

# Crenshaw/LAX Transit Corridor

Joint Development Strategic Plan



Metro®

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## I. PURPOSE

The Crenshaw/LAX Transit Project (Crenshaw/LAX Line) will present new opportunities for Transit Oriented Development (TOD) along the light rail corridor alignment, including potential development of several publicly-owned sites. This Strategic Plan is intended to examine development opportunities and guide implementation of Metro's Joint Development process. It is informed by Metro's commitment to ensuring that developments on Metro-owned properties consider broader community development goals and impacts, leading to the creation of Transit Oriented Communities. Specifically, the goals of the Strategic Plan are to:

- Identify potential Joint Development sites and opportunities for integration with transit facilities;
- Identify strategic public sector partnerships to leverage existing planning efforts and collaborate on strategic plan implementation;
- Outline a community engagement process that will lead to the preparation and implementation of site-specific development visions that reflect the community's broader goals for each station area under consideration; and
- Define a timeline for implementation.

## II. BACKGROUND

### A. Crenshaw/LAX Transit Corridor

Metro has embarked on an aggressive expansion of Los Angeles County's rail system with five rail transit projects currently under construction. In January 2014, Metro broke ground on the Crenshaw/LAX Line, an 8.5-mile, eight station light rail transit line running from the Metro Exposition Line at Crenshaw and Exposition Boulevards to the Metro Green Line at the Aviation/LAX Station (*Exhibit 1*). The Crenshaw/LAX Line will serve the cities of Los Angeles, Inglewood and El Segundo, and portions of unincorporated Los Angeles County. In addition to providing significant regional environmental benefits, economic development, and employment opportunities, the project presents several new opportunities for TOD along the alignment, including on several publicly-owned sites. In anticipation of the planned opening of the Crenshaw/LAX Line in 2019, Metro has embarked on a Joint Development Strategic Plan to identify opportunity sites and implement TOD projects along the alignment.

### B. Joint Development Process

The Metro Joint Development (JD) Program is a real estate management program that allows private developers to build TODs on Metro property. These properties are often parcels of land that were acquired for transit projects and utilized as, station sites, interim construction staging or other transit supportive uses such as parking lots, and have been determined to have TOD potential. JD projects are typically completed using long term ground leases to private developers who fully entitle, environmentally clear, design, finance, and construct the private developments on Metro property.

The Metro JD process can be categorized into four distinct stages as summarized in *Exhibit 2*. The process begins with the preparation of Development Guidelines for each site, which set the program, massing, and architecture/urban design expectations for development proposals. Metro utilizes the assistance of outside consultants (Consultant) to create Development Guidelines that are the result of a robust community-driven process and reflect high standards of architecture and urban design.



Exhibit 1 – Crenshaw/LAX Transit Corridor Map

Once approved by the Metro Board of Directors, the Development Guidelines are included in a Request for Proposals (RFP) which is offered to the development community on a competitive basis, and become part of the criteria against which proposals are evaluated.

After a Developer is selected and approved by the Metro Board of Directors, an Exclusive Negotiation Agreement (ENA) is executed and the Developer is required to progress the architectural design and continue to engage with and seek input from the community. Metro continues to review the design, as well, to ensure the proposed project does not adversely impact transit facilities or operations while positively contributing to the surrounding community and station environment consistent with the original Development Guidelines. This process is in addition to any locally required outreach and entitlement process.

STAGE	Initial Community Outreach	Developer Solicitation/ Selection	Project Refinement, Joint Development Agreement (JDA) and Ground Lease (GL)	Permitting and Construction
ACTIONS	Community Meetings	Issue Request for Information and Qualifications (RFIQ) and/or Request for Proposals (RFP)	Developers progress architectural design	Construction documents
	Creation of Development Guidelines	Evaluate Proposals	Community outreach and input - several iterations	City building permits/approvals
		Community update	Entitlements/CEQA process	On-site construction
RESULT	Board approves Development Guidelines	Metro Board authorizes Exclusive Negotiation Agreement (ENA) with recommended developer(s)	Metro Board approves JDA and GL	Occupancy Completed project
Approximate overall timeframe: 42 - 64 months				
	6 - 8 months	6 - 8 months	12 - 24 months	18 - 24 months

**Exhibit 2** – Metro Joint Development Process

When the Developer has received entitlements from the local jurisdiction and environmentally cleared the project, and the financial terms have been negotiated, Metro staff will present the terms of the Joint Development Agreement (JDA) and Ground Lease (GL) to the Metro Board of Directors for consideration. If approved, the Developer proceeds with securing building permits and constructing the project.

As further detailed in *Exhibit 2*, the overall timeframe to implement the JD process is approximately 4 to 5 years but can vary greatly depending on the specific circumstances of a project.

### III. STRATEGIC PUBLIC PARTNERSHIPS

The areas surrounding Metro stations are not only gateways to the Metro transit system, but also hold unique potential for shaping the built environment and the urban form throughout the region in a manner that enriches rider experience and attracts new riders. Through its JD program, Metro is able to leverage its public land assets to demonstrate responsible planning and development principles that support transit utilization. However, to ensure positive impacts beyond just the station

area and Metro-owned property, and to achieve the goal of creating transit oriented communities, a successful and effective JD program along the Crenshaw/LAX Line will require partnerships with local jurisdictions as well as the County of Los Angeles.

