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COMMUNITY DEVELOPMENT COMMISSION
of the County of Los Angeles

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Commissioners

December 20, 2016

ADOPTED

BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, California 90012

Honorable Board of Commissioners
Community Development Commission
County of Los Angeles
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, California 90012

1-D December 20, 2016

LORI GLASGOW
EXECUTIVE OFFICER

Dear Supervisors/Commissioners:

APPROVE A MEMORANDUM OF UNDERSTANDING BETWEEN THE COUNTY OF LOS ANGELES AND THE LOS ANGELES COUNTY METROPOLITAN TRANSPORTATION AUTHORITY FOR THE JOINT DEVELOPMENT OF PROPERTIES AND ISSUANCE OF REQUESTS FOR PROPOSALS FOR THE EXPO/CRENSHAW JOINT DEVELOPMENT PROJECT AND THE FAIRVIEW HEIGHTS JOINT DEVELOPMENT PROJECT (DISTRICT 2) (3 VOTES)

SUBJECT

This letter recommends the release of a two requests for proposals (each, RFP) for the potential development of County of Los Angeles (County) owned properties located at 3606 W. Exposition Boulevard in the City of Los Angeles (Expo/Crenshaw Site) and 923 E. Redondo Boulevard (Fairview Heights Site) in the City of Inglewood (collectively, County Properties) and approval of a Memorandum of Understanding (MOU) between County and the Los Angeles County Metropolitan Transportation Authority (Metro) for the potential development of the Fairview Heights Site and the joint development of the Expo/Crenshaw Site and the Metro property located on the southeast corner of Exposition and Crenshaw Boulevards (Metro Property).

IT IS RECOMMENDED THAT THE BOARD:

1. Authorize the Community Development Commission (Commission) to, on behalf of the County,

negotiate and execute the MOU between Metro and County for the potential development of the County Properties.

2. Authorize the Commission to work in collaboration with Metro pursuant to the terms of the MOU to prepare the RFPs.
3. Authorize the release of two separate RFPs for the potential future development of the Fairview Heights Site and the potential future joint development of the Expo/Crenshaw Site and the Metro Property pursuant to Government Code section 25549.1 et seq.
4. Consider and adopt the attached Resolution, pursuant to Government Code Section 25549.1 et seq., for the potential development and joint occupancy of the County Properties. The Board of Supervisors further declares its intention to receive all submitted proposals that are timely and responsive to the RFPs on May 9, 2017 at its regularly scheduled meeting, pursuant to Government Code Section 25549.1 et seq., which requires that the Board set a date not less than 60 days following adoption of the proposed Resolution.
5. Authorize the Commission to work in collaboration with Metro, pursuant to the terms of the MOU, on behalf of the County, with the highest ranked proposers and return to the Board for review and approval of the exclusive right to negotiate agreements between the County and the selected proposer(s).
6. Instruct the Chief Executive Officer, or her designee, to execute and, if necessary amend a Funding Agreement required to transfer up to \$202,000 in Second District Funds to the Commission for Commission costs related to the potential development of the County Properties.
7. Find that the authorization and funding for actions included in the MOU on the County Properties do not constitute a project pursuant to the California Environmental Quality Act (CEQA) for the reasons stated in this letter and in the record of the pre-project activities.

IT IS RECOMMENDED THAT THE BOARD, ACTING AS THE COMMISSIONERS OF THE COMMUNITY DEVELOPMENT COMMISSION:

1. Authorize the Executive Director, or his designee, to negotiate and execute the MOU with Metro for the potential development activities for the County Properties, on behalf of the County.
2. Authorize the Executive Director, or his designee, to work in collaboration with Metro pursuant to the MOU to prepare the RFPs and for Metro to issue the RFPs for the potential development of the County Properties.
3. Authorize the Executive Director, or his designee, to work in collaboration with Metro pursuant to the terms of the MOU, on behalf of the County, with the highest ranked proposers and return to the Board for review and approval of the exclusive right to negotiate agreements between the County and the selected proposers.
4. Instruct the Executive Director, or his designee, to execute the Funding Agreement required to accept and incorporate up to \$202,000 into the Commission's approved Fiscal Year 2016-2017 budget for Commission costs related to the potential development of the County Properties.
5. Find that the authorization and funding for actions included in the MOU on the County Properties

do not constitute a project pursuant to CEQA for the reasons stated in this letter and in the record of the pre-project activities.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

On October 13, 2015, the Board of Supervisors approved the Commission's joint Board letter, which authorized the Commission to act on behalf of the County, and enter into a memorandum of understanding with Metro for predevelopment cooperation and planning in anticipation of future potential development of the County Properties, through Metro's joint development process.

The purpose of this new MOU is to define the terms of cooperation and to identify the respective roles and responsibilities of Metro and the County in administering the potential joint development of the County and Metro Properties adjacent to proposed Metro stations along the Crenshaw/LAX Transit Corridor. Roles and responsibilities include soliciting, selecting and negotiating with developer(s) for the development of the County and Metro Properties, coordinating with the selected developer(s) and overseeing construction. These efforts will bring potential transit-oriented developments to the County and Metro properties while maximizing their value, and benefiting the citizens of the County.

Implementation of Strategic Plan Goals

The recommendation and responses are consistent with the following County Strategic Plan Goals:

- Goal No. 1- Operational Effectiveness/Fiscal Sustainability: Maximize the effectiveness of the County's processes, structure, operations and strong fiscal management to support timely delivery of customer-oriented and efficient public services.
- Goal No. 2- Community Support and Responsiveness: Enrich the lives of County residents by providing enhanced services, and effectively planning and responding to economic, social, and environmental challenges.

FISCAL IMPACT/FINANCING

The County will reimburse Metro for actual third party costs incurred by Metro in the development of the County Properties, once a developer is selected through the RFP process and approved by the Board. For planning purposes, the estimate of third party costs expected to be incurred by Metro for the development of the County Properties is \$496,000, however, this is an estimate only and is not intended to be a cap on the County's reimbursement obligation. If the County's obligation exceeds \$496,000, then the County will have the right to cancel the MOU and will be responsible for reimbursing Metro for third-party costs on work performed up to the time of termination, or seek additional funding from the Board. The third party costs will include design/architecture, outside legal counsel and economists, all subject matter experts to assist in validating the submitted development proposals. Metro and the County will work cooperatively in reviewing and monitoring the third parties' costs as the work progresses. The County will reimburse Metro for 100% of the third party costs incurred in connection with the Fairview Heights Site and the Expo/Crenshaw Site with the exception of any costs which are otherwise recovered from the developer or related exclusively to the Metro Property. Reimbursement for these costs as well as third party costs reimbursable to Metro under the initial MOU will be paid and have the first priority on future revenues generated from the developments on County Properties.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

Metro is currently constructing the Crenshaw/LAX Transit Line, a new 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. The Crenshaw Line includes a station at the intersection of Crenshaw and Exposition Boulevard (Expo/Crenshaw Station) and at the intersection of Florence Avenue and West Boulevard (Fairview Heights Station). The Metro Board of Directors (Metro Board) directed its staff to develop a strategic plan for joint development activities along the Crenshaw/LAX Transit Corridor and to work with public sector partners to implement joint development activities on publicly owned sites. Metro conducted community outreach to support the creation of Development Guidelines for the County and Metro Properties (collectively, Properties). These Guidelines were approved by the Metro Board on June 23, 2016 and will be included in the RFPs for the Properties.

The County Properties are located directly adjacent to the Crenshaw/LAX Line's alignment. The Expo/Crenshaw Site is currently improved with a Probation Department (Probation) facility and is located at 3606 W. Exposition Boulevard. The Fairview Heights Site is currently improved with a Department of Public Social Services (DPSS) facility and is located at 923 E. Redondo Boulevard, Inglewood.

Expo/Crenshaw Site

The County owns the Probation facility located on this site. The County plans to vacate the facility to repurpose the site for transit oriented development.

Located at the intersection of the Expo Line and the future Crenshaw/LAX Transit Line, this site has superior regional connectivity to employment and activity centers including Santa Monica, Culver City, USD, Downtown Los Angeles and Los Angeles Airport. The Guidelines for this site identify the opportunity for a culturally distinct gateway destination and pedestrian-scaled community serving residents and visitors with high quality and local-serving retail uses and a range of housing types that are affordable to existing residents. It also identifies opportunities to foster job growth with attractive office or incubator space. The Expo/Crenshaw Guidelines are attached.

Fairview Heights Site

The County owns the DPSS facility located on this site. The County plans to vacate the facility to repurpose the site for transit oriented development.

The Guidelines for the Fairview Heights Site envision a pedestrian-friendly residential project that serves individuals with a range of incomes along with quality ground-floor neighborhood retail. Consistent with the community's expressed desires, the Guidelines also encourage uses that support the existing arts-oriented community and local youth and create strong connections to the Edward Vincent Jr. Park-a large recreation amenity. The Fairview Heights Guidelines are attached.

County Agreement

As previously stated, Metro and the County, acting through the Commission, entered into an MOU on October 29, 2015, after Board of Supervisors approval on March 3, 2015, for predevelopment cooperation and planning in anticipation of future potential development County Properties, through Metro's joint development process. The existing MOU covers planning activities through the

preparation of Guidelines for the County Properties. Pursuant to the terms of the existing MOU, the parties cooperated in joint planning including a community engagement process, the preparation of the Guidelines for the Properties, development feasibility studies, and the coordination of planning efforts with the local jurisdictions.

It is now necessary to prepare a new MOU between the County and Metro that memorializes the relationship, roles and responsibilities beyond initial planning stages. The new MOU is attached hereto, with key points including (1) County shall retain ownership of County Properties; and (2) Metro and County will work jointly in administering the joint development process including soliciting, selecting and negotiating with developer(s) for the County Properties. The County shall reimburse Metro for third party costs incurred in connection with the development of County Properties from proceeds of sale/lease of the County Properties.

Concurrently, the Chief Executive Office (CEO) is considering using the County-owned building at 3965 S. Vermont Boulevard, Los Angeles (Vermont) as a replacement location for the Probation operation currently at the Crenshaw/Expo Site. The use of the Vermont building will allow the existing Probation Crenshaw Area office to move closer to its client base. The Vermont building, located across from Exposition Park, is in need of significant renovation primarily due to limited improvements over the years and is considered a blighting influence on the community. Should the Vermont building be used, Probation staff currently housed in the Vermont building may need to be relocated into leased space to allow for the completion of necessary improvements.

The Department of Public Works (DPW) is reviewing the potential cost to complete renovations and improvements for the Vermont building. DPW's preliminary estimates range from \$25.0 million to \$30.0 million, which include upgrades to electrical, mechanical, and plumbing systems, among a variety of other programmatic and code required improvements, such as ADA accessibility and fire alarm system.

The CEO estimates the annual lease cost to relocate the Probation staff from the Vermont building at \$1.3 million. These costs would include rental, tenant and other related improvement costs.

DPSS will relocate the existing DPSS training program located at the Fairview Heights Site into existing space in one of their Regional Offices. The building is currently underutilized and is used for file storage and staff training. The CEO and DPSS are exploring existing space within DPSS offices for training.

Should the potential development of the County Properties move forward, the CEO will return to the Board to establish the Vermont building renovation project, develop a scope of work, secure leases and total project costs. It is anticipated that the ground lease revenue generated by the joint development at the County Properties will partially offset the cost of the Vermont building renovation.

In order to move forward with the RFPs for proposed development and joint occupancy of the Properties, a Resolution must be adopted pursuant to Government Code section 25549.1 et seq. Pursuant to such Resolution, the Board must set a date, not less than 60 days following adoption of the proposed Resolution, to receive the development proposals. If your Board authorizes the issuance of the RFPs today, your Board will receive the submitted proposals on May 9, 2017 at its regularly scheduled Board meeting. The Commission will then return to the Board for approval of the proposed exclusive right to negotiate agreements between the County and the selected proposers for each of the County Properties, along with recommendations for appropriate findings under CEQA.

ENVIRONMENTAL DOCUMENTATION

Approval of the recommended actions is not a project pursuant to CEQA because they are activities that are excluded from the definition of a project by Section 15378(b)(5) of the State CEQA Guidelines. The proposed actions are administrative activities of government, which will not result in direct or indirect physical changes to the environment.

IMPACT ON CURRENT SERVICES (OR PROJECTS)

The new MOU will allow the County, with the Commission as its agent, to partner with Metro in activities to support the development of compatible transit-oriented commercial, residential, or other developments and act as a catalyst for additional economic growth in an area in need of private investment and jobs.

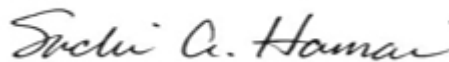
CONCLUSION

It is requested the Executive Office, Board of Supervisors return two certified copies of the Minute Order and the adopted, stamped Board letter to the CEO, Real Estate Division, 222 South Hill Street, 3rd Floor, Los Angeles, CA 90012 for further processing. Additionally, please forward one adopted, stamped copy of the Board letter to the Community Development Commission, 700 West Main Street, Alhambra, CA 91801.

Respectfully submitted,



SEAN ROGAN
Executive Director



SACHI A. HAMAI
Chief Executive Officer

SAH:SR
DPH:CMM:ls

Enclosures

**RESOLUTION FOR THE POTENTIAL DEVELOPMENT OF COUNTY-OWNED
PROPERTIES
FOR
EXPO/CRENSHAW JOINT DEVELOPMENT PROJECT AND THE FAIRVIEW
HEIGHTS JOINT DEVELOPMENT PROJECT**

LOS ANGELES AND INGLEWOOD, CALIFORNIA

WHEREAS, the County of Los Angeles (County) has identified two properties located, respectively, at 3606 W. Exposition Boulevard in the City of Los Angeles (Expo/Crenshaw Site) and 923 E. Redondo Boulevard in the City of Inglewood (Fairview Heights Site), which are owned by the County (collectively, the County Properties), for possible ground lease and potential private development and joint occupancy consistent with the Expo/Crenshaw Development Guidelines and the Fairview Heights Development Guidelines approved by the Los Angeles County Metropolitan Transportation Authority (Metro) Board on June 23, 2016 (collectively, Project);

WHEREAS, the Board of Supervisors (Board) of the County is legally authorized to conduct proceedings, pursuant to Government Code § 25549.1 et seq., to adopt a resolution declaring its intention to consider all plans or proposals from private persons, firms, or corporations (each a Proposer; collectively Proposers) concerning the County Properties for the proposed Project, and to thereafter select the submitted plans or proposals which best meets the needs of the County, complete and consider necessary environmental analysis and any required findings under the California Environmental Quality Act (CEQA) and enter into leases and/or agreements, which incorporate the plans or proposals either as submitted or as revised by the Board, with the Proposer of such plans or proposals upon such terms and conditions as the parties thereto may agree, pursuant to such arrangements, to construct, or propose for construction of, a proposed Project to be jointly occupied and used by the selected Proposer(s) and the County on such County Properties, and to take other related actions, all as hereinafter provided;

WHEREAS, the proposed Project would include on-site and off-site facilities, utilities, and improvements, including permanent improvements of the grounds of the proposed Project as agreed upon by the County and the successful Proposer, are appropriate for the proper operation or function of the Project which would be occupied jointly by the County and the selected Proposer(s) pursuant to Government Code § 25549.1 et seq.;

WHEREAS, the Board hereby declares its intention to receive and to consider all Proposers' submitted plans or proposals that were timely and responsive, to construct, or to provide for construction, on the County Properties the proposed Project which would be jointly occupied and used by the selected Proposer and the County, as hereinafter provided, and to take other related actions described in this Resolution; and

WHEREAS, the Board has found that the public interest and welfare will be served by the solicitation of proposals for the proposed Project.

NOW THEREFORE, BE IT RESOLVED by the Board of Supervisors of the County of Los Angeles, as follows:

1. The Board hereby finds and determines that all of the foregoing recitals are true, and that this Resolution is in compliance with all applicable laws, including, but not limited to, Government Code §§ 25549.7 and 25549.8, with respect to the Board's adoption of this Resolution. The County, including the Board, is authorized to take any and all actions that a county may take pursuant to Government Code § 25549.1 et seq.
2. Pursuant to Requests for Proposals (RFPs), the County will consider the proposals submitted for the proposed Project. One RFP will address the potential development of the Expo/Crenshaw Site together with a nearby property owned by Metro, consistent with the Expo/Crenshaw Development Guidelines and the second RFP will address the potential development of the Fairview Heights Site in accordance with the Fairview Heights Development Guidelines.
3. Proposers are asked to analyze the market and various potential development opportunities, and to propose development of the County Properties that is most consistent with the Expo/Crenshaw Development Guidelines or the Fairview Heights Development Guidelines, as applicable.
4. The Board hereby authorizes the release of two RFPs for the proposed development of the Project consistent with the Expo/Crenshaw Development Guidelines and the Fairview Heights Development Guidelines, as applicable.
5. On May 9, 2017, at 9:30 a.m., during the Board's regularly scheduled meeting, the Board will meet and receive all plans or proposals submitted for the proposed joint occupancy of the County Properties identified in this Resolution.
6. After considering all Proposers' submitted plans or proposals, the Board shall have the legal authority, pursuant to California Government Code § 25549.11, to select the submitted plans or proposals which best meet the needs of the County, and, subject to prior completion and consideration of necessary environmental analysis and any required findings under CEQA, to enter into leases and/or agreements, which incorporate that plans or proposals either as submitted or as revised by the Board, with the selected Proposer(s). As provided by Government Code § 25549.5, such leasing or other contractual arrangements, if entered into by the Board, require the selected Proposer(s) to construct, or provide for construction of, the proposed Project to be jointly occupied and used by the selected Proposer(s) and the County during the term of the leases or other agreements; as provided by Government Code § 25549.6, such leases or agreements shall be upon such terms and conditions as the parties thereto may agree and may be entered into as provided in Government Code § 25549.1 et seq.

7. The Clerk to the Board is hereby directed to publish notice of the Board's adoption of this Resolution by publishing this adopted Resolution once a week for three (3) weeks in a newspaper of general circulation in Los Angeles County as provided in Government Code § 25549.9.

8. This Resolution has been adopted at a regular, open meeting of the Board. This Resolution shall take effect immediately upon its adoption by the Board.

