, and service provision.

b. Maintain the dialogue between the City and organizations and public agencies that directly provide it services and/or indirectly impact growth and development within Los Angeles, by establishing a mechanism that facilitates regular meetings between these entities.

c. Create a strategic planning capability among the Department of Public Works, the CAO, the City Planning Department and other appropriate agencies to provide a forum in which to review key issues and strategies related to growth and to coordinate the provision of adequate services, assess existing conditions and future needs, develop strategies for the most effective use of available funds, and develop additional funding sources.

d. Prepare proposal for eliminating or reducing existing infrastructure deficiencies.

Responsibility: Department of City Planning and other relevant departments and agencies
Funding Source: General Fund and development fees
Schedule: Within one year of Framework Element adoption

P55 Work cooperatively with the Sheriff's Department, State law enforcement agencies, the National Guard, and the Police Departments of the surrounding jurisdictions in order to maintain and improve mutual assistance agreements.

Responsibility: Los Angeles Police Department
Funding Source: General Fund
Schedule: Ongoing

P56 Work cooperatively with the Fire Departments of the surrounding jurisdictions, LAX, and the Port, as well as with State agencies that deal with fire suppression and emergency medical services, in order to maintain and improve mutual aide agreements.

Responsibility: Los Angeles Fire Department
Funding Source: General Fund
Schedule: Ongoing

P57 Expand the joint use of community-serving facilities, such as public libraries, wherever possible.

Responsibility: Department of Libraries; Los Angeles Unified School District
Funding Source: State and Local
Schedule: 1998

P58 Work with adjacent cities and the appropriate State and County agencies, such as the California Coastal Commission, to ensure that the City's beaches, and any facilities such as bike paths that are built on or near them, are integrated into the Citywide Greenways Network.

Responsibility: Department of City Planning; California Coastal Commission; the County of Los Angeles; adjacent jurisdictions; any other appropriate agency
Funding Source: General Fund
Schedule: Ongoing

P59 Work with the Trust for Public Lands, the Santa Monica Mountains Conservancy, and other non-profit organizations to purchase park land along corridors identified in the Citywide Greenways Network Map, with priority to those areas of the City with the most severe neighborhood park deficiencies. These actions shall be taken in addition to acquiring land unilaterally.

Responsibility: Department of Recreation and Parks, with assistance from the Department of City Planning, Environmental Affairs
Funding Source: State/Federal funds
Schedule: Ongoing, as funding is available

P60 Work with the Army Corps of Engineers, Los Angeles Department of Public Works, and Los Angeles County to restore the Los Angeles River to a more natural State, while at the same time maintaining its essential flood control function. To achieve this objective, take the following actions:

a. Initiate modest projects at strategic locations along the Los Angeles River to begin restoration and enhance access to bike paths and other elements of the Open Space Network.

b. Locate these projects at sites that are already in the best condition (and opportunistically as other sites become available).

c. Consider establishing a State recognized river authority for the Los Angeles River as a means to efficiently implement river enhancements.

Responsibility: Department of Recreation and Parks, in cooperation with Environmental Affairs Department (EAD), Public Works, Army Corp. of Engineers, and Los Angeles County
Funding Source: General Fund
Schedule: Ongoing

P61 Work closely with other City departments to ensure that their facilities are energy efficient and to develop the infrastructure to support an electric vehicle future.

Responsibility: LADWP
Funding Source: Power Revenue Fund
Schedule: Ongoing

P62 Coordinate energy related business assistance activities with other City departments.

Responsibility: LADWP
Funding Source: Power Revenue Fund
Schedule: Ongoing

P63 Coordinate water related conservation and lobbying efforts by:

a. Supporting Federal and State legislation that protects existing and future water resources;

b. Participating with other agencies to promote effective water conservation programs throughout Southern California; and

c. Working through the Metropolitan Water District on all non-local water issues and actions.

d. Supporting legislation and regulation that promotes the use of reclaimed wastewater

Responsibility: LADWP
Funding Source: Water Revenue fees
Schedule: Ongoing

P64 Prepare for emergencies by:

a. Maintaining and updating the City's Emergency Management Plan, which among other things, serves to coordinate the emergency planning efforts of Los Angeles' Police, Fire, Water and Power, and Public Works departments.

b. Maintaining an emergency operations plan, as part of the Citywide Emergency Management Plan, that provides for reciprocal assistance during an emergency.