**A. Coordination with Existing Planning Efforts**

In addition to robust community participation in the preparation of Development Guidelines, it is important that the site-specific development visions for JD projects are informed by and reflective of corridor and station area planning efforts. In many cases, extensive community planning exercises have been conducted (both community driven and government agency led) for the station areas along the proposed Crenshaw/LAX Line, resulting in Specific Plans, Streetscape Plans, or other forms of visioning documents. As part of the background research that will inform initial community engagement and the preparation of Development Guidelines, Metro has begun to assemble relevant plans, reports and documents pertaining to each of the station areas along the corridor. A preliminary inventory, including applicable Metro planning policies, is included as *Exhibit 3*, and will continue to be expanded as additional information becomes available.

PLANS AND VISION DOCUMENTS	Metro Station									
	Expo/ Crenshaw	Martin Luther King Jr	Leimert Park	Hyde Park	Fairview Heights	Downtown Inglewood	Westchester/ Veterans	Aviation/ Century	Aviation/ LAX	
Municipal General Plan and Applicable Community Plans	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Metro Countywide Sustainability Planning Policy	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Metro Complete Streets Policy and First Last Mile Strategic Plan	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Amended Crenshaw Corridor Specific Plan (Anticipated 2016)	✓	✓	✓	✓	✓					
Crenshaw Boulevard Streetscape Plan	✓	✓	✓	✓						
West Adams-Baldwin Hills-Leimert Community Plan	✓	✓	✓	✓						
Leimert Park Village 20/20 Vision Initiative			✓							
Hyde Park Industrial Corridor CPIO				✓	✓					
The Florence/ La Brea and Florence/ West Transit Overlay District Project (2016) *					✓	✓				
Urban Land Institute Technical Assistance Panels			✓			✓		✓		
Rail to River Intermediate Active Transportation Corridor Feasibility Study (2014)					✓					
West Blvd. Community Linkages and Revitalization Plan					✓					
Live - Work Overlay Zone					✓	✓				
Florence/La Brea TOD Visioning Report						✓				
Market Gateway - Inglewood Downtown Revitalization						✓				
Hollywood Park Specific Plan - Mixed-Use Development						✓	✓			
Inglewood-Westchester Transit Connection and Imperial/Crenshaw Transit Mobility Initiative (2018) *							✓			
Community Plan Implementation Overlay (CPIO) or other overlay tool for Century/Aviation (2016) *							✓	✓		
Streetscape Plan for the Century Corridor TOD (2016) *								✓		

\* indicates funding provided through Metro's TOD Planning Grant Program (<http://www.metro.net/projects/tod/>) which provides resources to local jurisdictions to spur the adoption of local land use regulations that are supportive of TOD.

**Exhibit 3 – Relevant Plans and Visioning Documents**

## B. Local Jurisdictions

To initiate collaboration with the local jurisdictions for Crenshaw/LAX Line JD implementation, Metro staff conducted planning workshops in March and April with the City of Los Angeles and the City of Inglewood, respectively, which included staff from the planning, economic development, and public works departments, as well as representatives of elected offices. The station areas along the alignment were discussed in detail with particular focus on JD opportunity sites. Relevant planning regulations and documents were identified and discussed, as were lessons from prior community engagement efforts. Additionally, opportunities for partnership between Metro and the respective cities for public outreach and station area planning were identified, particularly for areas where the cities are actively working on station area planning and visioning exercises.

A brief summary of the anticipated coordination efforts with local jurisdictions and the County is described below and discussed in greater detail on a station-by-station basis in *Section V – Station Area Analysis* herein.

### *i. City of Los Angeles*

Metro and the City of Los Angeles are currently negotiating a Memorandum of Understanding (expected summer 2015) per Board directive to formalize joint coordination on station area planning. In addition to coordination on potential JD opportunity sites in the City of Los Angeles, Metro and the City will coordinate on planning around the Leimert Park Station where the Metro station entry portal and plaza are immediately adjacent to city-owned parking facilities that are being considered by the City for potential infill development.

### *ii. City of Inglewood*

Metro will coordinate station area planning and outreach efforts with the City of Inglewood, as the City has just kicked off a planning effort, funded by Metro's TOD Planning Grant Program, to develop transit overlay zones around the Fairview Heights, Downtown Inglewood and Westchester/Veterans Stations. Metro will also work closely with the City of Inglewood to implement the JD process at the Fairview Heights Station on County-owned property (see below for additional details) as well as the City's development efforts on City-owned Parcel "D-3" near the Downtown Inglewood Station.

To the extent that additional JD opportunity sites are identified outside of the cities of Los Angeles and Inglewood, Metro will coordinate with and implement JD projects in partnership with the host municipality.

## C. County of Los Angeles

The County of Los Angeles has identified two County-owned properties along the alignment that present redevelopment potential—the Probation Department facility located at located at 3606 W. Exposition Boulevard adjacent to the Expo/Crenshaw Station in the City of Los Angeles, and the Department of Public Social Services located at 923 E. Redondo Boulevard adjacent to the Fairview Heights Station in the City of Inglewood, as described in greater detail herein. The County has initiated steps to vacate and relocate the facilities by June 2017 in order to repurpose the sites for community-serving TOD to be carried out by a third party developer. Given the proximity to the proposed Metro stations, and synergies with future Metro JD along the alignment, including Metro-owned sites in the vicinity of the County properties, Metro and the County are currently in discussions to formalize an arrangement, per Board directive, whereby Metro will administer the JD process on behalf of the County. An initial Memorandum of Understanding is expected summer 2015.