9. The County reserves the unqualified right, in its sole and absolute discretion at any time: (1) to amend or withdraw the RFPs or to withdraw at any time from this process with no recourse for any Proposer; (2) to choose or reject any or all proposals received in response to the RFPs in its sole and subjective discretion; (3) to conduct further due diligence with one or more Proposers or any third party; (4) to modify County's objectives or the scope of the proposed Project; (5) to issue subsequent RFPs for the same property, or variations or components thereof subject to any limitations of exclusive negotiation agreements; (6) to disqualify any developer on the basis of any real or perceived conflict of interest that is disclosed or revealed by responses submitted or by any data available to County; (7) to proceed with that modified proposal, if any, which in its judgment will, under the circumstances, best serve County's objectives; (8) to waive minor deficiencies, informalities and/or irregularities in the proposals or compliance by Proposers with requirements for submission of proposals; and/or (9) to determine not to proceed with any proposed Project, either on the basis of an evaluation of the factors listed in the RFPs, including the County's full exercise of its governmental powers in its review of and/ determinations concerning any required entitlements, and the full exercise of its discretion with respect to its compliance with CEQA prior to its consideration of approval of the Project, or for another reason, or for no reason, including but not limited to the convenience of the County. Notwithstanding a recommendation of a department, agency, individual, or other, the Board retains the right to exercise its judgment concerning the selection of proposals and the terms of any resultant agreements, and to determine which proposals best serve the interests of the County by showing consistency with the Expo/Crenshaw Development Guidelines or the Fairview Heights Development Guidelines, as applicable. The Board is the ultimate decision-making body that makes the final determination necessary to arrive at a decision to award, or not award, leases or other agreements.

The foregoing resolution was, on the ____ day of _____, 2016, adopted by the Board of Supervisors of the County of Los Angeles and ex officio the governing body of all other special assessment and taxing districts, agencies and authorities for which said Board so acts.

LORI GLASGOW
Executive Officer-Clerk of the
Board of Supervisors of the
County of Los Angeles

By _____
Deputy

APPROVED AS TO FORM:

MARY C. WICKHAM
County Counsel

By 
BEHNAZ TASHAKORIAN
Senior Deputy County Counsel

**MEMORANDUM OF UNDERSTANDING BETWEEN
THE LOS ANGELES COUNTY METROPOLITAN TRANSPORTATION AUTHORITY
AND
THE COUNTY OF LOS ANGELES ACTING THROUGH THE COMMUNITY DEVELOPMENT
COMMISSION OF THE COUNTY OF LOS ANGELES**

This Memorandum of Understanding (“**MOU**”) is entered into as of _____, 2016 (“**Effective Date**”) by and between the Los Angeles County Metropolitan Transportation Authority (“**LACMTA**”) and the County of Los Angeles (“**County**”) acting through its Community Development Commission of the County of Los Angeles (“**Commission**”). The County and LACMTA are collectively referred to herein as “**Parties**” and individually as a “**Party**”, and desire to enter into this MOU to understand and agree upon the terms for joint coordination and implementation of development activities for two County-owned sites and one LACMTA-owned site along the Crenshaw/LAX Transit Line.

RECITALS

- A) LACMTA is currently constructing the Crenshaw/LAX Transit Line (“**Crenshaw/LAX Line**”), a new 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. The Crenshaw/LAX Line includes a station at the intersection of Crenshaw and Exposition Boulevard (“**Expo/Crenshaw Station**”) and at the intersection of Florence Avenue and West Boulevard (“**Fairview Heights Station**”).
- B) The County owns two properties directly adjacent to the Crenshaw/LAX Line’s alignment: (1) a Probation Department facility located at 3606 W. Exposition Boulevard in the City of Los Angeles adjacent to the Expo/Crenshaw Station (“**Expo/Crenshaw County Site**”), and (2) a Department of Public Social Services facility located at 923 E. Redondo Boulevard in the City of Inglewood adjacent to the Fairview Heights Station (“**Fairview Heights County Site**”). The Expo/Crenshaw County Site and the Fairview Heights County Site are collectively referred to as the “**County Properties**” and are located as depicted in Attachment A – Site Maps attached hereto.
- C) LACMTA owns property adjacent to the Expo/Crenshaw Station on the southeast corner of Exposition Boulevard and Crenshaw Boulevard consisting of parcels with the following address: 3630 S. Crenshaw Boulevard, 3642 S. Crenshaw Boulevard, 3510 W. Exposition Boulevard, 3505 Rodeo Road, and 3635 S. Bronson Avenue (“**Expo/Crenshaw LACMTA Site**” or “**LACMTA Property**”) and is located as depicted in Attachment A – Site Maps attached hereto.
- D) The Commission pursuant to the Master Services Agreement dated August 7, 2012, and Board of Supervisors action on October 13, 2015 and subsequent date of August 23, 2016, is willing to work

jointly with LACMTA on behalf of the County to administer the joint development of the County Properties and LACMTA Property.

- E) Both Parties wish to participate in a coordinated and efficient effort to bring transit-oriented development on the LACMTA Property and County Properties, which will benefit the citizens of the County and increase transit ridership.
- F) On October 29, 2015, the Parties entered into an MOU (“**Initial MOU**”) for cooperation in predevelopment activities including planning and feasibility studies and community engagement leading to site-specific development guidelines.
- G) On June 23, 2016, the LACMTA Board of Directors authorized LACMTA to enter into this MOU with the County to jointly implement the joint development activities beyond the Initial MOU planning.
- H) On _____, the County Board of Supervisors authorized the Commission to enter into this MOU with LACMTA to jointly implement the joint development activities beyond the Initial MOU planning pursuant to the Joint Occupancy statutes of Government Code section 25549.1 et seq.
- I) The Parties desire to enter into this MOU to define the terms of cooperation and to identify the respective roles and responsibilities of the Parties in jointly administering the joint development of the County Properties and LACMTA Property including soliciting, selecting and negotiating with third party developers, coordinating with the selected developers and overseeing construction of the joint development projects.

NOW THEREFORE, in consideration of the mutual terms and conditions contained herein, LACMTA and County hereby agree as follows:

AGREEMENT

1. GENERAL

- A. The Commission, on behalf of the County pursuant to the Master Agreement dated August 7, 2012, and Board of Supervisors action on October 13, 2015 and subsequent date of August 23, 2016, will be executing this MOU on behalf of the County and substantially performing the County responsibilities under this MOU. All references to the County shall also mean the Commission acting on behalf of the County.
- B. The implementation of joint development activities on County Properties and LACMTA Property shall be consistent with the process set forth in LACMTA’s Joint Development Program Policies and Process attached as Attachment B and pursuant to Government Code section 25549.1 et seq.

- C. For the form of documents and agreements, LACMTA and the County will use LACMTA's standard procurement documents and joint development agreement as modified to include any County required language.
- D. The policies of both the County and LACMTA will apply to these joint development transactions, and to the extent that the policies are in conflict, the more stringent policy will apply.
- E. At all times, County shall retain its full ownership interest in the County Properties and LACMTA shall retain its full ownership interest in the LACMTA Property.
- F. As more specifically set forth herein, LACMTA and County, working through the Commission, will work jointly to administer the joint development of the County Properties and the LACMTA Property, including, soliciting, selecting and negotiating with a developer and coordinating with the selected developer and overseeing construction of the joint development projects.

2. RESPONSIBILITIES

- A. Requests for Proposals (“**RFPs**”) and Exclusive Negotiation Agreement (“**ENA**”)
 - i. LACMTA will handle all administrative tasks associated with issuing and processing the RFPs in compliance with LACMTA and County policies and procedures, including, without limitation, any advertising requirements and being the single point of contact during the procurement process.
 - ii. The County will identify its policies and procedures that shall be considered in the drafting of the RFPs, solicitation, selection and implementation of the project.
 - iii. LACMTA will issue the RFPs with an attached ENA in forms mutually agreed upon by the County and LACMTA. The RFPs will include LACMTA's board adopted development guidelines for the sites and any County requirements, including any requirement to leaseback to County space in the proposed development.
 - iv. LACMTA, County and the Commission will have members participate in the proposal evaluation process and developer selections.
 - v. LACMTA, in consultation with the County, will hire third-party consultants, including design/architecture, outside legal counsel and economists, as needed to assist with the evaluation of proposals and negotiation of the ENAs.
 - vi. The Commission will obtain all authorizations needed from the County to allow LACMTA to jointly issue the RFPs and for the Commission, on behalf of the County, to enter into ENAs with the selected developer(s).
 - vii. LACMTA and the Commission will work cooperatively and in good faith to process the RFPs including, without limitation, timely meeting all deadlines, and responding to

proposers by providing information and documentation regarding their respective properties.

- viii. The Expo/Crenshaw LACMTA Site and the Expo/Crenshaw County Site will be made available for development as part of the same RFP, as mutually agreed to by LACMTA and the Commission, after consultation with County. LACMTA and the Commission will jointly select the proposer for this site, after consultation with County.
- ix. The Fairview Heights County Site will be made available for development in a separate RFP. LACMTA and the Commission will jointly select the proposer for this site, after consultation with County.

B. Joint Development Agreement (“JDA”) and Ground Lease (“GL”)

- i. LACMTA and the Commission will both participate in the negotiations of the JDA and GL.
- ii. LACMTA, in consultation with the Commission, will hire third-party consultants, including outside legal counsel, as needed to assist with the negotiation of the JDA and GL.
- iii. The Commission will obtain all authorizations needed from the County to allow the Commission to enter into the JDA and GL, on behalf of the County, with the selected developer.

C. Other Obligations of the Parties

- i. The Parties will work cooperatively to seek street vacation along Exposition Boulevard adjacent to the Expo/Crenshaw County Site and exploring an additional Metro Rail station entrance on the Expo/Crenshaw County Site utilizing a planned knock-out panel on the west side of Crenshaw Boulevard. This may include requiring the developer to provide the plaza and real estate for the station entrance as part of a joint use requirement.
- ii. LACMTA and the County will remain responsible for the cost for any environmental remediation needed, if any, on their respective properties. LACMTA will not assume any liability or obligation to remediate the County Properties as part of this MOU. County will not assume any liability or obligation to remediate the LACMTA Property as part of this MOU.
- iii. The Parties will work together in identifying potential funding mechanisms that may be necessary to effectuate proposed developments including programmatic elements such as affordable housing or public improvements and community amenities associated with the proposed developments.
- iv. Upon completion of the joint development project, the County will be responsible for the operations and management of the County Properties unless directed otherwise by the

Board of Supervisors, and LACMTA will be responsible for the operations and management of the LACMTA Property.

3. SCHEDULE

- A. The County anticipates it will vacate the Expo/Crenshaw County Site in the fall of 2018 and the Fairview Heights County Site in the fall of 2018. The Commission will periodically advise LACMTA of the relocation efforts which may affect availability of the County Properties.
- B. LACMTA anticipates the Crenshaw/LAX Line construction will be complete by 2019 which will make the LACMTA Property available for the development. LACMTA will periodically advise the Commission of the Crenshaw/LAX Line construction progress which may affect availability of the LACMTA Property.
- C. The Parties will evaluate any impact to schedule and the development from timely adoption of relevant planning regulatory documents by the City of Los Angeles and the City of Inglewood.

4. REVENUE AND COST SHARING

- A. Revenue including ground lease payments generated by development of the County Properties shall be collected by and accrue to the benefit of the County notwithstanding the terms stipulated in Section 4B below. Revenue including ground lease payments generated by development of the LACMTA Property shall be collected by and accrue to the benefit of LACMTA.
- B. County shall reimburse LACMTA for actual third party costs incurred by LACMTA in the development of the County Properties. For planning purposes, an estimate of third party costs expected to be incurred in connection with the development of the County Properties and the LACMTA Property is attached as Attachment C, however this is an estimate only and is not intended to be a cap on County's reimbursement obligation. The third party costs will include design/architecture, outside legal counsel and economists incurred by LACMTA in connection with the development of the County Properties. LACMTA and County will work cooperatively together in reviewing and monitoring the third parties' costs as the work progresses. County shall reimburse LACMTA for 100% of the third party costs incurred for the Fairview Heights County Site and 100% reimbursement of the third party costs incurred for the Expo/Crenshaw County Site with the exception of any costs which are otherwise recovered from the developer. Reimbursement for these costs as well as third party costs reimbursable to LACMTA under the Initial MOU will have the first priority on future revenues generated from the developments on County Properties. Notwithstanding the foregoing, LACMTA agrees and acknowledges that if such third party costs incurred by LACMTA reach or exceed the amount of \$_____, Commission, shall, at its sole discretion, have the right to terminate this MOU pursuant to Section 11 below and provide its own representative to coordinate development of the County

Properties. Furthermore, notwithstanding anything to the contrary in this MOU, this Section 4B shall survive the termination of this MOU.

- C. If the Parties decide not to pursue joint development on the County Properties, County shall pay the actual third party costs incurred by LACMTA in connection with the development of the County Properties under this MOU within 60 days from the date of such decision. Notwithstanding anything to the contrary in this MOU, this Section 4C shall survive the termination of this MOU.
- D. County will have no obligation to pay for third party costs incurred in connection with the development of the LACMTA Property.

5. AUDIT AND INSPECTION OF RECORDS

- A. LACMTA shall make available to the County, LACMTA's records which provide supporting documentation for any amounts billed to the County under this MOU and the Initial MOU, which records may include but are not limited to, accounting records, written policies and procedures, contract files, original estimates, correspondence, change order files (including documentation covering negotiated settlements), invoices, and any other supporting evidence relied upon to substantiate charges related to the joint development of the County Properties (all foregoing hereinafter referred to as "records").
- B. The County or any of its duly authorized representatives, upon written notice, shall be afforded reasonable access to all of the records of LACMTA related to the joint development activities on the County Properties, and shall be allowed to interview any employees of LACMTA throughout the term of this MOU. These records must be retained by LACMTA for three years following the final payment of LACMTA expenses under this MOU.

6. TERM OF THE AGREEMENT

- A. The term of this MOU shall commence on the date that this MOU is completely executed by both Parties and shall remain in full force and effect until completion of construction of the joint development projects, unless earlier terminated by the County or LACMTA as provided in Section 11 of this MOU.

7. INDEMNIFICATION

- A. Pursuant to the provisions of Section 895.4 of the California Government Code, each of the Parties agree to indemnify and hold the other harmless from all liability for damage, actual or alleged, to person or property arising out of or resulting from the indemnifying party's acts or omissions in the performance of this MOU. In the event of third-party loss caused by negligence, wrongful act or omission of both Parties, each party shall bear financial

responsibility in proportion to its percentage of fault as may be mutually agreed or judicially determined. The provisions of California Civil Code Section 2778 regarding interpretation of indemnity agreements are hereby incorporated.

8. INCORPORATION OF ATTACHMENTS

- A. The following Attachments are hereby incorporated into and made a part of this MOU wherever referred to as though set forth at length, except where certain portions of specific Attachments have been deleted or superseded by other sections of this MOU:

Attachment A: Site Maps

Attachment B: LACMTA Joint Development Program Policies and Process

Attachment C: Reimbursable Third Part Cost Estimate

9. AMENDMENT

- A. This MOU may only be amended in writing upon mutual consent of both Parties.

10. AUTHORIZED REPRESENTATIVES

- A. The following individuals and their successors are designated by the County and LACMTA as the authorized representatives of the two Parties for implementation of this MOU, and all correspondence and notices relative hereto shall be considered delivered when received by these individuals at the following addresses:

For County: Sean Rogan, Executive Director
Community Development Commission
of the County of Los Angeles
700 W. Main Street
Alhambra, CA 91801

With Copy to: Chief Executive Office
Real Estate Division
222 South Hill Street, 3rd Floor
Los Angeles, CA 90012
Attention: Director of Real Estate

For LACMTA: Calvin E. Hollis, Executive Officer
Los Angeles County Metropolitan Transportation Authority
One Gateway Plaza, Mail Stop: 99-23-4
Los Angeles, CA 90012-2932

11. TERMINATION

- A. Either Party may terminate this MOU, in whole or part, at any time by written notice to the other Party thirty (30) days in advance of the termination date. The Party terminating this MOU shall

be responsible for all third party costs and expenses resulting from such termination, including developer claims. Further, LACMTA shall be paid for third-party costs on work performed up to the time of termination if the County chooses to terminate this MOU.

12. OTHER TERMS AND CONDITIONS

- A. This MOU constitutes the full and complete understanding between the Parties. This MOU may be modified only through written amendments hereto approved and executed in the same manner as this original MOU. Each and every attachment to this MOU is incorporated by reference and made part of this MOU.
- B. This MOU shall be governed by California law and applicable federal law. If any provision of this MOU is held by a court of competent jurisdiction to be invalid, void, or unenforceable, the remaining provisions shall nevertheless continue in full force without being impaired or invalidated in any way.
- C. The terms of this MOU shall inure to the benefit of, and shall be binding upon, each of the Parties and their respective successors and assigns.

[SIGNATURES FOLLOW ON NEXT PAGE]

By signature below, the Parties have entered into and agreed to and accepted the terms and conditions of this MOU:

County:

COUNTY OF LOS ANGELES

By: _____ Date: _____

Sean Rogan,
Executive Director
Community Development Commission
County of Los Angeles

LACMTA:

LOS ANGELES COUNTY METROPOLITAN TRANSPORTATION AUTHORITY

By: _____ Date: _____

Calvin E. Hollis,
Executive Officer
Countywide Planning and Development

APPROVED AS TO FORM:

MARY C. WICKHAM

County Counsel

By: _____

Deputy

ATTACHMENT A
SITE MAPS



Expo/Crenshaw Station (below-grade)

Parcel 1 – Expo/Crenshaw LACMTA Site

Parcel 2 – Expo/Crenshaw County Site

ATTACHMENT A
SITE MAPS (Continued)



Fairview Heights Station (*at-grade*)

Parcel 3 – Fairview Heights County Site

ATTACHMENT B
LACMTA JOINT DEVELOPMENT PROGRAM POLICIES AND PROCESS

[ATTACHMENT FOLLOWS]

METRO JOINT DEVELOPMENT PROGRAM:
POLICIES AND PROCESS
Updated September 2015

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I. INTRODUCTION / PURPOSE

The Metro Joint Development Program is a real estate development program for properties owned by the Los Angeles County Metropolitan Transportation Authority (Metro). It is a real property asset development and management program designed to secure the most appropriate private and/or public sector developments for Metro-owned properties.

This document outlines the objectives, policies and process that will guide the Metro Joint Development Program as it develops Metro-owned properties. It serves to inform communities in which joint developments take place, developers who build them, and the general public, about the objectives, policies, and processes that govern the Joint Development Program.

In addition, this document explains how local and federal policies guide Metro joint development, where applicable.