Responsibility: Department of Public Works, Police, Fire, Information Technology Agency (ITA), CAO, Emergency Operations Board
Funding Source: Wastewater fees, General Fund
Schedule: Ongoing

P65 Coordinate stormwater management activities with other agencies to promote watershed based approaches such as the Santa Monica Bay Restoration Project.

Responsibility: Department of Public Works, with other City departments; L.A. County; Regional Water Quality Control Board and Army Corps of Engineers
Funding Source: Stormwater Fees
Schedule: Ongoing

DEVELOPMENT REVIEW PROCESSES AND APPROVALS

P66 During the development process:

a. Continue to require developers of new projects to pay fees for, or construct improvements to, the storm drain or flood control systems attributable to their projects.

b. Offer developers and other private property owners flexible, alternative incentives to provide private land for public use, where permitted by law. The incentives include, but are not limited to:

(1) Tax benefits for the gift of land to the City;

(2) Transfers of development rights;

(3) Restructuring of dedication and exaction fees and requirements; and

(4) Giving credit for the provision of private landscaped plazas and other open spaces that are readily accessible to the public.

Responsibility: Departments of Recreation and Parks, City Planning, Transportation, Public Works
Funding Source: General Fund
Schedule: Ongoing

P67 Create expedited development processes and permitting assistance measures that:

a. Are consistent with the policies and standards of the General Plan Framework Element;

b. Assign a planning staff person to take projects through the City approval process for development projects located in a centers, district, or mixed-use boulevard or on a transit corridor;

c. Streamline the impact analysis requirements for new development applications;

d. Create public service centers which cluster departments that provide public services (i.e. water/power, planning, zoning, building and safety, etc.). Locate service centers throughout the City; and

e. Improve the permitting center to facilitate the application process for and the issuance of all City–required development permits. Where funding permits, changes to the permitting center shall include:

(1) The assignment of a project manager to each applicant project to assist the applicants in securing permits required by other governmental agencies.

(2) The installation of a computer software system to quickly estimate the total development fee which an applicant for a specific project will be required to pay.

Responsibility: Departments of City Planning, Public Works, Transportation, and Building and Safety
Funding Source: General Fund and development fees
Schedule: Initiate within 18 months of Framework Element adoption and thereafter, ongoing

P68 **Maximize the environmental review process' efficiency through:**

a. **The use of master environmental databases, a CEQA Manual and the General Plan Framework Element database, where appropriate;**

b. **Reliance on the General Plan Framework Element EIR, and/or Community Plan EIRs, either in total or in part, as the environmental assessment for development projects in targeted growth areas, centers and corridors, whenever possible.**

c. **Use of a standardize environmental assessment criteria for public and private development projects undergoing environmental review, as appropriate.**

Responsibility:	**Departments of City Planning, Transportation, Public Works, Environmental Affairs**
Funding Source:	**General Fund and Developer Fees**
Schedule:	**Ongoing**

P69 **Modify parking requirements and trip generation factors (or apply credits), based on reduced demand, for development projects in the following locations:**

a. **Center, district, or mixed-use boulevard (consistent with the Transportation Improvement and Mitigation Program for each center, district, or mixed-use boulevard).**

b. **Projects within 1,500 feet of fixed rail transit stations.**

c. **Projects within 750 feet of major bus route intersections.**

d. **Vertical mixed development projects regardless of location.**

e. **Affordable housing projects in appropriate locations.**

Responsibility:	**Departments of City Planning and Transportation**
Funding Source:	**General Fund**
Schedule:	**Initiate within 18 months of Framework Element adoption**

P70 **Formulate or modify appropriate ordinances, including consideration of a mountain overlay zone, to preserve private land with open space characteristics to the extent feasible. Consider incorporating the following:**

a. **Appropriate sections of the adopted Hillside, Oak Tree, Mountain Fire Protection and Slope Density ordinances;**

b. **Provisions for wildlife corridors; watershed management and natural landscape preservation;**

c. **Transportation Improvement and Mitigation Plans for hillside areas;**

d. **Development standards for new construction, and**

e. **Provisions to facilitate land donations to non-profit organizations such as the Santa Monica Mountains Conservancy.**

Responsibility:	**Department of City Planning**
Funding Source:	**General Fund**
Schedule:	**Initiate within 24 months of Framework Element adoption**