## IV. COMMUNITY ENGAGEMENT

The Crenshaw/LAX Line traverses numerous highly engaged communities that are vested in the success of the corridor and station areas, and expect that new developments will embrace and facilitate realization of broader community development goals. Metro will facilitate a community-driven process that engages various community stakeholder groups. The goals of the community engagement process are to:

- Educate stakeholders on the purpose, goals and expected outcomes of Metro's JD Program;
- Foster trust through open and honest dialogue with stakeholders and a transparent process;
- Encourage broad stakeholder participation that includes residents, businesses, and community organizations;
- Acknowledge and build upon the extensive amount of planning and visioning work that has taken place along the proposed Crenshaw/LAX Line; and
- Implement JD projects that are responsive to and representative of site-specific community development aspirations.

### A. Process

#### *i. Development Guidelines*

The first step in the JD process is the preparation of Development Guidelines, which will be the result of a community-driven process. For maximum impact and effectiveness, Metro is currently procuring the services of an outside Consultant to facilitate the community engagement process for JD opportunity sites along the Crenshaw/LAX Line. The Consultant will be responsible for reviewing prior outreach and visioning documentation to assist in identifying key community issues and desires and will then develop a Community Outreach Plan that will outline the specific approach to the community engagement consistent with the goals and processes described in this Strategic Plan.

Initial outreach is anticipated through a series of workshops and smaller community meetings with key stakeholder groups for each JD opportunity site, to more fully understand the community's vision for the respective site. Metro staff from both the JD and Construction Relations department will be closely involved in the workshops and community meetings which will be organized and facilitated by the Consultant. To maximize community participation, the workshops and meetings may be combined with concurrent station area planning forums organized by others.

#### *ii. On-going Outreach*

Metro is committed to keeping the community apprised throughout the JD process. Once a Developer has been selected for a JD project, the resulting ENA will require a specific community outreach plan, through which the Developer will be required to continue to engage the community, along with Metro, to elicit, discuss and incorporate community comments and aspirations regarding the project, including design.

### B. Stakeholders

#### *i. Crenshaw/LAX Transit Corridor Community Leadership Council (CLC)*

The CLC is an advisory body formed for the purpose of sustained involvement by appointed representatives who serve in a liaison role to the greater community as the Crenshaw/LAX Line is brought to fruition. In advance of preparing this Strategic Plan to implement JD activities along

the Crenshaw/LAX Line, Metro staff met with the CLC which provided valuable input with respect to its expectations and aspirations for the Crenshaw/LAX Line corridor, and the JD process more generally. Metro and the Consultant shall continue to work closely with the CLC throughout the community engagement process.

*ii. Crenshaw/LAX Line Community Stakeholders*

It is important that the stakeholder engagement include outreach to community organizations, residents, businesses, residential and commercial property owners, governmental agencies, and religious, educational and cultural institutions. Through initial workshops with local jurisdictions and elected offices, meetings with the CLC, and engagement with Metro's Crenshaw/LAX Line Construction Relations staff, Metro JD staff has begun to assemble a wide ranging list of key stakeholder groups that will be further developed, maintained and utilized throughout the JD process. Additionally, notification for public meetings will be distributed to the Crenshaw/LAX Line's stakeholder database which includes nearly 5,000 interested parties.

In the coming months, staff will attend numerous community meetings with stakeholder groups along the corridor (Neighborhood Councils, Chambers, BIDs, etc.) to provide an overview of the Metro JD process and potential implementation of JD projects along the Crenshaw/LAX Line.

*iii. Local Jurisdictions and Elected Officials*

As described in *Section III – Strategic Public Partnerships*, Metro staff has held initial meetings with city staff and representatives of elected offices and will continue to coordinate closely with these departments and offices throughout the JD process.

*iv. Internal Metro Coordination*

The JD process must be mindful of the ongoing efforts of the Crenshaw/LAX Line Construction and Construction Relations teams to build the Crenshaw/LAX Line. Planning efforts, outreach and any recommendations will be reviewed by and shared with the various Metro departments working to build the Crenshaw/LAX Line. Close coordination between Metro departments has commenced and will be maintained throughout the JD implementation process.

**C. Outreach Tools**

The Consultant-developed Community Outreach Plan will outline the approach and mechanics necessary to support the community engagement process. The general forms of outreach and engagement will include, but not be limited to:

*i. Community Workshops*

Large meetings open to the broader public. The agendas and materials for these meetings will be developed by the outside consultant team, in conjunction with the JD and Construction Relations team.

*ii. Stakeholder Meetings*

Meetings with smaller groups of stakeholders with shared concerns or interests. Holding smaller meetings of individuals that share a common set of goals and objectives helps the team explore issues in greater depth. Groupings could include residents, business owners, community organizations, arts and youth groups.

Metro will ensure that community workshops and stakeholder meetings are held at a time and location, and with sufficient advance notice, to maximize participation. Interpreters and translators will be available, as needed.

### *iii. Information Sharing*

The JD team will work with Metro Communications and the Crenshaw/LAX Line Construction Relations staff to ensure broad information sharing and participation in the process. It is anticipated that outreach will include a combination of print and online communication tools including but not limited to:

- Metro project website to keep community and general public up to date and informed, as well as create opportunities for feedback;
- Social media email blasts to stakeholder database, including current Crenshaw/LAX Line Construction Relations contact lists;
- Direct mail and/or “walking man” distribution;
- Print advertising, and
- Local media outlets.

## **V. STATION AREA ANALYSIS**

Metro has performed a station-by-station assessment to identify properties within approximately ½-mile of stations that are potential candidates for JD. In addition to Metro-owned properties, the assessments included a preliminary examination of non-Metro, publicly owned properties in the immediate vicinity of proposed Crenshaw/LAX Line stations to ascertain if there are opportunities for Metro to work jointly with public sector partners on TOD opportunities. The analysis was informed by prior JD investigations completed during the planning stages of Crenshaw/LAX Line, and was part of the initial workshop meetings with the cities of Los Angeles and Inglewood as well as County staff.