II. OBJECTIVES / GOALS

The Joint Development Program is centered on three main goals:

A. Transit Prioritization:

1. Preserve Properties for Transit Use. Metro will preserve the ability to safely operate and maintain transportation facilities on its properties.
2. Increase Transit Ridership. The Joint Development Program aims to reduce greenhouse gas emissions and increase transit ridership by attracting new riders and increasing the number of transit trips generated from joint development projects.

B. Community Integration, Engagement, Affordable Housing and Design:

Metro's Joint Development Program will seek projects that engage stakeholders and create vibrant, transit-oriented communities that offer a range of housing types, job opportunities, and services centered around public transit facilities.

1. Community Integration. Metro will seek to create projects that are compatible with the surrounding community and reflect the needs and desires of the neighborhood in which they are situated. Like any private development, joint developments are subject to the land use policies and approval processes of the host jurisdiction.
2. Community Engagement. Metro will ensure that the Joint Development Process actively engages community members at every development stage.
3. Affordable Housing. Metro's Joint Development Program seeks to facilitate construction of affordable housing units, such that 35% of the total housing units in the Metro joint development portfolio are affordable for residents earning 60% or less of the Area Median Income (AMI). (The joint development portfolio includes properties for which Metro maintains long term ownership. It does not include surplus land that is sold in fee.) (Affordable housing is defined as housing that is covenant-controlled, provided on an income-restricted basis to qualifying residents earning 60% or less than AMI as defined by the CA Tax Credit Allocation Committee, and often subsidized by public or non-profit funding sources.)
4. Design and Placemaking. Metro's Joint Development Program will pursue high quality design that enhances the surrounding community and creates inviting spaces and places around Metro transit facilities.

C. Fiscal Responsibility:

1. Maximize Revenue. Joint development projects are expected to generate value to Metro based on maximizing ground rent revenues received, or equivalent benefits negotiated, for the use of Metro property.
2. Minimize Risk. Projects should minimize financial risk to Metro.
3. Feasibility. Projects should be viable, now and in the future.

III. POLICIES

To achieve its goals, the Joint Development Program shall conform to the following policies:

A. Transit Prioritization and Integration:

1. Preservation of Transit Facilities. Metro shall retain authority over its transit facilities and services, and no development shall negatively impact existing or future public transportation facilities, nor shall any development obligate Metro to any particular operational level of service.
2. Density and Program. Metro will prioritize dense, trip generating uses on joint development sites.
3. Transit Connections. Metro will maximize connections to transit facilities from and through joint developments, where appropriate. Projects are encouraged which provide for increased station access using buses, active transportation, and other alternative modes of travel.

B. Community Outreach:

1. Community Engagement. Metro will pro-actively engage with the communities where the joint development projects occur through a variety of methods, which may include charrettes, focus groups, workshops, email updates, and social media communications. Developers selected for joint development projects shall be required to create a community engagement plan.
2. Local Collaboration. Metro will consult and work cooperatively with local jurisdictions and developers to encourage transit-supportive, high-quality development at stations and surrounding properties. All developments must follow the local laws and policies of the jurisdiction in which they reside. Local land use policies therefore govern for all sites.
3. Design Rigor. Projects shall demonstrate a high quality of design that is both sensitive to community context and enhances the surrounding community.

C. Financial Policies:

1. Risk Minimization. Projects should not require commitment of Metro financial resources, should minimize any investment risk to Metro, and should maximize asset security for Metro.
2. Collaborative Contribution. Projects are encouraged which obtain capital or in-lieu contributions from other public agencies to create greater community economic benefit to Metro-sponsored joint development projects.

3. Ground Lease Preference. Use of a long term ground lease is generally preferred to fee disposition.

D. Federal Policies:

Many joint development properties were purchased with some funding from the federal government. The federal agency for transit funding, the Federal Transit Administration (FTA) therefore must review and approve joint developments on land that was acquired with any federal funds. Additional details on this process are outlined in the Legal Framework section V.B. Federal Regulations

E. Affordable Housing Policies:

A large portion of Metro riders are low-income and transit dependent. Meanwhile, Metro transportation investments have the potential to raise the value of property near Metro transit investments. Thus, it is in Metro's and the community's interest to maintain and grow ridership by promoting the development of affordable housing on appropriate Metro joint development sites. In addition, State and Federal guidance encourages coordination of investments and policies to accommodate affordable housing near transit. Metro will define affordable housing as housing for residents earning 60% or less than AMI, and will prioritize units with even deeper affordability levels for very low income and extremely low income residents. Metro will use the following policies to promote affordable housing on joint development sites:

1. Range of Types. Joint development projects with a residential component are encouraged to provide a range of housing types to meet the needs of a diversity of household incomes, sizes, and ages.
2. Land Discounting. Where appropriate, and subject to FTA approval (if applicable), Metro may discount joint development ground leases below the fair market value in order to accommodate affordable housing. Such a land discount may not be greater than 30% of the fair market value.
3. Proportional Land Discounting for Affordable Housing. The proportional discount of the ground lease may not be greater than the proportion of affordable units to the total number of housing units in the project, with a maximum discount of 30%. For example, land value for a project that has 20% affordable units could be discounted up to 20%. Land value for a project with 100% affordable housing could be discounted up to 30%. In the case of mixed use projects, the discount will be to the land value attributable to the housing portion of the project.

F. Development Solicitation Policies:

1. Competitive Solicitation. Metro will seek to develop joint development sites via a competitive selection process that is further detailed in the following Process Section. The competitive process will be managed through the Vendor/Contract Management Department and will be consistent with Procurement Policies.
2. Unsolicited Proposals. Metro does not encourage unsolicited proposals. Metro will consider unsolicited proposals in limited cases, including, but not limited to, the instance of small or constrained sites with adjacent landowners whose property could be combined with Metro property to create a suitable development site. Further detail regarding the process for unsolicited proposals is also included in the following Process Section.

G. Acquisition Policies:

1. To encourage opportunities for joint developments surrounding transit investments, when appropriate, Metro will consider joint development opportunities in the acquisition of required property, location of new station sites, and construction of station facilities.
2. In the initial planning of a transit corridor project (e.g., during the environmental and preliminary engineering phases), Metro may conduct site analysis, include a preliminary layout of each passenger station site, develop conceptual urban design strategies integrating station sites with adjacent communities, and evaluate proposed station sites for their joint development potential.

IV. PROCESS

A. Inventory and Site Selection:

1. Inventory. Metro maintains an inventory of properties that are potential sites for future joint development. Metro staff will monitor market conditions and communicate with local jurisdictions and stakeholders about development potential.
2. Site Selection. The determination to select sites for joint development is dependent on several factors including, but not limited to: market conditions, community input, local jurisdictions, and Metro resources. These factors may provide the basis for establishing project priorities, project implementation strategies, and ultimately the creation of Development Guidelines, to ensure maximum attainment of Metro's Joint Development Objectives.
3. Determination of Financing Requirements. Upon the selection of a site for a joint development project, Metro staff will determine the funding sources that were involved in the acquisition of the selected site. Depending upon the financing that was used, the project may be subject to review by the FTA, the California Department of Transportation (Caltrans), and/or review pertaining to the presence of tax-exempt bonds.

B. Community Outreach and Scoping

1. Community Engagement. Once a site has been selected for a potential joint development, Metro will consult with local jurisdictions and conduct outreach to solicit input from the community surrounding the site. The Joint Development Program staff, working closely with Metro Community Relations, will work with the community stakeholders and local jurisdiction to determine a vision for the potential project.
2. Development Guidelines. Upon determination of a unified vision that is desirable to the community and economically feasible, Metro will prepare Development Guidelines specific to the site. The Development Guidelines will articulate the intensity and type of land uses that Metro and the community desire for that site, as well as any desired transit and urban design features. The Development Guidelines will be presented to the Metro Board for approval. Within Metro, the Development Guidelines shall be informed by:
 - a. Existing or planned transit stations or stops
 - b. Metro Rail Design Criteria
 - c. Input from the Metro Operations Department
 - d. The First/Last Mile Strategic Plan
 - e. The Complete Streets Policy
 - f. The Sustainability Policy

- g. The Supportive Transit Parking Plan (once completed and adopted)
- h. The Public Restroom Policy
- i. Other policies and departments as applicable

C. Competitive Solicitation Process:

1. Solicitation. After Board approval of the Development Guidelines, Metro will solicit proposals for joint development of the site through a Request for Information and Qualifications (RFIQ) and/or a Request for Proposals (RFP). The standard RFIQ/RFP procedure will be managed through the Vendor/Contract Management Department and will be consistent with Procurement Policies and must conform to FTA circular 7050.1, which governs joint development.
2. Evaluation. Joint development proposals shall be evaluated based on their support of the Joint Development Objectives and conformance with the site-specific Development Guidelines. Staff will assemble an evaluation panel generally consisting of key Metro personnel and a representative of the governing jurisdiction. Additionally, an urban design or development consultant, financial services consultant and/or local jurisdiction technical staff may be used to provide support and advisory services in the evaluation of proposals. The evaluation panel shall evaluate joint development proposals and advise the Metro Chief Executive Officer (CEO) on a developer to be recommended to the Board. The CEO may recommend a developer to the Board or defer joint development if none of the proposals maximize Joint Development Objectives.
3. Unsolicited Proposals. Neither Metro nor the FTA encourages unsolicited proposals. If Metro receives an unsolicited proposal for a joint development site, staff will evaluate the proposal and determine if further action should be taken. Unsolicited proposals shall only be recommended to the Metro Board for consideration under certain limited circumstances, including but not limited to:
 - The Metro property is a small or constrained site and the proposal is from an adjacent landowner(s) (or developer(s) with site control of adjacent properties) that make the Metro site feasible or better able achieve the Joint Development Objectives.
 - The proposal is feasible and meets the Joint Development Policy Objectives.

In any case, unsolicited proposals on properties with an FTA interest are subject to FTA approval and FTA circular 7050.1. If these, and any other conditions identified during review of the unsolicited proposal are met, staff may recommend that the developer reach out to community stakeholders to seek input and then may recommend the proposal to the Metro Board. Even if

these conditions are met, staff may open the site to a competitive solicitation process.

D. Development Phase:

1. Exclusive Negotiation Agreement and Planning Document. Before the CEO recommends the selected developer's proposal to the Metro Board, developer shall negotiate and sign an Exclusive Negotiation Agreement and Planning Document ("ENA"). (The ENA is not executed until both parties have signed.) The ENA will include a project concept, terms and conditions regarding community engagement, general planning and development goals, deposit and fees, design review and a predevelopment schedule agreed to by the proposed developer and Metro staff. Upon approval of a recommended developer and authorization by the Metro Board, the CEO shall execute the ENA with the developer.

Developer Responsibilities under the ENA include but are not limited to:

- a. Negotiate in good faith, including such project design and project financing information as necessary for Metro staff to negotiate a transaction.
- b. In consideration for entering into the ENA, the developer shall provide Metro a non-refundable fee in an amount determined by the CEO but in no event less than fifty thousand dollars \$50,000 or such other consideration as determined by the CEO or designee.
- c. In addition to the fee, the developer shall also provide Metro with a deposit in an initial amount determined by the CEO or designee to pay Metro's actual costs to negotiate and evaluate the proposal, including certain Metro in-house and third party costs.
- d. Create a robust community engagement plan that will carry throughout the design, entitlement and construction process for the project.

Metro Responsibilities under the ENA:

- e. During the negotiation period, provided that the developer is not in default of its obligations under the ENA, Metro shall negotiate exclusively and in good faith with the developer a Joint Development Agreement ("JDA") and Ground Lease to be entered into between Metro and the developer, and shall not solicit or entertain offers or proposals from other parties concerning the site.

Term of the ENA:

- f. The term of the ENA shall generally be eighteen (18) months; provided, the term and any extensions shall not exceed thirty (30) months. In considering an extension, the CEO or designee shall determine whether substantial progress

has been made towards fulfillment of the requirements of the ENA and may require payment of additional fee and/or deposit amounts.

2. Joint Development Agreement.

- a. Before the Metro Board can authorize a JDA for a project, the project must be environmentally cleared through the California Environmental Quality Act (CEQA). Metro is not the lead CEQA agency for joint development projects; the agency with local regulatory land use authority generally serves that function.
 - b. Upon satisfactory fulfillment of the development requirements in the ENA, negotiation of acceptable terms, and adoption of CEQA findings by the lead agency, Metro staff will recommend to the Metro Board to (a) adopt the CEQA findings as a responsible party and (b) enter a Joint Development Agreement (JDA) for the implementation of a project. The JDA shall describe the rights and responsibilities of both parties. The recommendations may also include the terms for a Ground Lease, or another form of purchase and sale agreement as appropriate.
3. FTA Concurrence. Before LACMTA may enter into a ground lease, the project must seek and obtain concurrence from the FTA Regional office via a letter. Details on FTA requirements for concurrence are included in the Legal Framework section V.B Federal Guidelines.
4. Ground Lease. Upon satisfactory fulfillment of the closing conditions required in the JDA, and receipt of FTA concurrence, Metro shall enter into a Ground Lease for the lease of the site. The Ground Lease shall describe the rights and responsibilities of both parties with respect to the site. The Metro CEO or designee may also enter into such other documents and agreements to implement and administer the project as described in the JDA and Ground Lease.
5. Environmental Compliance. As noted above, Metro shall not approve or be committed to a project until the Metro Board - as a responsible agency under CEQA and/or NEPA - considers and analyzes the environmental impacts of the project. The project must be cleared through CEQA before a JDA or a Ground Lease can be approved by the Board.

V. LEGAL FRAMEWORK

A. Statutory Basis:

The Metro Joint Development Program maintains statutory basis as obtained by a predecessor agency, the Southern California Rapid Transit District. Under California Public Utilities Code, Section 30600: “the district may take by grant, purchase, gift, devise, or lease, or by condemnation, or otherwise acquire, and hold and enjoy, real and personal property of every kind within or without the district necessary or incidental to the full or convenient exercise of its powers. That property includes, but is not limited to, property necessary for, incidental to, or convenient for joint development and property physically or functionally related to rapid transit service or facilities. The Board may lease, sell, jointly develop, or otherwise dispose of any real or personal property within or without the district when, in its judgment, it is for the best interests of the district to do so.”

B. FTA Regulations:

Metro joint development sites which were acquired with assistance from the FTA are subject to FTA joint development policies. Current guidance in FTA Circular 7050.1 on FTA-funded real property for joint development, stipulates that joint developments follow four criteria:

1. Economic Benefit – project must enhance economic benefit or incorporate private investment.
2. Public Transportation Benefit – project must provide physical transit improvement or enhanced connection between modes.
3. Revenue – generally, project must generate a fair share of revenue (at least equal to the amount of original federal investment) and be used for public transportation purposes.
4. Tenant Contributions – tenants pay a fair share of the costs through rental payments or other means.





Metro joint development sites which were acquired with FTA funds are subject to and will follow FTA guidance as it is updated from time to time. Joint development projects will be reviewed individually by the FTA to ensure compliance.

In addition, Metro is responsible to ensure that joint development projects comply with FTA Title VI Civil Rights and Environmental Justice requirements. Compliance with Title VI will be required of developer’s selected for joint development projects.

C. Local Jurisdictions:

Metro joint developments are subject to local land use policies and procedures in the host jurisdiction, similar to any private development. The selected developer for any joint development site must follow the land use, zoning, permitting, and entitlement process for the local jurisdiction of that site.

EXHIBIT A: JOINT DEVELOPMENT PROCESS CHART

| Metro Joint Development Process | | | | |
|--|---|--|--|--|
| STAGE | Initial Community Outreach | Developer Solicitation/ Selection ^{**} | Project Refinement, Joint Development Agreement (JDA) and Ground Lease (GL) Negotiations | Permitting and Construction |
| |  |  |  |  |
| | <ul style="list-style-type: none"> >Community Meetings >Creation of Development Guidelines* | <ul style="list-style-type: none"> >Issue Request for Information and Qualifications (RFIQ) and/or Request for Proposals (RFP) >Evaluate Proposals >Community update | <ul style="list-style-type: none"> >Developers progress architectural design >Community outreach and input - several iterations >Entitlements and CEQA process^{***} >Negotiation of financial terms | <ul style="list-style-type: none"> >City engineering >Construction documents >City building permits >Seek Concurrence from FTA (for properties with federal interest) >City-related approvals >On-site construction >Occupancy |
| ACTIONS | | | | |
| | | | | |
| RESULT | Board approves Development Guidelines | Metro Board authorizes Exclusive Negotiation Agreement (ENA) with recommended developer(s) | Metro Board approves JDA and GL | Completed project |
| | | | | |
| approximate overall time frame: 42 - 60 months | | | | |
| | 6 months | 6 months | 12 - 24 months | 18 - 24 months |

*Staff may undertake preliminary market analysis or related studies prior to the drafting of development guidelines.

**Once the RFIQ/RFP is released, Metro is in a "blackout" period. During this period, Metro cannot discuss the specific content of proposals until staff releases their recommendations for a developer. Metro can do general outreach to keep stakeholders apprised of the process and key dates.

***Proposed use requires local jurisdiction approval and may include environmental, zoning, and local plan consistency review and public hearings.



ATTACHMENT C:

REIMBURSABLE THIRD PART COST ESTIMATE


| | | | County Share | Metro Share |
|--|---|------------|--------------|-------------|
| Bay Area Economics (BAE) - Financial Advisor | | | 67% | 33% |
| <i>Task 1</i> | Evaluation of developer proposal/selection of developer | \$ 55,716 | \$ 37,144 | \$ 18,572 |
| <i>Task 2</i> | Negotiation support - Metro/developer | \$ 33,854 | \$ 22,569 | \$ 11,285 |
| <i>ODC</i> | Other Direct Cost Reimbursables | \$ 300 | \$ 200 | \$ 100 |
| | TOTAL | \$ 89,870 | \$ 59,913 | \$ 29,957 |
| John Kaliski Architects (JKA) - Design Review | | | | |
| <i>Task 4</i> | Evaluation of Development Proposals | \$ 10,658 | \$ 7,105 | \$ 3,553 |
| <i>Task 5</i> | Design Review | \$ 24,207 | \$ 16,138 | \$ 8,069 |
| <i>Task 8</i> | Additional Services (as needed) | \$ 9,918 | \$ 6,612 | \$ 3,306 |
| <i>Task 9</i> | Administration of Project | \$ 7,494 | \$ 4,996 | \$ 2,498 |
| <i>ODC</i> | Other Direct Cost Reimbursables | \$ 2,778 | \$ 1,852 | \$ 926 |
| | TOTAL | \$ 55,056 | \$ 36,704 | \$ 18,352 |
| Estolano LeSar Perez Advisors (ELP)- RFP Assistance | | | | |
| <i>Task 1</i> | RFP Assistance | \$ 10,250 | \$ 6,833 | \$ 3,417 |
| | TOTAL | \$ 10,250 | \$ 6,833 | \$ 3,417 |
| | | | | |
| | | | County Share | Metro Share |
| Appraisals - Vendor TBD | | | Varies | Varies |
| <i>Expo/Crenshaw Site</i> | Appraisal | \$ 15,000 | \$ 7,500 | \$ 7,500 |
| <i>Fairview Heights Site</i> | Appraisal | \$ 10,000 | \$ 10,000 | \$ - |
| | TOTAL | \$ 25,000 | \$ 17,500 | \$ 7,500 |
| Legal Services (outside counsel) | | | | |
| <i>Expo/Crenshaw Site</i> | Transaction support services (County share 50%) | \$ 350,000 | \$ 175,000 | \$ 175,000 |
| <i>Fairview Heights Site</i> | Transaction support services (County share 100%) | \$ 200,000 | \$ 200,000 | \$ - |
| | TOTAL | \$ 550,000 | \$ 375,000 | \$ 175,000 |
| | | | | |
| | GRAND TOTAL | \$ 730,176 | \$ 495,950 | \$ 234,225 |
| <p>* The above estimates are based on executed or anticipated third-party contracts per the terms of the Metro/County draft implementation MOU. These figures are estimates for planning purposes; actual costs incurred may differ. Additionally, per the terms of Metro form agreements, non-legal third-party costs in support of the JD project are typically reimbursed by the Developer which would offset, in part, Metro and County costs.</p> | | | | |

Development Guidelines for Expo/Crenshaw Station Joint Development Opportunity

JUNE 2016



Metro[®]



Wanderers, 2012
WILLIE MIDDLEBROOK, Artist
Commissioned by Metro Art, Expo/Crenshaw Station

Middlebrook's mosaic panels portray diverse populations, interspersed with imagery of the earth to remind viewers of our shared planet. The artworks are integrated into the platform gateway entrances and seating modules.

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APPENDIX

A. Community Outreach Process Summary A1

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I. Overview

1. HOW TO USE THE DEVELOPMENT GUIDELINES

The Los Angeles County Metropolitan Transportation Authority (“Metro”), with extensive community input, has developed these guidelines to affirmatively shape the program and design responses to the Request for Proposals (RFP) for the Expo/Crenshaw Joint Development Opportunity Sites (“the Opportunity Site{s}”).

Developers and their teams should carefully review, and to the extent feasible, adhere to these guidelines as they develop their project development parameters, program(s), and design for the Opportunity Sites. Adherence to these guidelines will be among the factors considered as potential projects, and project teams, are evaluated.

2. THE OPPORTUNITY SITES

The opportunity defined as a whole provides for the development of two parcels totaling approximately 3.5 acres that anchor the northern terminus of the under-construction Crenshaw/LAX Transit Project (see Figure 1). Site A on the southwest corner of Exposition and Crenshaw Boulevards and is the present location for the County of Los Angeles Probation Department that will be relocated by the County. This parcel is located immediately south of the existing eastbound Expo Line, Expo/Crenshaw station platform and is proximate to a knock-out panel for the under-construction Crenshaw/LAX Transit Project, allowing for direct connection from this site to the new below-grade light-rail station.

Site B is located on the southeast corner of Exposition and Crenshaw Boulevards and to the south of the westbound Expo Line station platform. This site will include a transit plaza with escalators, stairs, and elevator access to the below-grade Expo/Crenshaw Station.

The Crenshaw/LAX Transit Project is anticipated to be completed in 2019 and when completed, this location will serve Metro patrons using the existing Expo Line light-rail that runs from Downtown Los Angeles to Downtown Santa Monica as well as the new line which will run south from this location to LAX and the South Bay.



Figure 1
Expo/Crenshaw Station and the Opportunity Sites

3. METRO JOINT DEVELOPMENT PROCESS

Metro owns, maintains and operates properties throughout Los Angeles County for its current and future transportation operations. As part of Metro's Joint Development Program, staff evaluates these properties for potential Joint Development uses. Metro does not develop private uses on its properties and rights-of-way on its own but engages in Joint Development with private developers who design, finance, build, and operate these uses typically through long-term ground leases and development agreements with Metro.

The first step in the Joint Development process is engaging the community to help shape the vision for the opportunity that is reflected in site-specific development guidelines. Upon Metro Board of Directors (Board) approval of the Development Guidelines, Metro issues an RFP to solicit development proposals for Joint Development sites, evaluates the proposals received, and the Metro Board then, as appropriate, authorizes an Exclusive Negotiation Agreement (ENA) with the recommended developer(s).

With an approved ENA, a project is refined by the developer and further shaped based upon input from the community and Metro staff. Upon completion of entitlements and California Environmental Quality Act requirements and negotiation of final terms, a Joint Development Agreement and Ground Lease are typically completed and approved by the Metro Board. Once these steps are completed, implementation, permitting, and construction of the project proceeds.

Occasionally, Metro partners with other public entities to support the development of publicly-owned land adjacent to the Metro system utilizing Metro's Joint Development Program, as is the case with County-owned property at the Expo/Crenshaw Station. References to Metro's Joint Development process should generally be interpreted as applying to the County-owned property though County procedures and approvals may vary from the typical Metro Joint Development process as more specifically described in the RFP.

4. COMMUNITY OUTREACH

Metro has undertaken an extensive community outreach process, attending more than two dozen meetings to inform the surrounding community and stakeholders about Metro's Joint Development Program and to solicit ideas and feedback to help shape potential development opportunities at this site as well as other sites along the under-construction 8.5-mile Crenshaw/LAX Transit Project.

Metro also hosted a series of meetings specifically addressing the Joint

Development opportunities at the Expo/Crenshaw Station including:

- ▶ May 13, 2015 Crenshaw/LAX Transit Project Community Leadership Council (CLC) Meeting
- ▶ November 5, 2015 Crenshaw/LAX Transit Project CLC Economic Development Work Group Meeting
- ▶ March 3, 2016 Crenshaw/LAX Transit Project CLC Economic Development Work Group Meeting
- ▶ March 5, 2016 Expo/Crenshaw Stakeholder Roundtable #1
- ▶ March 8, 2016 Expo/Crenshaw Stakeholder Roundtable #2
- ▶ March 11, 2016 Crenshaw/LAX Corridor Business Roundtable
- ▶ March 19, 2016 Expo/Crenshaw Community Workshop #1
- ▶ April 16, 2016 Expo/Crenshaw Community Workshop #2

At these meetings, community members reviewed the parameters of the Joint Development Program, described community issues and aspirations associated with the Opportunity Sites, suggested preferred programs and amenities, and noted examples of projects that they liked (see Figures 2 and 3). Hundreds of comments were written down and collated, and development themes emerged. Community members also noted an abiding commitment to stay involved throughout the Joint Development process, a commitment that Metro will honor with continued public input opportunities throughout the development of the project.

The community input received has directly shaped these Development Guidelines. Additionally, a more detailed summary of the outreach process and comments received is included as Appendix A of this document.



Figure 2
Expo/Crenshaw Workshop 1 Use Board Voting



Figure 3
Expo/Crenshaw Workshop 1 Small Group Discussions

II. The Joint Development Opportunity



Figure 4
Regional context

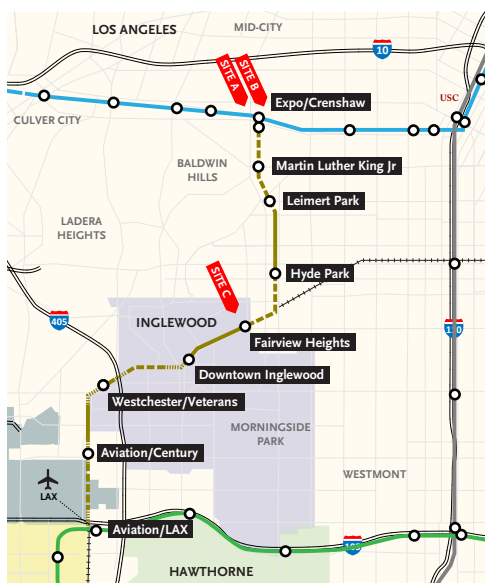


Figure 5
Crenshaw/LAX Transit Project

1. THE GREATER CONTEXT

The Opportunity Sites are located at the intersection of Metro's under-construction north to south 8.5-mile light-rail Crenshaw/LAX Transit Project and the in-service east to west Expo Line. Combined, these two light-rail corridors provide the greater Crenshaw community with superior access to Culver City and Santa Monica to the west, USC, Downtown Los Angeles, and Union Station to the east, and Downtown Inglewood, Los Angeles International Airport (LAX) and South Bay cities to the south (see Figure 4). Site C is the subject of a separate RFP.

The Crenshaw/LAX Transit Project's Expo/Crenshaw Station is the northernmost of eight new stations along the light-rail corridor. The Opportunity Sites associated with this station (see Figure 5, Site A and Site B) are ideally situated to build upon the significant investment in transit infrastructure being undertaken by Metro and to support and grow transit use and ridership. A distinctive project that builds upon the strong cultural assets of the area and community aspirations can catalyze local investment with a mix and range of high-quality and architecturally compelling residential, retail, and jobs-producing uses.

Opportunity Sites A and B are immediately adjacent to the new underground Expo/Crenshaw Station sitting, respectively, to the southwest and southeast of Crenshaw Boulevard's intersection with West Exposition Boulevard. The Opportunity Sites will be supported by a combined estimated ridership on the two lines of over 45,000 persons a day. An additional approximate 65,000 vehicle trips a day traverse the main streets passing by the sites, Crenshaw Boulevard and Rodeo Road. Located at the northern terminus of the Crenshaw/LAX Transit Project, the Opportunity Sites are centered on and provide quick access to hundreds of thousands of jobs in Downtown Los Angeles, Culver City, Santa Monica, LAX, and points south.

The Opportunity Sites are one stop north of a regional shopping center, Baldwin Hills Crenshaw Plaza, whose owners have proposed a major mall renovation and two million square foot expansion. Upon completion, this regional shopping center will be complemented by new office space, a new hotel and both rental and for-sale housing. Additionally, Kaiser Permanente recently broke ground on a new 100,000 square foot medical office facility just to the west of Baldwin Hills Crenshaw Plaza and the Crenshaw/LAX Transit Project's Martin Luther King Jr. Station.

One stop to the south of the mall, the City of Los Angeles is spearheading the planning and revitalization of Leimert Park Village, an historic in-town suburban main street first developed in the late 1920s (see Figure 6). This district includes and hosts many cultural resources and events including art walks, Afro-centric stores, businesses, and the under-renovation Vision Theater. Two stops further south along the light-rail, Los Angeles County and Metro are teaming up to facilitate the development of a County-owned parcel adjacent to the Fairview Heights Station (see Figure 5, Site C). This parcel is the subject of a parallel Joint Development opportunity planning and implementation process.



Figure 6
Leimert Park Village Main Street

At the next stop to the southwest, the City of Inglewood is moving forward with a downtown project that includes approximately 250 market-rate workforce housing units and 50,000 square feet of retail and restaurant uses. Other major investments along the light-rail line include major improvements proposed for LAX. These improvements, including the proposed Automated People Mover, Intermodal Transportation Facility, and the Regional Rental Car Facility. These airport facilities will be directly connected by the people mover to the Crenshaw/LAX Line at a future 96th Street Station, providing easy access from the Crenshaw District and the Opportunity Sites to the airport and national and global destinations.

2. THE JOINT DEVELOPMENT OPPORTUNITY SITES

The Expo/Crenshaw Joint Development opportunity incorporates two parcels of land, one owned by Metro and the other by Los Angeles County. The west Opportunity Site, Site A, owned by Los Angeles County, is an approximate 1.66-acre “L” shaped parcel with approximately 150’ of frontage along Crenshaw Boulevard to the east; 300’ of frontage along West Exposition Boulevard to the north opposite the Expo Line light-rail platform; 300’ of frontage along residentially-oriented Victoria Avenue to the west; and 140’ of frontage along Rodeo Road to the south (see Figure 5, Site A). This site presently houses a Los Angeles County Probation Department facility, which operates out of a one-story building served by a surface parking lot (see Figure 7). This use is being relocated by Los Angeles County and Metro and Los Angeles County are working together to ensure the redevelopment of the site for high-quality transit-oriented development.



Figure 7
Joint Development Opportunity Site A

The east Opportunity Site, Site B, is controlled by Metro and is an approximate 1.77-acre and approximate 300’ by 250’ trapezoidal parcel surrounded by Exposition Place to the north, Bronson Avenue to the east, Rodeo Road to the south, and Crenshaw Boulevard to the west (see Figure 5, Site B). Currently used for construction staging, this parcel will include access to the underground station (stair, escalator,

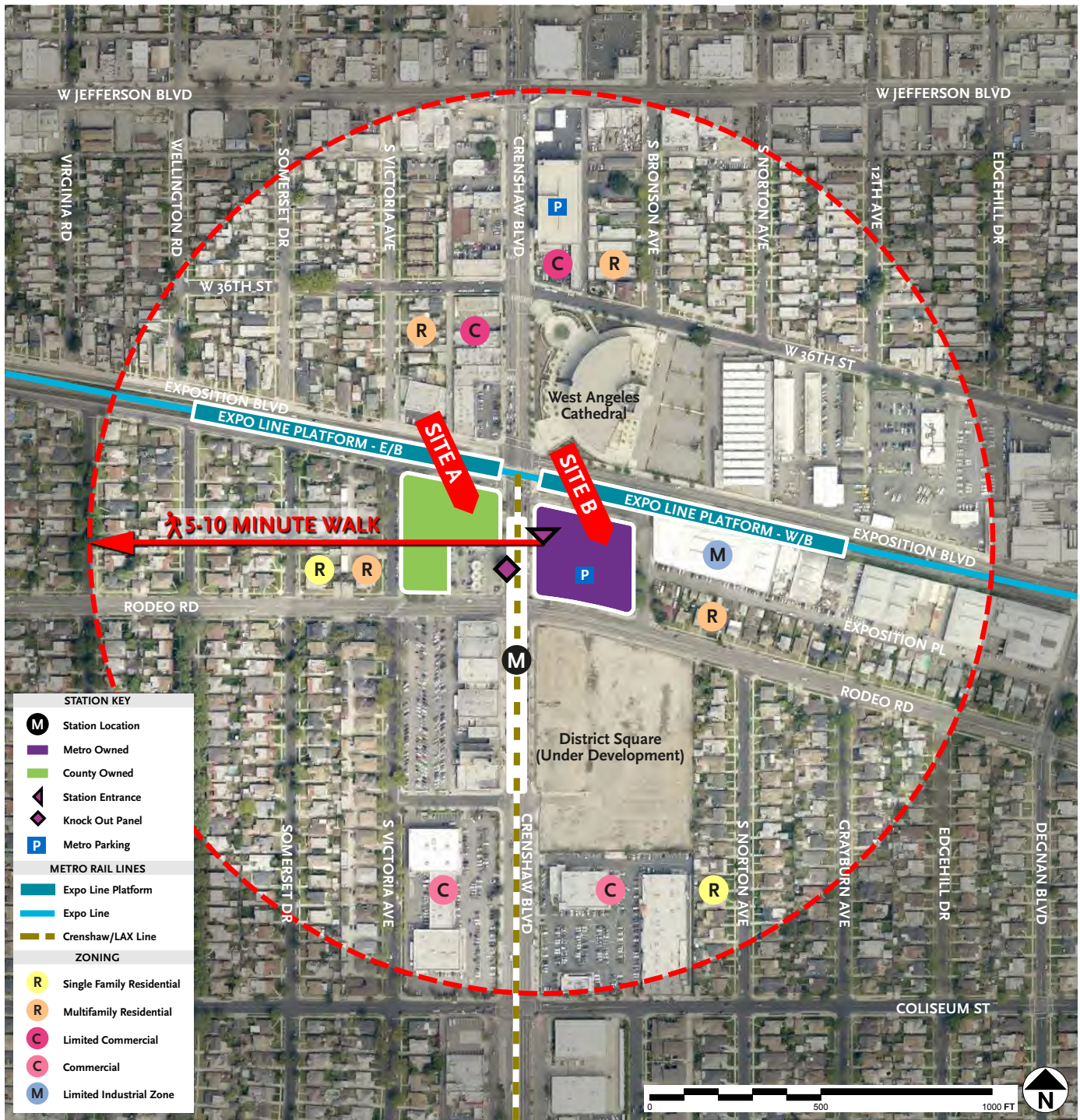


Figure 8
The Opportunity Site Context

and elevators), and was initially planned to include a 110-space surface parking lot serving Metro commuters and patrons (see Figure 9). Metro is examining options to relocate and/or incorporate this parking off-site to facilitate the highest-quality development project on this site. Upon completion of the Metro construction, Bronson Avenue will dead-end approximately 150 feet north of Rodeo Road where a cul-de-sac is proposed. Just to the north of the cul-de-sac, the Los Angeles Department of Water and Power will be providing an at-grade facility that serves Metro's utility needs.

As further discussed in Section V.I, potential street vacations may present opportunities to expand the limits of Site A and Site B.

3. THE MARKET OPPORTUNITY

Located at the intersection of two light-rail lines, the Opportunity Sites are directly linked to three of the Los Angeles basin's major job centers: Downtown Los Angeles (297,000 jobs), Santa Monica (83,000 jobs) and the LAX area (100,000 jobs). These connections and the Opportunity Sites' visibility on a major arterial suggest strong opportunities for both residential and commercial uses.

There are approximately 7,100 people currently living in 2,700 households located within a half-mile of the station area. These households reside in a mix of owner-occupied homes (47% of total households) and rentals (53% of households). The rate of owner-occupied homes is substantially higher in the station area than the percentage in the City of Los Angeles as a whole (38% of owner-occupied units), pointing to the stability of the immediate surrounding area.

The primary market area (shown in Figure 10) has largely recovered from the 2008 – 2011 recession. Recent single-family home prices within the primary market area are close to 2007 levels and apartments in more recently constructed buildings yield higher than average area rents. Recently the community has seen major investment in new retail uses, including Capri Development's announcement to renovate and expand the mix of uses at the Baldwin Hills Crenshaw Plaza, one mile to the south of the Expo/Crenshaw Station (see Figure 11).

A market demand study completed in advance of the writing of these guidelines indicates that there is strong demand for a number of retail uses in the station area. The demand study also indicates strong support for new market rate residential uses.