Metro- and County-owned properties identified as having near-term JD potential have been classified as “**Opportunity Sites**”, and are proposed to move forward through the JD process forthwith. In total, there are three JD Opportunity Sites which have been identified (one of which consists of Metro- and County-owned parcels across the street from one another) for immediate implementation, as further described below. The defined program and requirements for each of the respective Opportunity Sites will be the result of a community-driven process, and will be reflected in Development Guidelines that will be presented to the Board for consideration.

In addition to the immediate Opportunity Sites, there are numerous parcels along the proposed Crenshaw/LAX Line that Metro owns or intends to acquire to support the construction of the Crenshaw/LAX Line, including some smaller parcels that may have JD potential post-construction, but require further technical feasibility study to determine whether real estate development is viable. These parcels, which have been classified as “**Exploratory Sites**” will be further examined with assistance from the design Consultant. Should the Exploratory Sites be determined to be candidates for JD, Metro will administer the community-driven JD process described previously, consistent with other Opportunity Sites. In the event that an Exploratory Site is determined to not have JD potential, Metro intends to examine other potential uses for the site that are transit supportive and/or offer a public benefit.

Following is a snapshot of each station along the alignment that summarizes the station area characteristics, proposed Opportunity Sites and Exploratory Sites, station and site specific considerations, and anticipated next steps for coordination, outreach, and implementation.

## 1. EXPO/CRENSHAW (Below-Grade)

### Station Area Overview:

The Expo/Crenshaw Station, formerly the Crenshaw/Expo Station, is located in the City of Los Angeles and is the northern terminus of the Crenshaw/LAX Line. This station will allow transfer to the east-west running Expo Line connecting Culver City with Downtown LA (eventually Santa Monica to Boyle Heights). The West Angeles Church is a major node to the northeast and District Square retail development is a major node to the southeast. Retail, commercial and industrial uses characterize Crenshaw, Jefferson and sections of Exposition Boulevards, while residential uses dominate one block in from the arterial corridors.



### Opportunity Sites:

- **OS-1:**

*Parcel 1* – Southeast corner, Crenshaw/Exposition Boulevards

- A 1.77-acre, Metro-owned property currently used for construction staging; slated for an approximately 110-space Metro park & ride facility and station entrance.

*Parcel 2* – 3606 W. Exposition Boulevard; southwest corner Crenshaw/Exposition Blvds.

- A 1.66-acre County-owned property currently housing a Department of Probation facility; the County has taken actions to vacate the facility and request Metro to pursue JD on the site.

### Exploratory Sites:

- None identified.

### Considerations:

- To the extent that JD may displace park & ride spaces, replacement parking will be required.
- A knock-out panel on the west side of Crenshaw Boulevard presents an opportunity for an additional station entry with a more direct connection to the future Parcel 2 development (OS-1) and to the Expo Line eastbound platform. Identification of options for this portal will be part of the Development Guidelines.
- The station area has been the subject of extensive community planning efforts, which will be synthesized and inform JD outreach and Opportunity Site visioning.

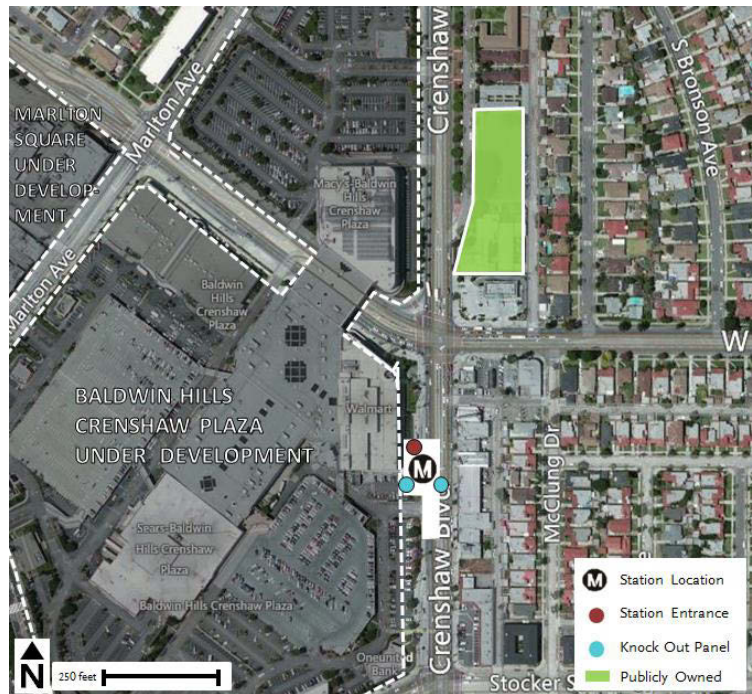
### Next Steps:

- Execute MOU with the County to proceed with planning stage of JD implementation on County property.
- Procure consultant services to facilitate community engagement and prepare Development Guidelines for Opportunity Sites.

## 2. MARTIN LUTHER KING JR. (Below-Grade)

### Station Area Overview:

The Martin Luther King Jr. Station, formerly the Crenshaw/MLK Station, is located in the City of Los Angeles and adjacent to the Baldwin Crenshaw Plaza, a major retail node currently being redeveloped. The station has a strong bus network in addition to the proposed light rail transit line. The pedestrian environment is supported by a consistent urban street wall of retail/commercial uses along Crenshaw Boulevard. The residential uses have a finer fabric of single-family residential uses set back from the commercial corridors.



### Opportunity Sites:

- None identified.

### Exploratory Sites:

- None identified.

### Considerations:

- The City of Los Angeles owns a 1.4-acre property NE of the station which houses an active DWP facility; however, this site is not anticipated to have near-term redevelopment potential.
- The station will be equipped with two knock-out panels providing future opportunity for additional station entry portals.

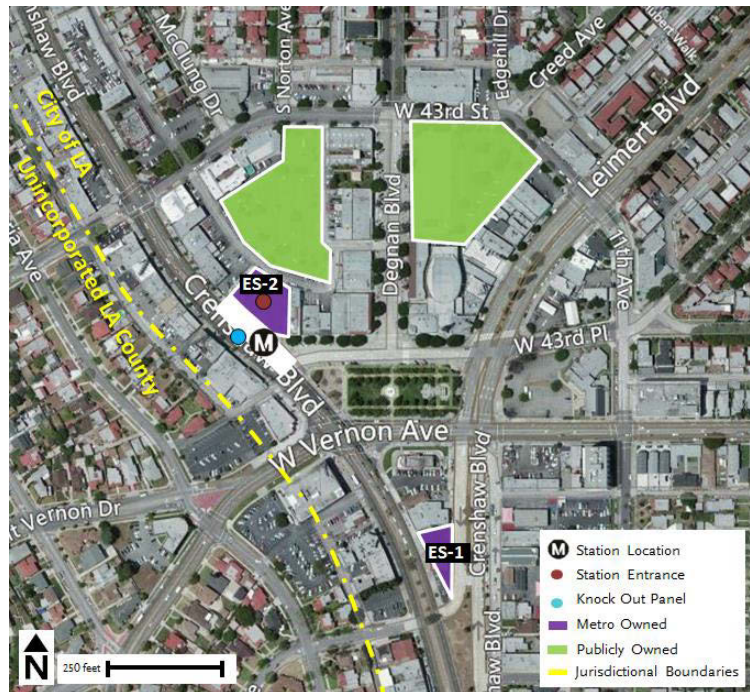
### Next Steps

- Metro will work with the City and the Baldwin Hills Crenshaw Plaza shopping center owners to explore additional opportunities for transit integration into the surrounding development context.

### 3. LEIMERT PARK (Below-Grade)

#### Station Area Overview:

The Leimert Park Station, formerly the Crenshaw/Vernon Station, is located in the City of Los Angeles in the heart of the culturally significant Leimert Park Village, adjacent to the unincorporated community of Windsor Hills. The Village is characterized by urban street walls that create a strong pedestrian friendly neighborhood. The unique street geometry where Crenshaw and Leimert Boulevards split in a 'Y' intersection creates a confluence of two north-south corridors. The existing and iconic Vision Theater and adjacent open space is embedded in the historic urban fabric of the community.



#### Opportunity Sites:

- None identified.

#### Exploratory Sites:

- **ES-1:** A 0.25-acre triangular parcel south of Leimert Park between Crenshaw and Leimert Boulevards temporarily used for parking during Crenshaw/LAX Line construction with no use identified post-construction.
- **ES-2:** Metro station plaza, an approximately 0.47-acre parcel that will house the station entrance portal and ancillary station infrastructure.

#### Considerations:

- The City of Los Angeles is considering redevelopment of the two, large City-owned parking lots on either side of Degnan Boulevard in the immediate vicinity of the station.
- The City has hired a consultant to explore development feasibility, parking and market analyses, and strategic land acquisition in order to develop the City-owned properties. Metro will coordinate with the City to allow the integration of the Metro station plaza (ES-2), which has frontage along Crenshaw Boulevard, into the City's development plans.
- The Office of Supervisor Ridley-Thomas, in cooperation with the City of Los Angeles, is convening a ULI Technical Assistance Panel in August 2015, to make recommendations for development in the Leimert Park area.

#### Next Steps:

- Execute MOU with the City of Los Angeles to coordinate jointly on the planning and analysis of developing City-owned parcels adjacent to Metro's station plaza (ES-2).
- Procure consultant services to perform technical feasibility study of development potential, if any, of ES-1 parcel.

#### 4. HYDE PARK (At-Grade)

##### *Station Area Overview:*

The Hyde Park Station, formerly the Crenshaw/Slauson Station, is located in the Hyde Park community of the City of Los Angeles and is adjacent to a major neighborhood retail node on the southeast corner of Crenshaw Boulevard and Slauson Avenue. Several schools, both public and private, are within walking distance to the station. Single-family residential uses dominate the communities to the east and west, though are set back from the commercial corridors. Publicly-owned parcels in the immediate station vicinity are limited.



##### *Opportunity Sites:*

- None identified.

##### *Exploratory Sites:*

- **ES-3A and ES-3B:** Two small properties on Slauson Avenue, on either side of Crenshaw Blvd., acquired as part of the Crenshaw/LAX Line project for required road widening; parcels may have residual land area post-construction.

##### *Considerations:*

- No additional publicly owned properties were identified in the immediate station area.