While no new office buildings have been built within the station area in over 10 years, to the west of the station area, adjacent to the Expo Line



Figure 9
Joint Opportunity Site B



Figure 10
Expo/Crenshaw Station area development will draw from a larger primary market area, shown above.



Figure 11
Baldwin Hills Crenshaw Plaza

Photo by Primestor



Figure 12
EOM Samitaur Tower

La Cienega/Jefferson and Culver City Stations, architecturally innovative campus-style office buildings with large, flexible floorplates have attracted technology, new media, and creative users (see Figure 12). These types of businesses are likely to continue to move eastward and populate buildings along the Expo Line as long as there is access to supporting amenities for employees. Outreach to the community as part of Metro's Joint Development process indicated that there would be significant community support for the development of new higher-quality office space, and consequent jobs, at the Opportunity Sites.

The combination of retail and housing demand, coupled with strong community support for office uses, suggests that a mixed use project at the Opportunity Sites would be well received both by the community and the market.

4. THE IMMEDIATE CONTEXT



Figure 13
View south along Victoria Avenue

A low-scale generally single-family home neighborhood lies to the west of Site A with two-story garden apartments surrounded by generously landscaped front and side yard setbacks immediately across Victoria Avenue adjacent to Site A (see Figure 13).

A combination of light industrial uses along the Expo Line corridor surrounded by single- and multi-family residential uses lie to the east of Site B. Immediately to the south along Crenshaw Boulevard are sidewalk-oriented retail and office buildings as well as a large development site, the approximate 6.5-acre District Square project. While specific plans and the program for this project are still being reformulated, the developer of this project has most recently proposed large retail uses along with residential rental units.

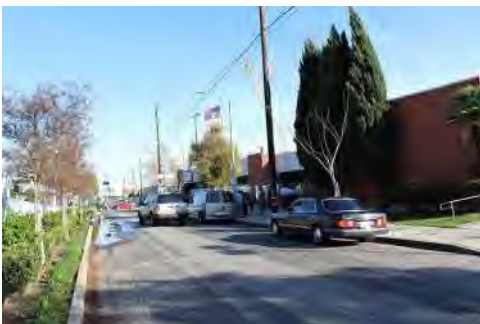


Figure 14
View east along West Exposition Boulevard towards Crenshaw Boulevard; this portion of the street could be vacated and an open space amenity fronting the west opportunity site realized.

To the immediate north of the Opportunity Sites are the split platforms of the existing Expo Line light-rail (Downtown-bound platform on the west side of Crenshaw Boulevard and Santa Monica-bound platform on the east side). A portion of Exposition Boulevard/Exposition Place separates these two train platforms from the Opportunity Sites. The stretch adjacent to Site B is in the process of being vacated by Metro; the approximately 300' long stretch of street adjacent to Site A could also be vacated as part of a development proposal. These vacated streets could establish an open space amenity between the east-west light-rail right-of-way and the north frontages of the Opportunity Sites creating an enhanced pedestrian connection between the Expo Line and the future Crenshaw/LAX Line (see Figure 14).

Crenshaw Boulevard to the north of the Opportunity Sites is typically lined with small street-facing businesses in one-story structures (see Figure 15). By contrast, the landmark 5,000-seat West Angeles

Cathedral, completed in 1999, anchors the northeast intersection of the Expo Line with Crenshaw Boulevard, attracting large and vibrant crowds on Sundays and holidays (see Figure 16). The northern campus of this church is two blocks north along Crenshaw Boulevard. Between these two church sites, on the east side of Crenshaw Boulevard, is the Cathedral's 500-space parking structure (see Figure 17). During the week, and when the church is not active, this garage, a short four to five-minute walk from the Metro Stations, doubles as a commuter parking resource for light-rail patrons.



Figure 15
View north along Crenshaw Boulevard



Figure 16
West Angeles Cathedral



Figure 17
West Angeles Cathedral parking structure

of the Joint Development Opportunity Sites, allows for increased densities and heights, the plans also clearly delineate the need to relate and transition to the smaller-scale and surrounding residential context, particularly along Victoria Avenue between West Exposition Boulevard and Rodeo Road.

The community specifically anticipates that any project within the Crenshaw Corridor Specific Plan area, including projects proposed for the Opportunity Sites, will adhere to the goals, objectives, and requirements of the Specific Plan. This plan emphasizes and encourages:

- ▶ economic revitalization
- ▶ a balance of commercial uses that address the specific needs of the surrounding communities including but not limited to local-serving retail and provision of high-quality food purveyors and restaurants
- ▶ a compatible relationship to and carefully designed transitions between new projects and existing and contiguous residential neighborhoods
- ▶ a high-level of pedestrian activity and pedestrian-friendly design that activates and ensures the safety of sidewalks
- ▶ the promotion of sustainable community development.

The draft West Adams–Baldwin Hills–Leimert Community Plan, also pending adoption following an update effort by the City of Los Angeles, further emphasizes important community aspirations related to the realization of a healthy and sustainable community. In this plan, sustainability is linked to continuity of social and cultural identity. The plan states, “(t)he collective sense of place existing within the neighborhoods of the West Adams–Baldwin Hills–Leimert Community Plan is an enduring source of cultural and civic pride. The area’s numerous historic and cultural resources continue to serve as invaluable assets toward developing positive neighborhood identity. Preservation and enhancement of the area’s legacy of architectural and urban planning resources, as well as identification of future resources, is extremely important toward ensuring continued and overall sustainability for the area.”

See Section IV.2 and Section IV.3 for a more detailed discussion of the West Adams-Baldwin Hills-Leimert Park Community Plan and the Crenshaw Corridor Specific Plan, respectively, as it relates to the Opportunity Sites.

2. GENERAL STAKEHOLDER VISION

Metro engaged in a one-year outreach process to inform the communities surrounding the Expo/Crenshaw Station area about the potential of the Joint Development opportunity and to solicit input, ideas, and feedback regarding the community's development aspirations, goals and objectives. A broad range of ideas was expressed during this time and common themes and ideas emerged. Key community based concepts that should shape a future Joint Development project include:

► **R e a l i z e r e s i d**

Community members pointed to the unique multi-cultural history of the surrounding community and stated that these factors should shape and differentiate a project at the Expo/Crenshaw Joint Development Opportunity Sites. Stakeholders also expressed an interest that the realized project should serve as a high-quality icon along the Crenshaw Corridor for both present and future residents and visitors.



Figure 18
Pedestrian oriented activities and scale at Mission Meridian Village, a transit oriented development along the Gold Line in South Pasadena.

Photo by Moule & Polyzoides

► **C r e a t e w i t h i g**

Stakeholders desired that the Joint Development project have a village-like sensibility and scale and that massing and bulk be broken down to better relate to the smaller scale of the surrounding community. They further expressed interest in high-quality architecture and design and that buildings have a 360° architectural expression. Places they pointed to as inspirational included Mission Meridian Village in South Pasadena (see Figure 18), Del Mar Station in Pasadena, and Larchmont Village in Los Angeles. Green roofs, park-like spaces, and walking experiences were described as attributes of a desirable project.

► **I n c o r p o r a t e s**

Stakeholders expressed strong interest in the incorporation of high-quality neighborhood-responsive retail uses in a Joint Development project. To best serve the community, they noted that there should be neighborhood-serving retail opportunities with a variety of price points that serve everyday needs. There was also specific interest stated in locating a grocery purveyor of fresh and organic foods in the project as well as sit-down restaurants and cafes.

► **D e v e l o p a r a i n c l u d i n g**

Participants were in favor of mixed-use development with

housing located above ground level retail. They noted the need for market rate housing as well as housing affordable to residents of the existing community including seniors and working families. Realizing a Joint Development project incorporating housing accessible for people who have lived in the community for their entire lives was seen as a critical place-keeping development strategy.

- **F o s t e r c o m m u n i t y d e v e l o p m e n t**
Community members see job creation and long-term job growth and stability in the community as an integral component of the Joint Development process and outcome. In this regard stakeholders stated a preference for a project that incorporates attractive office, creative, incubator, and/or community spaces that could be utilized by local and entrepreneurial business people and non-profits, including social benefit organizations working to improve health and well being (see Figure 19).



Figure 19
Platform, a transit oriented development in Culver City adjacent to the Expo Line, is a carefully curated retail experience with restaurant and creative office space.

- **O f f e r s u f f i c i e n t i m p a c t s o n**
Residents of the community do not want the combination of project and commuter parking to spill into the surrounding neighborhoods. They want the project to address commuter needs and offer adequate parking appropriate for the proposed Joint Development uses.

Photo by Ricardo DeArana, Los Angeles Times

- **E n c o u r a g e i n t h e J o i n t D e v e l o p m e n t p r o c e s s**
Stakeholders want to ensure their ongoing participation including opportunities for review and comment throughout the Joint Development process. They want project proponents to engage in continued outreach efforts to create project transparency that ensures community understanding at all project phases, thereby furthering the realization of the community's project vision.

A successful Joint Development project will be evaluated, in part, on its ability to accommodate the above themes through careful programming and design strategies. A successful project and development team will further promote the broadest range of community objectives that have been expressed throughout the outreach process. These include recognition that new transit-oriented development in the Crenshaw district will create increased opportunities, linkages, and facilities for walking, biking, and healthier lifestyles. New development can respond to the need for housing and jobs for all existing residents and build upon the strengths of the local community, businesses, institutions, and culture. Most importantly, a successful project is as much about place-keeping for the existing community and local culture as it is about place making that all users enjoy.

IV. Joint Development Sites Regulatory and Policy Framework

Metro, Los Angeles County, and City of Los Angeles policies and plans will shape the Joint Development project proposal and implementation. The following key policies and plans are noted below and should be carefully reviewed and utilized as part of the Joint Development process.

1. METRO'S JOINT DEVELOPMENT POLICY

Metro's Joint Development Policy (Policy), updated in February of 2016, guides Metro's property asset development activities and projects. The Policy establishes the framework by which Metro prioritizes and approves Opportunity Site proposals and reviews and implements these projects.

A key objective of the Policy is to realize transit-oriented projects that increase transit ridership. At the same time Metro seeks to appropriately fit projects that it sponsors within existing communities. Metro seeks to do this by optimizing community engagement, both by Metro and the selected development team, and realizing projects that reflect and support community needs and desires.

Metro's Joint Development program also seeks to **facilitate construction of affordable housing units** such that 35% of the total housing units in the Metro Joint Development portfolio are affordable for residents earning 60% or less of the Area Median Income (AMI) as defined by the California Tax Credit Allocation Committee (TCAC). Regardless of the project type that is proposed and implemented, Metro is committed to pursuing high-quality design that enhances the surrounding community and creates inviting spaces and places around Metro facilities.

Metro's Joint Development financial policies emphasize risk minimization and maximizing revenue through ground lease payments, which is the preferred transaction structure as opposed to fee disposition. Metro does not contribute funding to Joint Development projects, though the Joint Development Policy does allow for partial land discounting below fair market value in order to support affordable housing. Developers are encouraged to obtain capital or in-lieu contributions from other public agencies to create greater community economic benefit.

Joint Development proposals are evaluated based on their support of Metro's Joint Development policies. Proposers should fully examine

the Metro Joint Development Program: Policies and Process (see media.metro.net/projects_studies/joint_development/images/JDP_Policy_0225_2016.pdf) and to the maximum extent feasible conform to the objectives, goals, and policies of this program.

In addition to the Metro Joint Development Policy, additional County policies and requirements may apply as more specifically described in the RFP.

2. WEST ADAMS – BALDWIN HILLS – LEIMERT COMMUNITY PLAN

The existing West Adams–Baldwin Hills–Leimert Community Plan (Community Plan) was last updated and adopted in 1997 and is the City of Los Angeles policy document defining the means by which the City guides land use and economic development decision-making at the Joint Development Opportunity Sites and in the surrounding community. Interestingly, twenty years ago, when this plan was adopted, a key objective was to maximize “...the development opportunities of the future rail transit system while minimizing adverse impacts”.

The existing general land use designation for the Opportunity Sites is commercial, typically allowing for development of commercial, residential, institutional, and mixed-uses with restrictions on industrial and manufacturing uses. The sites immediately to the east and south of the Opportunity Sites are also designated as commercial sites. However, to the immediate west of Site A, the land use changes to lower density, multiple-family uses, requiring a transition in intensity of uses and design along this interface.

The existing intensity of uses on the Opportunity Sites are controlled by a height district designation that generally limits density and height to reflect the existing one, two, and three story surroundings. Within the vicinity of the station area these designations are evolving through a community plan update process. An update to the Community Plan is being prepared by the City of Los Angeles Department of City Planning (LADCP), and is in the final stages of adoption. The Community Plan, a component of the Land Use Element of the Los Angeles General Plan, includes updated goals, objectives and overarching standards and guidelines for the community’s future growth and improvement. These include density increases and a 15’ over-existing-standards height increase within the Crenshaw/Expo Transit Oriented District, which is inclusive of the Opportunity Sites. Proposers should consider the Community Plan when developing their concepts.



Figure 20
The Crenshaw Corridor Specific Plan is the primary guiding document for the Joint Development Opportunity Sites.

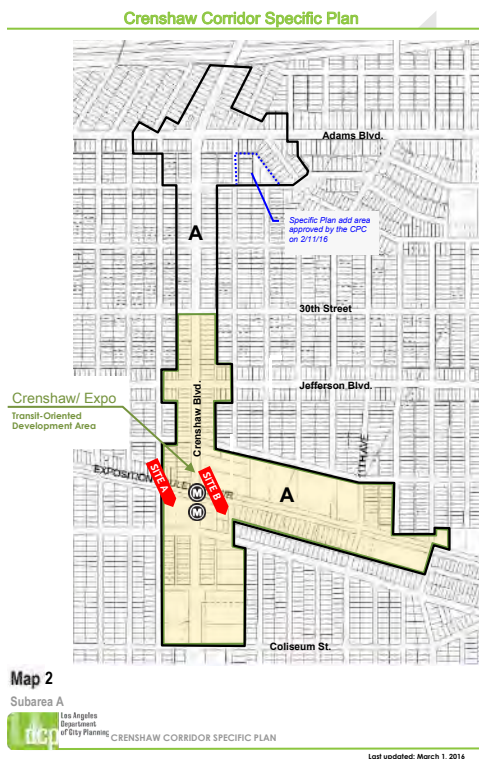


Figure 21
Transit-Oriented Development Area, Subarea A per the Draft Crenshaw Corridor Specific Plan which is pending City Council adoption.

3. CRENSHAW CORRIDOR SPECIFIC PLAN AND CITY OF LOS ANGELES ZONING

The existing Crenshaw Corridor Specific Plan (Specific Plan), in coordination with City of Los Angeles zoning requirements, implements the goals, objectives, and provisions of the Community Plan along the length of the Crenshaw Boulevard corridor. The Specific Plan was first adopted in 2004 and refines zoning criteria last updated in 2000. An amendment to update the Specific Plan is being prepared by LADCP and is in the final stages of adoption (see Figure 20). The amended Specific Plan affirmatively addresses the opportunities associated with new transit infrastructure along the Crenshaw Corridor as well as community desires to ensure that the Specific Plan addresses walkability, conservation of cultural and historic resources, and revitalization of historic Leimert Park Village.

Within the designated Crenshaw/Expo Transit Oriented Development Area (Subarea A), which includes the Opportunity Sites, the amended plan provides for upward adjustments of density and height (see Figure 21). Density at the two sites is generally increased from a FAR of 1.5:1.0 to a FAR of 3.0:1.0 for mixed-use projects with a residential component. General height allowances are raised from 45' to 75'. With the provision of fully subterranean parking, FAR may be further increased one foot for each foot of parking placed below grade to a maximum of an additional 1.0:1.0 FAR. In this last regard, project proponents should take into consideration that the historic high mark of the water table is located approximately 20' deep and has been noted as shallower on adjoining properties.

To ensure that a new project on Site A better relates to its multi-family residential neighbors along Victoria Avenue, maximum development heights are limited along this frontage to 30' for the first 50' of project lot depth. The amended Specific Plan also includes additional provisions for the design of signs, limitations of free-standing fast food establishments, additional limitations on off-site alcohol sales, and limitations on automobile uses.

A key provision of the amended Specific Plan is a 50% reduction of parking requirements within the boundaries of a transit-oriented development area, i.e. Subarea A. The parking provisions of this plan also note that the maximum parking permitted for proposed uses in this subarea may not exceed 90% of what is otherwise allowed by City of Los Angeles zoning.