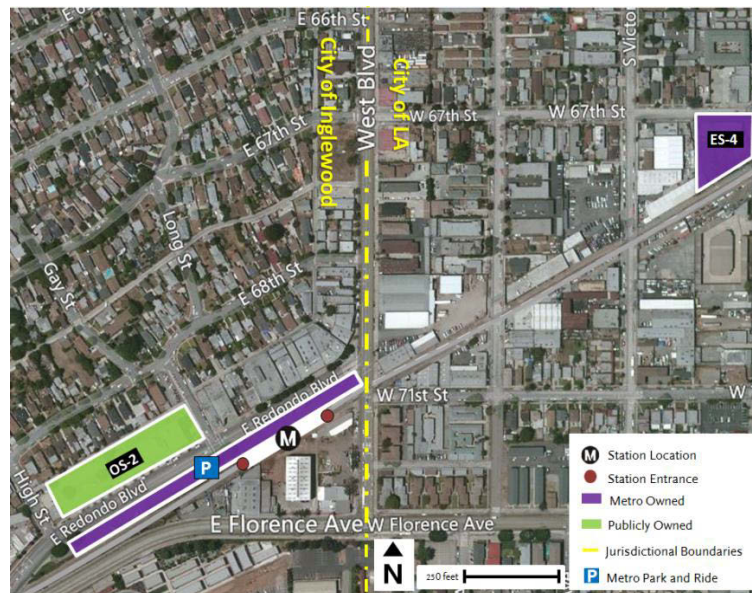
##### *Next Steps:*

- Procure consultant services to perform technical feasibility study of development potential, if any, of ES-3A and ES-3B parcels.

## 5. FAIRVIEW HEIGHTS (At-Grade)

### Station Area Overview:

The Fairview Heights Station, formerly the Florence/West Station, is located along an existing railroad ROW within the City of Inglewood and adjacent to the City of Los Angeles. Although dominated by light industrial and commercial/retail uses, it is adjacent to a significant amount of single-family and multi-family residential. The Inglewood Park Cemetery, one of the region's largest open spaces, is located to the south of the station.



### Opportunity Sites:

- **OS-2:** 923 E. Redondo Boulevard. A 1.44-acre, County-owned property located in the City of Inglewood currently housing a Department of Public Social Services (DPSS) facility; the County has taken actions to vacate the facility and have requested Metro to pursue JD on the site.

### Exploratory Sites:

- **ES-4:** A 0.67-acre, Metro-owned property located on the southwest corner of Crenshaw Boulevard/67th Street in the City of Los Angeles. Parcel is part of larger acquisition to support Crenshaw/LAX Line construction that is anticipated to be available for development after ancillary transit uses are accommodated on adjacent parcels.

### Considerations:

- Metro (Construction team) and City of Inglewood are currently in discussions regarding open space betterments immediately south of the DPSS facility (OS-2) including potentially on the proposed park & ride lot (future acquisition). JD considerations on OS-2 shall consider integration with adjacent public right-of-way improvements.
- Western terminus of the Rail-to-River active transportation corridor under consideration along Harbor Subdivision ROW is in the vicinity of Crenshaw Boulevard/67<sup>th</sup> Street (ES-4).

### Next Steps

- Execute MOU with the County to proceed with planning stage of JD implementation on County property.
- Procure consultant services to facilitate community engagement and prepare Development Guidelines for OS-2, and technical development feasibility studies for ES-4.
- Coordinate outreach and planning efforts with City of Inglewood which has just commenced an effort, funded by Metro's TOD Planning Grant Program, to develop a transit overlay zone around the Fairview Heights Station.

## 6. DOWNTOWN INGLEWOOD

(At-Grade)

### Station Area Overview:

The Downtown Inglewood Station, formerly the Florence/La Brea Station, is located in the City of Inglewood, just north of Market Street and the city's downtown/civic center. There are several underutilized, vacant or auto-oriented properties, especially to the north of Florence Avenue. There is also a substantial multi-family residential community to the north, as well as single and multifamily communities to the east.

### Opportunity Sites:

- None identified.

### Exploratory Sites:

- None identified.

### Considerations:

- The City of Inglewood owns a large site south of the station (D-3 Parcel) that is slated for a new housing development.
- Metro and City of Inglewood are currently in discussions regarding betterments in the vicinity of the station including potentially converting the proposed park & ride lot with approximately 100 spaces, to a bus plaza. Metro Construction team is the lead, with support from parking management. Relocation of the parking requirement from the station to the D-3 Parcel has been suggested, incorporated with the proposed private development.

### Next Steps

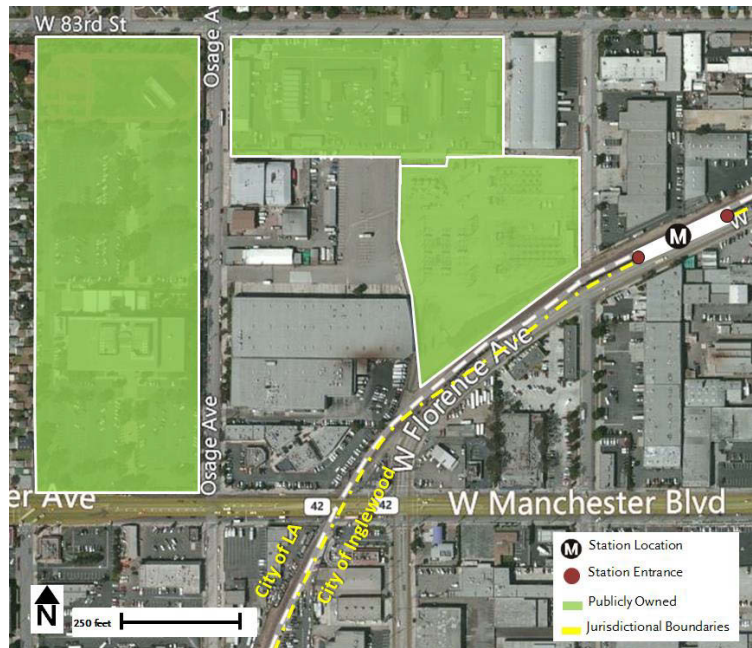
- Coordinate outreach and planning efforts with the City of Inglewood which has just commenced an effort, funded by Metro's TOD Planning Grant Program, to develop a transit overlay zone around the Downtown Inglewood Station.
- Coordinate with the City's development efforts with regard to the D-3 Parcel.