Preliminary analysis of the two sites indicates that an approximate 215,000 square foot project could be realized on Site A and an approximate 230,000 square foot project developed on Site B assuming a 3.0:1.0 FAR (see Figure 22). These densities could be

DEVELOPMENT GUIDELINES - EXPO/CRENSHAW STATION

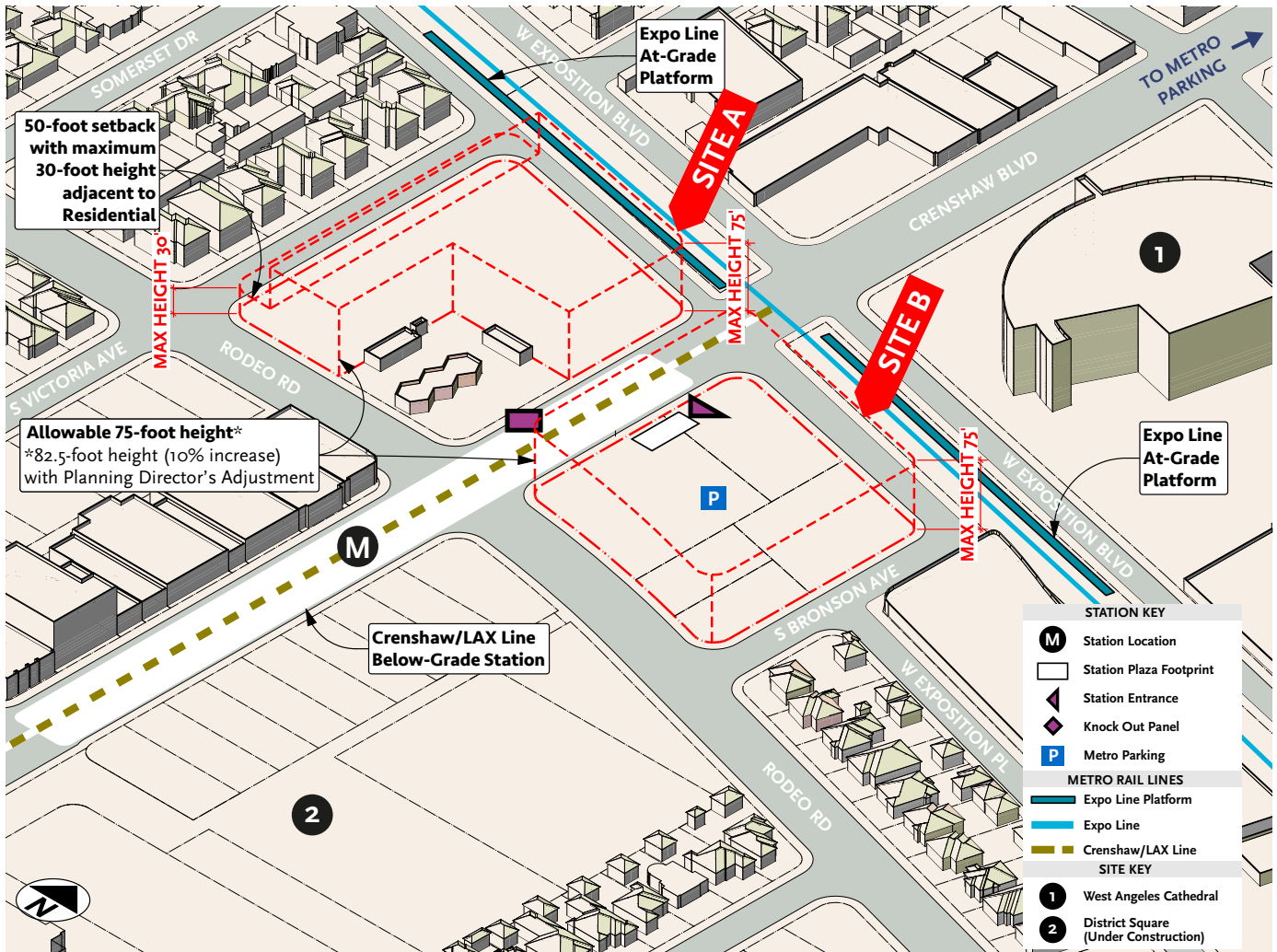


Figure 22
Allowable Building Area Diagram per the Draft Crenshaw Corridor Specific Plan which is pending City Council adoption.

increased up to an additional 1.0:1.0 FAR with the provision of underground parking. Projects could also include additional affordable housing units through the utilization of the City's affordable housing density bonus (see City of Los Angeles Zoning Code Section 12.22 A.25, Affordable Housing Incentives – Density Bonus). Additionally, there may be potential to vacate and utilize existing right-of-way and any associated FAR along West Exposition Boulevard and Exposition Place immediately north of the Opportunity Sites as further discussed in Section V.1.c. This preliminary analysis should be carefully reviewed by project proponents to ensure that a proposed project addresses City of Los Angeles planning requirements including those of the amended Specific Plan.

Given the overlapping plan requirements – Community Plan, zoning, Amended Specific Plan – and complexity, the prevailing requirements of all of these documents should be carefully reviewed, City of Los Angeles planning staff consulted, and adopted regulations closely adhered to when developing a project concept for the Opportunity Sites.

4. CRENSHAW BOULEVARD STREETSCAPE PLAN



Figure 23
Crenshaw Boulevard Streetscape Plan

The Crenshaw Boulevard Streetscape Plan: A Transit Neighborhood Plans Project (Streetscape Plan) is being prepared by LADCP and is anticipated to be adopted in Summer 2016 (see Figure 23). This plan complements the Specific Plan (see Section IV.3 above) and provides for streetscape improvements in the public right-of-way that enhance the walkability, sustainability, identity, and transit-friendliness of Crenshaw Boulevard. Importantly, the Streetscape Plan establishes the criteria for a “complete, multi-modal street that reflects the proposed Metro Crenshaw LAX Line Light rail Transit (LRT) project”. Upon adoption, new construction, such as may be proposed at the Joint Development Opportunity Sites, will be required to meet and implement the requirements of the Streetscape Plan.

The Catalina Ironwood is the unifying tree throughout the corridor. To create a sense of district identity specific to this portion of the corridor, proposed improvements include the planting of Sycamore trees at the sidewalk curb. In open spaces and plazas, as well as within rights-of-way where space permits, Tipuana Tipu trees are suggested as accent trees. Pedestrian-scale street lights are proposed as well as standardized specifications for bus shelters, trash receptacles, benches and bike racks. While Metro may be providing some of these improvements and requirements as part of their construction of the light-rail line and station portal and plaza at the Expo/Crenshaw Station, this plan should be carefully consulted so that all required elements are incorporated into the proposed Joint Development project.

5. OTHER KEY METRO POLICIES

a. Metro Complete Streets Policy

Complete streets are streets that provide safe, comfortable, and convenient travel along and across thoroughfares through a comprehensive, integrated transportation network that serves all users, including pedestrians, users and operators of public transit, bicyclists, persons with disabilities, seniors, children, motorists, users of green modes including rideshare, transit, and clean fueled vehicles, and movers of commercial goods. Metro adopted a complete streets policy in October 2014 to identify opportunities and actions that support local complete street integration (see Figure 24). This policy (see media.metro.net/projects_studies/sustainability/images/policy_completestreets_2014-10.pdf) should be reviewed and referred to when developing a project concept. Projects that incorporate complete street components and integration may be prioritized.

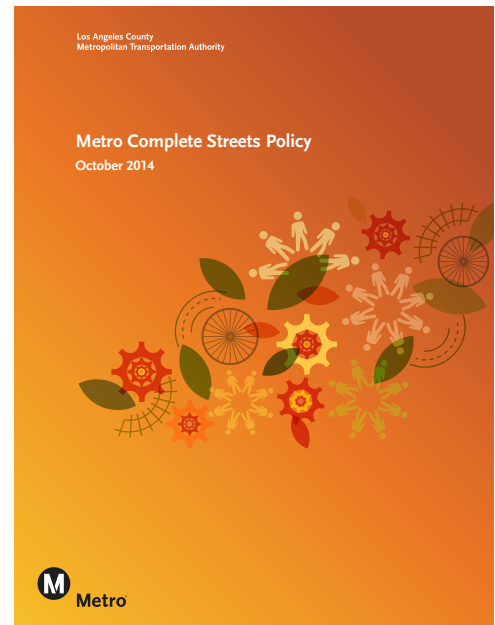


Figure 24
Metro Complete Streets Policy

b. Metro First Last Mile Strategic Plan

The Joint Development Opportunity Sites are subject to Metro's First Last Mile Strategic Plan, which presents planning and design guidelines to improve the connections to station stops from origins and destinations within three miles of the station (see media.metro.net/docs/First_Last_Mile_Strategic_Plan.pdf). The plan introduces a "pathway" concept that provides planning criteria for the layout of transit access networks and components within Metro station areas (see Figure 25).

Pathway connectivity enhances transit transfers, increases user safety, offers information and wayfinding signage, and provides accommodations such as lockers or car share that facilitate and expand transit use, an important factor at a station such as Expo/Crenshaw which integrates two light rail lines, bus routes, and parking. This policy should be reviewed and its principles incorporated into a project concept. Projects that utilize first last mile strategies to shape the program and design may be prioritized.

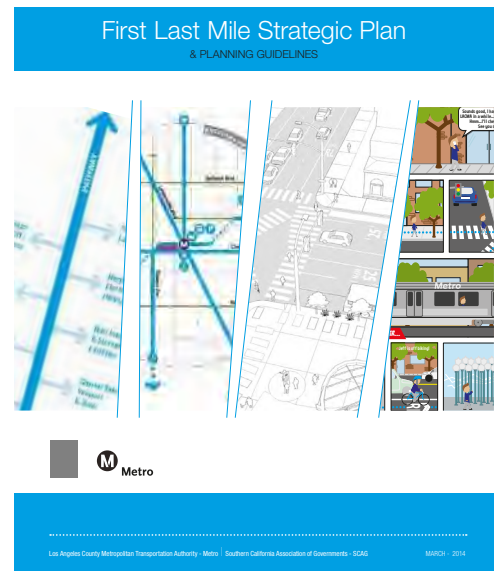


Figure 25
Metro First Last Mile Strategic Plan

c. Metro Active Transportation Plan

Metro's Active Transportation Plan adopted in May 2016 focuses on enhancing access to stations and developing a regional network for people who choose to take transit, walk, and/or bike (see <https://www.metro.net/projects/active-transportation-strategic-plan/>). This policy builds and expands

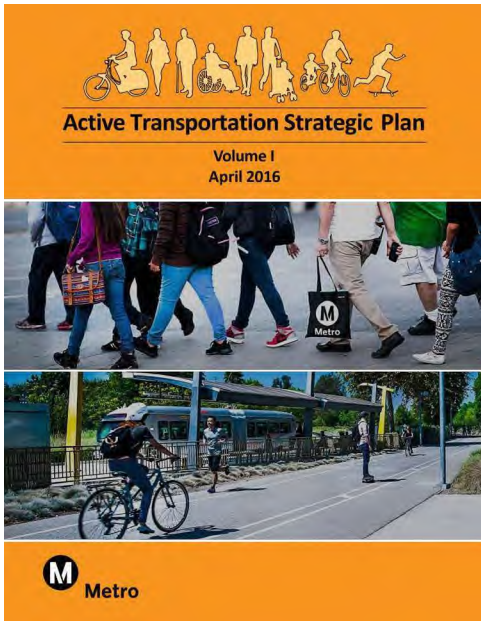


Figure 26
Metro Active Transportation Strategic Plan

upon Metro’s Complete Streets Policy and First Last Mile Strategic Plan (see Figure 26).

While much of the Active Transportation Plan is devoted to enhancing the regional active transportation network through cooperation between Metro and local agencies, focused policies do address destinations and station stops. These include policies that encourage implementation of easy to achieve improvements that enhance use of Metro’s system for all users such as landscaping with tree shade, introduction of street furniture and lighting, and other improvements to open spaces adjacent to Metro platforms, portals, and plazas. This policy should be reviewed and its principles incorporated into a project concept. Projects that incorporate in their design active transportation components may be prioritized.

V. Transit Facilities and Accommodations

1. THE CRENSHAW/LAX LIGHT-RAIL LINE IMPROVEMENTS

The Metro Joint Development opportunity consists of two sites; one site is located to the west of Crenshaw Boulevard (Site A) and one to the east (Site B). Both sites straddle an approximate 800' long subterranean station box running beneath Crenshaw Boulevard and can accommodate improvements associated with improved transit functionality and connectivity.

The under-construction Expo/Crenshaw Station and associated transit improvements such as the transit plaza on Site B must be maintained as an entrance to the Station. However, a developer may build over the portal to facilitate utilization of the full development allowances provided by the City of Los Angeles as subject to Metro design criteria, approval, and review. Existing vent shafts, emergency exits, and other similar station facilities as depicted in Figure 27 shall remain intact and future development shall not impair or hinder their functionality or structural integrity. With Metro's approval, such facilities may be modified; however, no loss of functionality or structural compromise shall occur, and the costs of such modifications will not be borne by Metro.

- a. **Site A Opportunity Site Transit and Mobility Improvements**
Site A adjoins the underground Expo/Crenshaw Station box along its eastern frontage (see Figure 27). As part of the light-rail construction project, Metro is building improvements along the Opportunity Site Crenshaw Boulevard frontage including widened sidewalks, new street trees, and street lighting. A bus turnout is being constructed at the north end of the block (see Figure 27). To ensure long-term connectivity and safe transit patron movements from the station to the surrounding area, including direct connection between the Crenshaw/LAX Line and the eastbound platform of the Expo Line, a western "knockout" panel is being provided at the station mezzanine level, approximately 110 feet north of the intersection of Crenshaw Boulevard with Rodeo Road.

Joint Development concepts for Site A shall accommodate an additional access portal to the station mezzanine and light-rail platform below. The second transit access point and accompanying improvements such as a second portal and canopy, plaza, bicycle facilities, and landscape should be fully integrated into the proposed development. The activation of

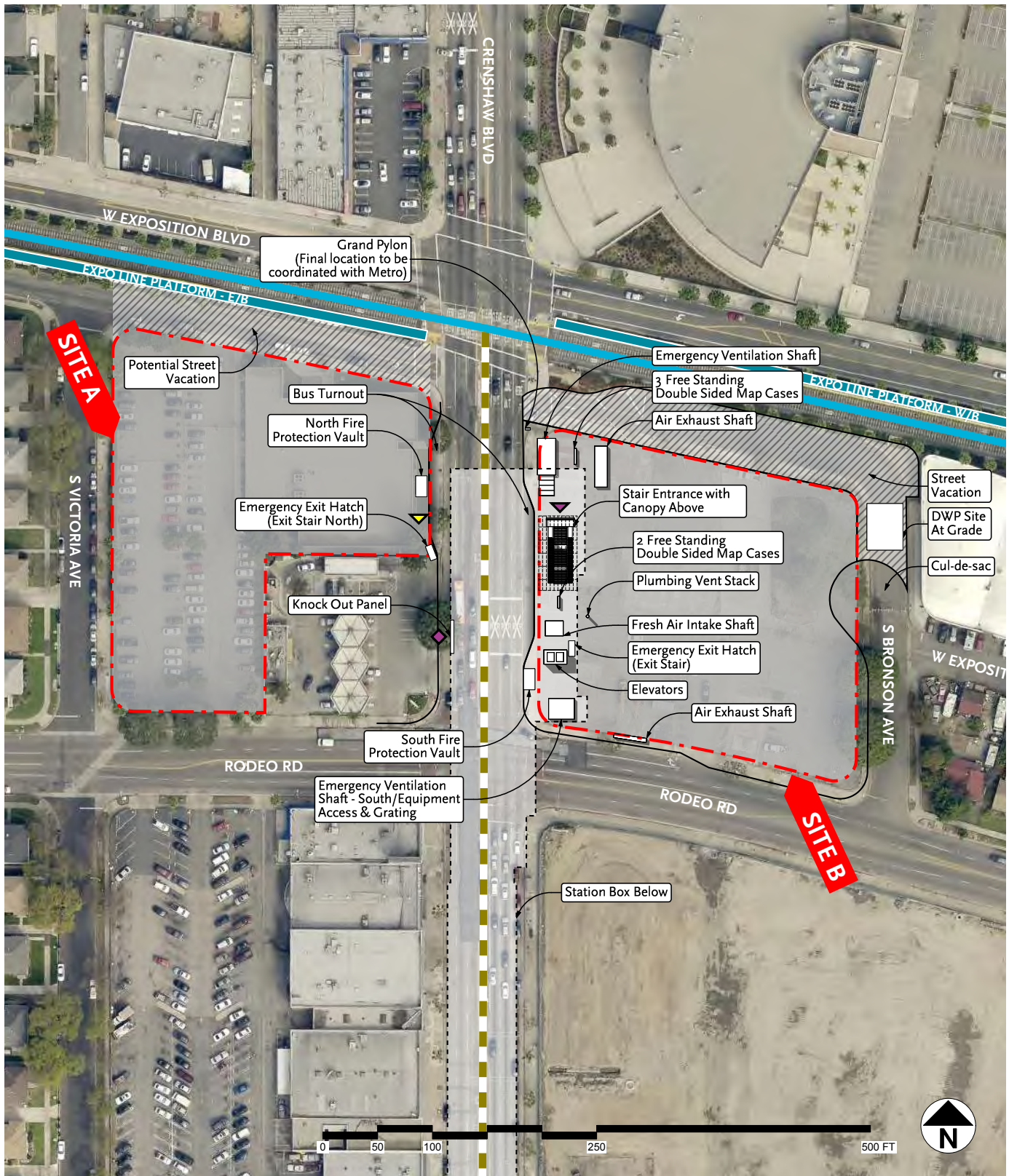


Figure 27
Site Transit and Mobility Improvements

this knockout panel and implementation of the second station entrance will enhance the identity of the station area and facilitate safe transfers between transit lines and transit modes including pedestrian movements under Crenshaw Boulevard. This provides an additional opportunity to provide activated open space opportunities, which is a community priority.

Project proposals shall not preclude the ability to construct the secondary entrance at Site A which shall include, at minimum, one escalator, one stair, one elevator, and associated signage and wayfinding including mapcases at street level. Potential configurations include a straight run north-south vertical circulation alignment (see Figure 28), similar to the proposed station entry at Site B, or an east-west switch back configuration (see Figure 29). The inclusion of a secondary entrance would eliminate the need for an emergency exit stair/hatch currently proposed on the west side of Crenshaw Boulevard.

If included as part of an open-air transit plaza, a canopy similar to that which is depicted on Site B in Figure 30 will be required, consistent with Metro's system wide station design standards. The portal may be developed over with a minimum clearance height of 20' subject to Metro review and approval to ensure the integrity of the transit infrastructure and station operations is not compromised. Note, the potential Site A entry configuration concepts are provided for initial planning purposes and will require further design development and engineering and close coordination with future development plans for Site A.

b. Site B Opportunity Site Transit and Mobility Improvements

Site B incorporates the initial transit plaza and portal that will serve the Crenshaw/LAX Line (see Figure 27). This plaza is oriented north to south along the Crenshaw Boulevard frontage from Exposition Place to Rodeo Road and has a depth perpendicular to Crenshaw Boulevard of approximately 50'. Within this area Metro will provide transit improvements including a steel and glass entrance canopy that covers two public escalators and stairs leading to the below-grade station mezzanine level. Other plaza elements include two elevators, at-grade wayfinding elements such as map cases and an identity pylon, enhanced paving, landscape, shafts for ventilation, and access to underground equipment and in-pavement emergency exit hatches. A bus turnout and stop is carved into the Crenshaw curbside and placed in front of the portal canopy, establishing a clear link for patrons connecting between bus and rail.

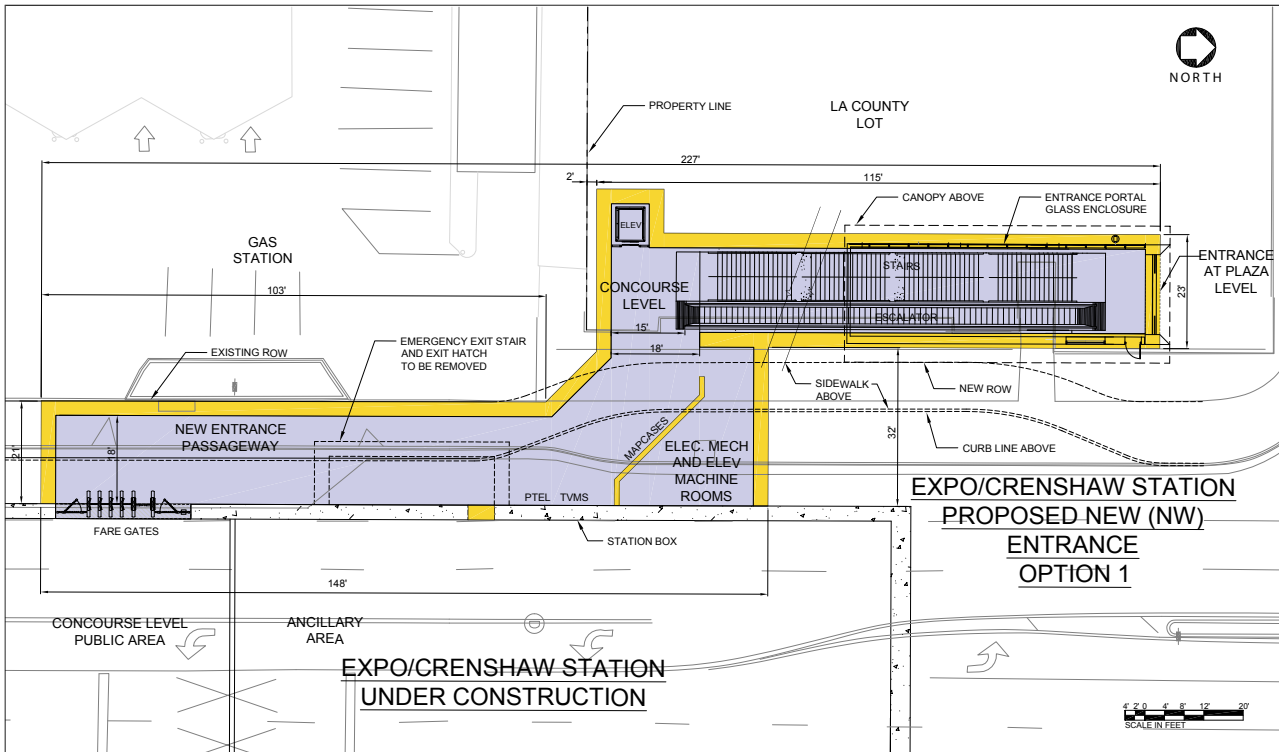


Figure 28
Option 1 Expo/Crenshaw Station proposed entrance.

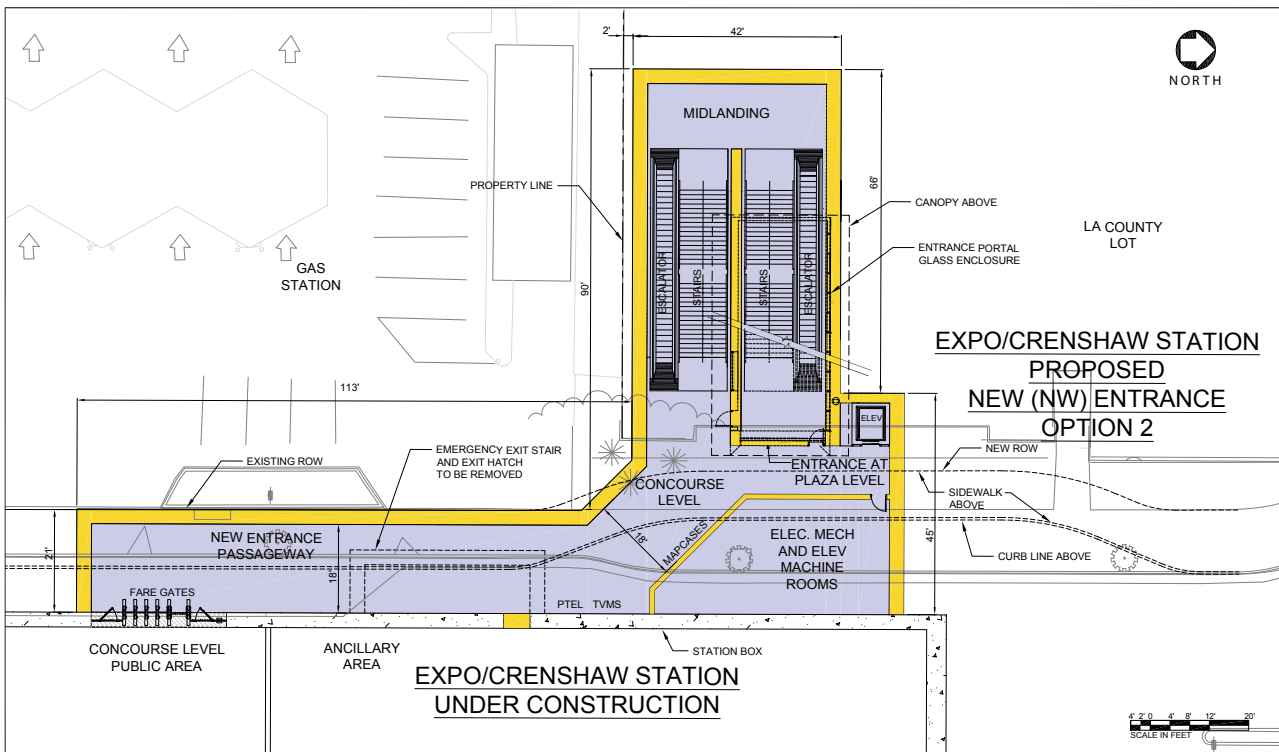


Figure 29
Option 2 Expo/Crenshaw Station proposed entrance.

The Crenshaw/LAX Transit Project scope includes the provision of 110 park-and-ride spaces at the Expo/Crenshaw Station. These spaces were originally planned to be accommodated in a surface parking lot at Site B, though Metro is currently exploring relocating the spaces to a nearby location within easy walking distance to the two Metro light-rail stations at Expo/Crenshaw to allow for higher and better uses at Site B. However, the development on Site B will still need to accommodate a minimum of 10 spaces of park-and-ride stalls on site, the cost of which shall be borne by the developer. The spaces shall be publicly accessible and segregated from development-related parking.

c. Street Vacation Consideration

The West Exposition Boulevard and Exposition Place frontage on the north side of Sites A and B, respectively, separate these lots from the Expo Line right-of-way. Vacating these streets will allow for safer pedestrian connections between the Crenshaw/LAX station portal(s) and the Expo Line east- and west-bound platforms, which are located on either side of Crenshaw Boulevard. The Crenshaw/LAX Transit Project is securing a street vacation for the portion of Exposition Place north of Site B between Crenshaw Boulevard and S. Bronson Avenue. There is also the potential to vacate and utilize the portion of West Exposition Boulevard north of Site A between Crenshaw Boulevard and S. Victoria Avenue (see Figure 27). Metro has held exploratory conversations with the City of Los Angeles and is initiating the street vacation process. While vacating these existing rights-of-way may increase the developable square footage of the adjacent Opportunity Sites, these zones should be preserved as open space and explored as an opportunity to be programmed with project and community amenities.

d. Wireless Facility Room Accommodation

Metro has contracted with a third-party to provide wireless telecommunication capabilities to allow riders to access wireless voice, data and video transmission services underground throughout the Metro system. The future Crenshaw/LAX Transit Project includes three underground stations and two additional underground tunnel sections that will need to be supported. To provide this service, it is necessary to install a neutral Distributed Antenna System (DAS) system as well as each individual wireless carriers' equipment in a centralized location or Base Station Hub/Hotel. The Metro-owned property at Opportunity Site B has been identified as a potential host site. Development proposals



Figure 30
Rendering of proposed transit improvements at Site
B (view looking northeast). Surface parking lot shown
will be replaced by the Joint Development opportunity.

shall accommodate a Base Station Hub/Hotel on the Metro property at this site that meets the following specifications:

- ▶ The Station Hub/Hotel shall be located above ground; it may be within an above-grade parking structure
- ▶ The location of the Station Hub/Hotel shall be located relatively proximity to the entrance to the underground station for fiber access to the station box to connect to the equipment inside the station (does not need Crenshaw Boulevard frontage; may be tucked behind development)
- ▶ The Station Hub/Hotel shall provide approximately 800 square feet of usable space. If a stand-alone building (i.e. communication shelter), then 1000 square feet of construction footage shall be provided to account for the building, the emergency generator to back up air conditioning units, and the transformer to step down power (400A at 480V)
- ▶ The Station Hub/Hotel shall be provided with minimum 10 foot clear ceiling heights
- ▶ The Station Hub/Hotel shall be engineered to accommodate a minimum live load of 250 psf
- ▶ A minimum 3' by 7' door shall be provided for equipment access

VII. Development and Design Considerations and Guidelines

Joint Development Opportunity Site proposals will be evaluated, in part, on their compliance with the development and design considerations and guidelines of this section. While a project is not required to meet all of the guidelines and considerations, a project that complies with all or most of the design guidelines may be given priority.

1. UTILIZE EXISTING COMMUNITY PLANS

The primary document providing a framework for development of both Site A and Site B Joint Development sites is the City of Los Angeles amended Crenshaw Corridor Specific Plan (Specific Plan). This document should be closely adhered to when developing a Joint Development concept and design.



Figure 31
Community members voted for 12 different potential uses based on feedback from a series of small roundtable discussions with local stakeholders.

2. ALLOWABLE USES GUIDELINE

Allowable uses on the Opportunity Sites include a range of retail, commercial, and residential uses. In this regard the use standards of the Specific Plan should be followed (see Section IV.3 above). At the same time, as project proponents develop programs, they should closely consider the aspirations of the community as defined in the Vision section of this document (see Section III.2, “General Stakeholder Vision” above, and Figure 31) and in the attached “Community Outreach Process Summary” (Appendix A).

3. DEVELOPMENT INTENSITY CONSIDERATION

Metro is seeking a Joint Development project that provides for intensity and vitality of uses and supports and facilitates transit use and the safety of community members and transit patrons. A preferred use will fully utilize, while respecting, the mixed-use planning allowances provided by the amended Crenshaw Corridor Specific Plan.



Figure 32
Platform, the transit oriented retail center in Culver City, utilizes signage and a varied skyline to face both the street and the raised Expo Line.

Photo by Ricardo DeAratnha, Los Angeles Times

4. HEIGHT ALLOWANCE GUIDELINE

The Specific Plan provides for a maximum height of 75'. Additionally, the Specific Plan provides for a transition from higher heights to lower heights along the length of Victoria Avenue to relate new development to the height, scale, and texture of this traditional multi-family

residential street. Height considerations also include the design of a varied skyline expression to reduce the sense of project bulk and scale (see Figure 32). The Specific Plan allows for and encourages skyline expression including the use of uninhabited architectural features such as towers to create identity and design contrast. These height allowances and parameters should be followed to ensure the realization of a compatible community-oriented project.

5. VILLAGE SCALE GUIDELINE

The Joint Development design should incorporate distinct human-scale massing and elements that create a variety of forms, scales, and open space types that reduce any sense of overarching bulk or excess mass. The project design should learn from, refer to, utilize, and transition to the surrounding neighborhood residential scale to create a sense of fit between the Joint Development project and the surrounds, including along the Victoria Avenue and Bronson Avenue interfaces. An overall village sensibility should be emphasized with human-scale components such as shop-fronts, building entrances, a sense of shade and shadow, and breaks in plane and mass occurring along sidewalks and pathways, as well as identifiable architectural components that combine to create a whole design visible as both parts and whole to people from medium as well as further distances (see Figure 33).



Figure 33
Larchmont Village in Los Angeles was referenced consistently by stakeholders and residents as a quintessential example of village scale, and high quality retail.

Photo by Sony Holland

6. PROJECT ORIENTATION GUIDELINE

The Opportunity Sites should affirmatively face and create a sense of activity and oversight along the major public rights-of-way. Active uses, programs, and architectural components such as entrances and storefronts should open onto transit improvements such as transit plazas (see Figure 34). New transit improvements proposed on Site A should be integral to creating a sense of entry to the light-rail station, and promote activity and identity at this location. The Joint Development project should also create a positive interface with sidewalks, uses, and entries facing Victoria Avenue and Bronson Avenue. While all projects have ingress and egress and service requirements, these should be designed to be minimal, unobtrusive, integrated with the overall architectural and open space character, and accessed to the maximum extent feasible from the following locales.

- Site A - Vehicular access to the site and service areas should be located to the maximum extent feasible from Rodeo Road. As needed, additional vehicular access and service points may be located along Victoria Avenue. However, any vehicular and or service adjacency to Victoria Avenue shall lead to service areas



Figure 34
Fruitvale Village is a mixed-use transit oriented development adjacent to the BART Station in the East Bay. The building is oriented to and faces a pedestrian plaza which hosts farmer's markets and events.

Photo by youthvoices.net

that are internal to the site and screened from view with architectural treatments that match the overall design quality of the project, and designed to minimize visual and noise impacts on adjacent residential uses.

- Site B – Vehicular access to the site and service areas should be located off of Rodeo Road or Bronson Avenue and balance traffic circulation needs with sensitivity to adjacent single family homes to the east. Service areas should be internal to the site and screened from view with architectural treatments that match the overall design quality of the project, and designed to minimize visual and noise impacts on adjacent residential uses.

7. SETBACKS GUIDELINE



Figure 35
Broadway Housing in Santa Monica makes use of setbacks to create open space and circulation.

Photo by Iwan Baan

In general, projects should provide varied setbacks about the perimeter of the Opportunity Sites. Varied setbacks provide opportunities for the provision of at-grade landscape, small plazas for outdoor dining and cafes, open spaces (see Figure 35), sidewalk retail with shop fronts at the back of sidewalk, as well as select widened sidewalks that facilitate connectivity between in-place and proposed transit improvements and pathways.

Along Victoria Street, consideration should be given to providing a landscaped setback that is similar in depth to those seen at the multi-family residences on the opposite side of the street. This street, lined with mature Jacaranda trees, has a sense of quietude and familial grace that the new project needs to address and relate to with regards to landscape, scale, and use.

8. TRANSIT ACCESS GUIDELINE



Figure 36
Transit plaza of Del Mar Station Transit Village, located at the southern edge of downtown Pasadena, along the Gold Line.

Photo by Moule & Polyzoides

Joint Development projects should prioritize the provision of additional connections to the Expo/Crenshaw below-grade station, particularly through the provision of a second transit access component on Site A associated with the western knockout panel. Projects at this site should anticipate provision of additional open space, landscape, portal canopy, and signage that facilitates transit patron movement from Site A to the underground station.

Additionally, project design should consider the location of bus stops and entrances to the Expo Line at the intersection of Crenshaw Boulevard. The proposed projects right-of-way considerations should include enhancement to the bus stop zones and intermodal connectivity enhancements including landscaping, street furniture,

lighting and other pedestrian-scaled improvements. Additionally, signage and wayfinding between transit modes as well as to key local destinations and community amenities is encouraged in coordination with Metro.

Anticipation of additional active transportation connectivity through the design of pathways across the Opportunity Sites, provision of areas for bike facilities, heightened pedestrian-oriented lighting levels, and clear and safe pathway linkages between parking and transit portals and facilities should be integral to the design and development of the proposed project (see Figure 36).

9. ARCHITECTURAL CHARACTER CONSIDERATIONS

High-quality and enduring project design and character are an essential component of a successful Joint Development project. An architecturally successful design should incorporate details that create a sense of interest to the pedestrian as well as the viewer from afar. Particular attention should be focused on creating building fronts and facades at the ground level that have a sense of human-scale, intricacy, and texture that enhance pedestrian transit user interest. Designs should utilize high-quality materials that will endure and maintain their appearance (see Figure 37).

Building design character, elements, and components should be implemented at all portions of the project, i.e. 360° architecture, also establish both a sense of place by relating to the climate and light conditions of the district, as well as a sense of cultural continuity through incorporation of existing community narratives as described in these Development Guidelines. While a specific style of architecture is not required, design teams should carefully examine the landmark architecture in the community, its style, scale, and sensibility, and be able to address how new architecture builds upon the lessons of older designs. This includes consideration and mutually compatible design with the existing West Angeles Cathedral to the north of Site B and the District Square project proposed to the south. Innovative design is also encouraged, and the broadest definition of sustainable and resilient design recommended.

The use of chain and/or brand architecture related to national commercial and credit enterprises, or an architectural scheme reliant upon changing out storefronts with chain and brand architecture is strongly discouraged at both the individual storefront scale as well as the overall project scale. In this regard signage and signage programs should be carefully considered and fully described and integrated within the project design program, oriented both to the pedestrian, transit user, as well as passing vehicles, and be integral to the



Figure 37
Residential transition at Mission Meridian Village, a transit oriented development along the Gold Line in Pasadena.

Photo by Moule & Polyzoides

architecture of the project. This project should establish a sense of specific identity and place through architecture and landscape that is first and foremost unique to this community.

10. ON-SITE OPEN SPACE AND LANDSCAPING GUIDELINE



Figure 38
9,000 square foot green roof at Central Avenue
Constituent Services Center in Los Angeles, California.
Photo by Genaro Molina, LA Times

Well-landscaped areas utilizing drought-tolerant plant materials and enhanced hardscape, well-appointed open spaces including additional transit amenities such as plazas and pathways that provide access between the Crenshaw/LAX Line portal(s) and the Expo Line platforms are encouraged to both facilitate connections but also encourage transit patrons to engage with the surrounding development and commercial offerings. Other outdoor amenities such as pathways that cross the Opportunity Sites and rooftop terraces should be considered to distinguish the design of a proposed project (see Figure 38).

11. STREETSCAPE DESIGN STANDARDS

The streetscape design standards and guidelines of the Draft Crenshaw Boulevard Streetscape Plan (see Section IV.4 above) should serve as a guide for the implementation of both off-site as well as on-site sidewalk, pathway, and street improvements (see Figure 39). Projects will be required to implement the improvements noted in this plan and designs should incorporate the plan elements to enhance the sense of connection and continuity between the streetscape and on-site open space and curb-facing architectural elements.