## 7. WESTCHESTER/VETERANS (At-Grade)

### Station Area Overview:

The Westchester/Veterans Station, formerly the Florence/Hindry Station, is located just west of the 405 freeway within the City of Los Angeles and just south of the Westchester community. The station is immediately adjacent to the City of Inglewood to the south. Industrial and commercial uses characterize the immediate station area, including numerous large publicly-owned properties to the west and northwest. Just north of the adjacent industrial uses is a significant single-family residential community.



### Opportunity Sites:

- None identified.

### Exploratory Sites:

- None identified.

### Considerations:

- There are numerous large, publicly owned parcels in the vicinity of the station, including a DWP substation just west of the station, a County Public Works yard northwest of the station, and an LAPD training facility with surface parking along Manchester Avenue, all of which are actively used though may have redevelopment potential in the long-term.

### Next Steps

- Coordinate with local jurisdictions on future planning efforts, including with the City of Inglewood which just received a Metro TOD Planning Grant to develop a TOD overlay zone and to amend the Land Use and Circulation elements of the City's General Plan.

## 8. AVIATION/CENTURY (Aerial)

### Station Area Overview:

The Aviation/Century Station is located in the City of Los Angeles along the Century Boulevard corridor. With the exception of a large residential area to the east of Aviation Boulevard (future airport facilities), almost all the built form is characteristic of larger format commercial, industrial, and service uses including large surface parking lots and parking structures. Airport related uses such as hotel, office, and industrial dominate Century Boulevard.



### Opportunity Sites:

- None identified.

### Exploratory Sites:

- **ES-5:** Metro is planning to acquire a parcel adjacent to the station, part of which will house the station entrance plaza.

### Considerations:

- Joint development opportunities, if any, associated with the Aviation/96<sup>th</sup> St. Station currently under study will be considered at a future date once station area plans have been further developed.

### Next Steps:

- Procure consultant services to perform technical feasibility study of development potential, if any, of ES-5 parcel.

## 9. AVIATION/LAX (Aerial – Existing)

### Station Area Overview:

The Aviation/LAX Station is an existing station on the Metro Green Line. A rail spur will connect this station and the Green Line to the future Aviation/Century Station. The Aviation/LAX Station is located on the borders between the City of Los Angeles, Unincorporated LA County (Del Aire), and the City of El Segundo, just south of the I-105 freeway. The existing station is served by a bus plaza and large park & ride facility. The station area is dominated by industrial and commercial uses to the north and west, and residential uses to the south.



### Opportunity Sites:

- None identified.

### Exploratory Sites:

- **ES-6:** Metro acquired a 1.2-acre parcel in the City of El Segundo that is currently being used for construction staging with uncertain future use.
- **ES-7:** Caltrans owns the 2.5-acre bus plaza immediately south of the station and is considering designating the parcel as “surplus” and potentially conveying the parcel to Metro. The parcel has been the subject of a prior transit oriented development proposal.

### Considerations:

- Development of the Caltrans property would require an alternate location for the bus facility.

### Next Steps:

- Procure consultant services to perform technical feasibility study of development potential, if any, of ES-6 parcel.
- Continue discussions with Caltrans on potential conveyance of the bus plaza property (ES-7) to Metro, and consider future JD potential subject to identification of an alternate location and funding for the bus facility.

## VI. POLICY AND PROGRAMMATIC CONSIDERATIONS

The Joint Development Policies and Procedures and other Board-adopted policies will guide the implementation of JD activities along the Crenshaw/LAX Line. There are a number of Crenshaw/LAX Line or station-specific considerations, as well as program-wide policy changes currently under consideration that may also have bearing on the implementation of JD activities along the Crenshaw/LAX Line, as further described below.

### A. Design and Transit Integration

Metro's JD sites are a gateway to the Metro transit system and hold unique potential for shaping the built environment surrounding transit stations and the urban form of transit corridors throughout the County. Accordingly, with community input, Metro aspires to create strong Development Guidelines that reflect high standards of architecture and urban design and provide a road map for developers to follow as they prepare proposals and ultimately successful developments. JD projects should:

- Reflect a scale and massing that integrates with surrounding community;
- Activate ground floor uses and provide pedestrian-scaled amenities and treatment;
- Be universally accessible;
- Contribute to place-making to draw in users;
- Employ quality materials and thoughtful use of color; and
- Coordinate with other streetscape and public improvement projects in the area.

Given the inherent nature of the location of JD sites, it is imperative that the projects are carefully integrated with the transit infrastructure. First and foremost, the transit infrastructure—which in some cases may be built over or immediately adjacent to—must be protected to ensure that the integrity of the facility and continuity of operations is not compromised. Additionally, the JD project site configuration and building design should be transit-oriented, with clear and intuitive pedestrian paths to the main entrance of the building(s) and to and from the street and the transit station, including adjacent bus stops. To the extent that knock-out panels are proposed as part of the design for underground stations along the alignment, projects should consider activating additional station entrance portals, and at minimum, avoid precluding the ability to do so in the future.

As part of boarder mobility goals, Metro supports the development of active transportation networks. Metro's [First /Last Mile Strategic Plan](#) consists of planning guidelines that outline a specific infrastructure improvement strategy designed to facilitate easy, safe and efficient access to the Metro system. Metro JD sites offer prime opportunities to be real world examples of the principles outlined in the First/Last Mile Strategic Plan, as well as Metro's [Countywide Sustainability Planning Policy](#). Specifically, to maximize access to transit and alternative forms of mobility, projects should accommodate bicycle storage, electric vehicle charging, and generally create a welcoming pedestrian environment through building design/articulation, landscaping, lighting, wayfinding, and other amenities and treatments. Vehicular parking should be shielded from view, though well signed, to avoid creating inactive street frontage.

The Board adopted Development Guidelines will become the basis against which development proposals are evaluated from a design perspective. Additionally, Metro will continue to ensure high standards are maintained throughout the design review process, with thorough inter-departmental review at four stages of the design development. Metro will also utilize the expertise of an outside design consultant to help review design submittals and facilitate resolution of comments with the Developer as the project advances.

### **B. Parking**

The Crenshaw/LAX Line project plans call for the development of Metro park & ride lots at the Expo/Crenshaw, Fairview Heights and Downtown Inglewood Stations for a total of 330 parking spaces to provide for demand by transit riders, consistent with the projects Final Environmental Impact Statement/Final Environment Impact Report (FEIS/FEIR). To the extent that JD projects replace proposed park & ride lots, such as the Opportunity Site at the Expo/Crenshaw Station which is contemplated for future JD, it is anticipated that replacement parking may be required. This will be examined further during the Development Guideline preparation and through further coordination with the Crenshaw construction team.

Per Board directive, through the public sector partnerships forged with implementation of this Strategic Plan, and other on-going efforts, Metro will continue to coordinate with local jurisdictions as they seek to identify creative options for developing public parking lots along the Crenshaw/LAX Line in a manner that would free up valuable land for development and other potential uses and reduce surface parking lots.

### **C. Affordable Housing**

Metro's JD portfolio includes a wide range of successful residential and commercial developments. To date, more than 2,000 housing units have been developed through Metro's JD program, of which approximately one-third have been affordable. In order to further ensure that future housing development on Metro-owned property is made available to individuals and households at various income levels, in March 2015, the Metro Board directed staff to: amend the Joint Development Policies and Procedures to establish a goal such that, in the aggregate, affordable housing units represent 35% of all residential units developed on Metro property; recommend criteria under which Metro would allow proportional discounts to the fair market value of Metro-owned property for the purpose of contributing towards the cost of affordable housing; and numerous other initiatives to support the financing and preservation/development of affordable housing.

Consistent with the Board directive, Metro staff is currently preparing an update to the Joint Development Policies and Procedures and performing additional research and outreach and will report back to the Board in the summer of 2015 with an amended Joint Development Policies and Procedures.

In addition to defining a site-specific development program that is the result of a comprehensive community participation process, which may include requirements for affordable housing at various income levels, the solicitation for JD proposals along the Crenshaw/LAX Line will conform to the Joint Development Policies and Procedures in effect at that time. Consistent with Board action (Solis amendment) joint development of County-owned sites will consider community requirements for affordable housing.

## **VII. SCHEDULE**

Consistent with the JD Process described within, the implementation of a JD project from initial planning and developer solicitation through project construction and completion is approximately 4 to 5 years, yet can vary greatly depending on the specific circumstances of a project. The anticipated schedule for implementation of JD activities for Opportunity Sites along the Crenshaw/LAX Line is included in *Exhibit 4*. By commencing the planning for JD Opportunity Sites early in the Crenshaw/LAX Line construction process, Metro aims to have the JD projects ready for ground breaking concurrent with completion of the transit line.

There are a number of factors which may impact the implementation of JD activities, including the availability of the Opportunity Sites, the Crenshaw/LAX Line construction schedule, and market conditions. The County properties located at Expo/Crenshaw (OS-1) and Fairview Heights Stations (OS-2) are anticipated to be vacated and made available by June 2017, which should not conflict with forecasted joint development construction start of late 2018.

It is anticipated that the Metro and County owned properties at the Expo/Crenshaw Station may be developed as part of a single development plan. The ability for these two sites to be developed concurrently will be dependent upon when the properties—including the Metro property which is currently being used for construction staging—are made available.

The implementation schedule is preliminary and will be updated as additional information is made available and individual JD opportunity sites advance through the JD process.

ACTIVITY	2015				2016				2017				2018				2019				2020			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Initial Workshops with Local Jurisdictions, Community Leadership Council (CLC)																								
Design/Community Engagement Consultant Procurement																								
Initial Community Workshops, Development Guideline Preparation							1																	
Developer Solicitation and Selection								2																
Project Refinement and Entitlements, On-going Community Engagement/Input																3								
Permitting and Construction																								
Crenshaw/LAX Transit Line Planned Opening																							M	

**Metro Board of Directors Approvals:**

- 1 Development Guidelines for inclusion in Request for Proposals
- 2 Exclusive Negotiations Agreement (ENA) with Developer
- 3 Joint Development Agreement (JDA) and Ground Lease (GL)

**Exhibit 4 – Anticipated Implementation Schedule**

**VIII. RESOURCES**

The FY16 budget includes staffing and professional and technical services resources to implement JD activities along the Crenshaw/LAX Line consistent with this Strategic Plan. Through the MOU with the County, Metro will seek reimbursement for third-party consultant costs incurred in connection with the predevelopment planning, community outreach, feasibility studies, and preparation of Development Guidelines for the County properties (OS-1, OS-2). The City of Los Angeles is procuring and funding professional services to explore development feasibility at the Leimert Park Station; Metro staff will coordinate with the City in these activities but does anticipate incurring additional costs at this time.

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