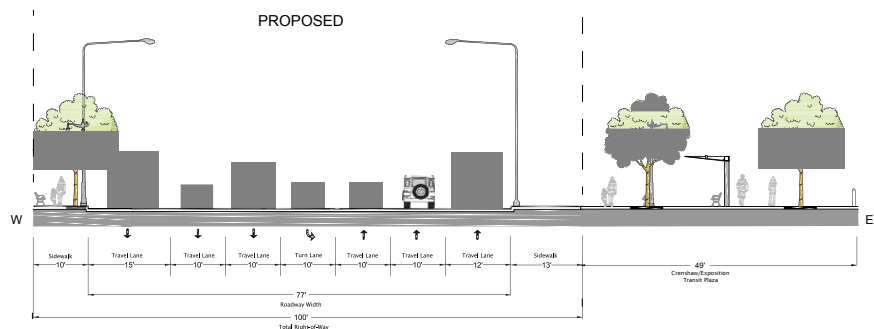


Figure 39
Proposed cross section of Crenshaw Boulevard per Crenshaw Boulevard Streetscape Plan.
Image from Crenshaw Boulevard Streetscape Plan

12. PUBLIC ART CONSIDERATIONS

Metro's public art program and arts programming enhances the customer experience with innovative visual and performing arts that

encourages ridership and connect people, sites and neighborhoods throughout Los Angeles County (see Figure 40). A diverse range of site-specific artworks are integrated into the growing Metro system, improving the quality of transit environments, creating a sense of place, and strengthening ties with the communities Metro serves. From photography installations to onboard posters, art tours, and live performances, Metro's multi-faceted art programs add vibrancy and engage people throughout Los Angeles County.

Public art or arts programming is an opportunity to introduce visual and physical enhancement(s) to the Opportunity Sites that enhances the project quality, making people and transit users more aware of their cultural, historical, social, and/or environmental surroundings and place. Metro encourages respondents to include an Art Plan for a permanent public art component or cultural facility as an integral part of the development. Artist or cultural facility participation on the design team through implementation of a site-specific arts program is encouraged from the outset of architectural design to ensure full integration into the project.

As the Joint Development project evolves, Metro Art will review will review the Art Plan in the schematic and final design stages to ensure that it is a result of a collaborative effort, is in a publicly accessible location, and contributes to the project as a whole.

As it may apply to the Joint Development opportunity, the City of Los Angeles Department of Cultural Affairs (DCA) requires that each owner of an eligible private development project, valued at \$500,000 or more, pay an arts fee based on the square footage of office, retail, manufacturing, and hotel space in a building or one-percent of the project's Building and Safety permit valuation, whichever is lower.

Project applicants should consult with both Metro Art and the DCA to determine arts fee compliance requirements and options for public art or cultural facility integration as related to the Joint Development opportunity.

13. SAFETY AND SECURITY THROUGH DESIGN CONSIDERATIONS

The safe use of transit and associated facilities is of paramount interest to Metro. A Joint Development project at a Metro station site should enhance transit patron's sense of well-being by utilizing passive and active strategies to enhance individual safety and security. Strategies, including utilization of Crime Prevention Through Environmental Design (CPTED) approaches, should be used during the design of the Joint Development project to enhance project and user safety. At the same time project proponents should incorporate



Figure 40
Universal Delights, 2010
STEPHEN JOHNSON, Artist
Commissioned by Metro Art, Universal City Station

The 58-foot long mosaic mural commemorates the birthplace of the film and television industry with abstracted and colorful imagery referencing camera, stage and star motifs. The artwork is integrated into the area above the concourse ticket vending machines.



Figure 41
Safety & Comfort provision from First Last Mile Strategic Plan for Enhanced Bus Waiting Area. Goals include: enhance transit riders' level of comfort and improve safety for users at night by improving facility visibility.

Image from First Last Mile Strategic Plan

into their developments safety concepts noted in both Metro's First Last Mile Strategic Plan and Active Transportation Plan. These concepts extend the sense of safety to include design stratagems that reduce pedestrian, bicyclist, and vehicle conflicts, and enhance transit patrons comfort when using the light-rail, bus (see Figure 41), transit plaza, and parking interfaces that will be associated with the Joint Development project. Key design components of a project safety and security approach and program will include an "eyes on the street" strategy that places uses such as overlooking residential or active storefronts in locations that enhance oversight and activity in relationship to transit facilities, plazas, sidewalks, and interfaces between the project and its surrounds.

APPENDIX A

A. Community Outreach Process Summary

1. INTRODUCTION

Completed in June 2015, the Crenshaw/LAX Transit Corridor Joint Development (JD) Strategic Plan identified development opportunities on Metro and County owned properties along the under-construction light rail line, including properties at the Expo/Crenshaw and Fairview Heights Stations. In December 2015, an outside consultant team led by John Kaliski Architects (JKA) was hired that included architecture/urban design expertise, and was supported by economic and market analysis firm HR&A Advisors (HR&A), and community relations firm The Robert Group (TRG). The consultant team was charged with assisting with outreach and analysis leading to the creation of the Development Guidelines.

Over the last year, Metro staff presented at or led over 25 community meetings and events to introduce the Metro JD process to local stakeholders, build relationships, and better understand community priorities and aspirations for future development along the Crenshaw/LAX Transit Project. The result of this robust community outreach process was the creation of Development Guidelines for each JD opportunity site, which set the program, massing, and architecture/urban design expectations for JD proposals. The purpose of this document is to provide an overview of the community outreach process and a summary of the input received.

2. OUTREACH STRATEGY

Understanding the diverse interests and aspirations of residents, business owners and other stakeholders along the Crenshaw/LAX Transit Project alignment was crucial to shaping Metro's plan to engage the neighborhoods surrounding each JD site. Metro staff worked closely with the City of Los Angeles, the City of Inglewood and the Crenshaw/LAX Transit Corridor Community Leadership Council (CLC) – a community stakeholder-led Metro project advisory group – to engage community-based organizations and neighborhood stakeholders.

Metro and the consultant (Metro Team) worked closely with the Crenshaw/LAX CLC leadership to ensure the project's outreach strategy leveraged the long-standing relationship the CLC has with the community and its understanding of community sensitivities. With guidance from the CLC, the Metro Team sought to facilitate discussions around community aspirations, desired community

benefits, and build upon the history of efforts to-date in order to achieve sensitivity, transparency, and accountability. While the JD projects were seen as opportunities to benefit a broad range of existing and future residents, Metro acknowledged concerns about gentrification, displacement, and increased housing costs, and would emphasize the concept of “place keeping.”

In order to solicit input from a broad array of area stakeholders and help shape the Development Guidelines, Metro facilitated meetings with the CLC, organized three intimate roundtable discussions with stakeholder representatives including one focused on business interests, and hosted two large public workshops to discuss community aspirations. Summaries of the outreach meetings are included within this document and all presentation materials from the meetings are posted on our website: <https://www.metro.net/projects/jd-crenshawlax/past-meetings/>.

3. COMMUNITY LEADERSHIP COUNCIL ENGAGEMENT

In addition to working closely with the CLC leadership and providing updates at CLC meetings in May and November 2015 and February 2016, the Metro Team presented the Crenshaw/LAX Joint Development program to the CLC Economic Development Work Group on March 3, 2016. The following questions were asked to stimulate discussion.

1. *What makes the corridor special today?*
2. *What needs aren't being met?*
3. *How can we better understand the current and future needs of the community?*
4. *Are there any other projects in the area that we should be aware of?*
5. *How can we better understand the current and future needs of the community?*

The Crenshaw Corridor is an important part of the Los Angeles region's economic and social fabric. It is a diverse and vibrant community with a rich history and a bright future. The Crenshaw Corridor is a key part of the Los Angeles region's economic and social fabric. It is a diverse and vibrant community with a rich history and a bright future. The Crenshaw Corridor is a key part of the Los Angeles region's economic and social fabric. It is a diverse and vibrant community with a rich history and a bright future.

4. STAKEHOLDER ROUNDTABLES

On March 5 and March 8, 2016, two stakeholder roundtable discussions were held with over 20 representatives from Expo/Crenshaw resident and homeowners associations, business groups, faith-based organizations, arts organizations, and other community-based organizations. Intimate by design, these discussions were intended to engage area stakeholders and community leaders to elicit major concerns and development ideas. The format for the roundtables involved a brief presentation with an overview of the Joint Development process and the Expo/Crenshaw Opportunity Sites followed by a group discussion. The questions from the CLC Economic Development Work Group were used to initiate discussion.

Roundtable participants saw the JD sites as an opportunity to create much-needed affordable housing and living wage jobs for area residents. Centrally located with proximity to the beach, Downtown Los Angeles, and the 10 freeway was highlighted as an attractive feature of this neighborhood. A high-quality, yet affordable grocery store was identified as a need. As at the meetings with the CLC, the desire for sit-down restaurants and increased retail options were discussed in great detail. The discussions also recognized that new transit-oriented development creates increased opportunities, linkages, and facilities for walking, biking and healthier lifestyles. Abbot Kinney in Venice and Larchmont Village were referenced as having favorable pedestrian-oriented scale compatible with the surrounding neighborhood, and offering a range of uses from creative office space to art galleries.

An additional roundtable discussion was held on March 11, 2016 with business leaders representing the entire Crenshaw/LAX Transit Corridor. Following an overview of the Expo/Crenshaw and Fairview Heights Joint Development Opportunities, the following questions tailored to the business community were used to initiate discussion.

1. What are the major concerns?
 2. What are the existing strengths and weaknesses?
 3. What are the development opportunities?
 4. How can we attract investment and jobs?
 5. What are the transportation needs?
- Again, the economic development work group was used to initiate discussion.

parking and more dining options were identified as potential ways to help to strengthen existing small businesses, as well as attract new ones. Improved safety and security was also discussed as being key to encouraging economic development. With the proximity to two transit lines and existing office being outdated and under-utilized, participants saw an opportunity for new office space at the sites.

5. COMMUNITY WORKSHOPS

Metro's community engagement continued through March and April with workshops held for Expo/Crenshaw on March 19 and April 16, 2016. The prior roundtable discussions were instrumental in shaping the format and content of these site-specific workshops.

Community Workshop #1

The first Community Workshop was intended to orient and inform the community of the Expo/Crenshaw Joint Development Opportunity Sites as well as learn about community priorities, needs and aspirations. In addition to presenting information on the sites and the surrounding neighborhood, an overview of the in-progress regulatory plans being prepared by the City of Los Angeles and a snapshot of the current neighborhood demographics and market conditions were presented.

Metro worked diligently to reach and involve all members of the community, employing several modes of media outlets and methods to invite, inform and learn from neighbors. The community workshops were promoted through the distribution of more than 7,000 flyers within 1/2 mile of the Expo/Crenshaw site and on Metro busses and trains; creative utilization of social media including Facebook, Twitter, and NextDoor; phone calls; and door-to-door engagement along commercial corridors to personally encourage community participation. Additionally, elected official newsletters and local newspapers such as The Wave and LA Sentinel were utilized to promote the workshops. Understanding not all stakeholders have time to participate in meetings, comment cards were distributed at all workshops and stakeholder roundtables so participants could share with neighbors who were unable to attend. A comment form was also made available on the Crenshaw/LAX Joint Development website.

Over 50 community members attended the first workshop and shared their vision and concerns for future development of the Expo/Crenshaw Opportunity Sites. Following a presentation and overview of the sites, participants were split into groups of

10-12 people. To facilitate the discussions, the following six questions were asked at the breakout tables:

1. *F i l l i n g t h e
b e o p e n a n d*
2. *.W h a t t y p e s*
3. *.W h a t w o u l d
p r o j e c t h e r*
4. *.W h a t a r e s o
c o u l d h e l p*
5. *.I s t h e r e a
i n s p i r a t i o n*
6. *.A s M e t r o m o
y o u l i k e t o*

Feedback from the tables revealed six reoccurring themes:

1. *R e a l i z e a g n*
s e r v e t h e n
The participants noted that the community surrounding the Expo/Crenshaw station has a unique multicultural history that its older residents remember and wish to maintain and pass on to the next generation. The community's unique history fosters the aspiration for a project with a unique sensibility and uses. As one resident stated, "the charm of the neighborhood comes locally." Participants at the workshop were in favor of differentiating the site from other regionally-oriented developments such as Baldwin Hills Crenshaw Plaza. Participants were interested in "things you would be proud to show your friends from out-of-town." Participants noted that this northernmost stop along the under-construction Crenshaw/LAX Line should be an iconic gateway for existing and future residents and visitors.
2. *C r e a t e a v i
p l a c e w i t h*
Participants highlighted the need for safety fostered by "open design, lighting, transparency, visibility." They also noted the need for walkability where the "building doesn't have a back: activities on all sides of the block, not just Crenshaw Blvd." They pointed to projects that they felt were of interest. These small-scale to medium-scale mixed-use projects included Mission Meridian in South Pasadena, Del Mar Station in Pasadena, and Larchmont Village in Los Angeles. Participants stated comfort with massing of four to five story buildings

with, “hang out space, open space, play space, dog space”, “gathering spaces” and “places to meet our neighbors.” Open spaces were encouraged including parks, walking trails, and green roofs. A village-like sensibility and sense of scale and place was emphasized.

3. **Ensure quality commercial uses with specialty retail, restaurants, and a neighborhood grocery store.**
Participants have had “enough of national brands” and want more variety. There was a strong interest in quality retail businesses. People mentioned the need for sit-down restaurants and cafes “at a mix of price points,” grocery stores with fresh produce, and neighborhood-serving retail. Protection of existing small businesses was also mentioned as being high-priority.
4. **Provide a range of housing affordable to existing residents including seniors and families.**
Participants were in favor of mixed-use developments with ground floor retail and housing above. There was a strong desire expressed for mixed income housing that could serve existing community residents including seniors and families; due to the “dire need” and “long wait list.”
5. **Incorporate job space for entrepreneurs, professionals, and non-profit organizations.**
Participants noted a community need for new high-quality office space to attract and maintain jobs in the area. There was a described need for co-working space, creative space for entrepreneurs, business incubator space, conference space, and space which could be used by local non-profits. People also noted the need for provision of high speed internet. A few participants noted the Joint Development sites could be seen as an annex location for major regional employers such as USC and UCLA.
6. **L e v e r a g e l o c a l / c o m m u n i t y b a s e d o r g a n i z a t i o n s**
Whenever possible, Metro should involve local developers, contractors, community-based organizations, etc. in the implementation of Joint Development at these sites.

| T | o | p | T | h | r | e | e |
|---|-------------------------------|---|---|---|---|---|---|
| 1 | Grocery Store (20 votes) | | | | | | |
| 2 | Restaurant (16 votes) | | | | | | |
| 3 | Evening Activities (15 votes) | | | | | | |
| T | o | p | T | h | r | e | e |
| 1 | Hotel (13 votes) | | | | | | |
| 2 | Medical (12 votes) | | | | | | |
| 3 | Market Rate Housing (4 votes) | | | | | | |

Many participants were not in favor of hotel and medical uses. Participants noted concerns of regional competition with the hotel proposed at Baldwin Hills Crenshaw Plaza and the proposed Kaiser facility at Marlton Square. Votes for cafe (14 “yes” votes) and community facility (11 “yes” votes) fared well and it’s notable that neither received a “no” vote.

Following the workshop, a summary with findings and recurring themes was prepared and made available to the public.

The second Expo/Crenshaw Community Workshop held on April 16, 2016 was designed to share Metro's findings from outreach endeavors to date including the first workshop, introduce market feasibility studies for suggested uses on the

COMMUNITY OUTREACH PROCESS SUMMARY - EXPO/CRENSHAW STATION

TOP 'YES' ANSWERS

- 20 Grocery Store
- 16 Restaurant
- 15 Evening Activities
- 14 Café
- 12 Transit Plaza / Gathering Space
- 11 Affordable Housing
- 11 Community Facility
- 9 Retail & Office Mixed Use
- 9 Coworking Office

TOP 'NO' ANSWERS

- 13 Hotel
- 12 Medical
- 4 Market Rate Housing
- 4 Transit Plaza / Gathering Space
- 4 Evening Activities
- 3 Retail & Office Mixed Use
- 3 Affordable Housing
- 2 Restaurant
- 1 Coworking Office

VOTING BY USE CATEGORIES

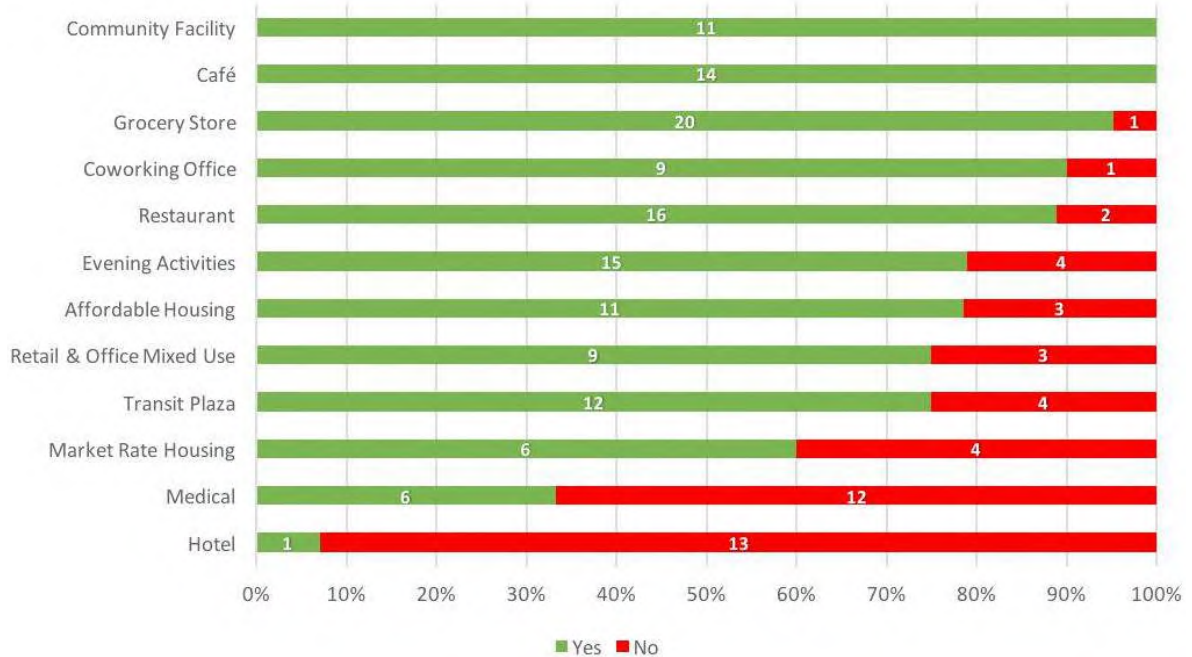


Figure A.1

sites and obtain additional input. The format included a presentation, feedback forms, and six information stations around key themes from the first workshop.

The six stations were:

- 1 Housing
- 2 Design/Planning
- 3 Commercial Uses
- 4 Community Amenities
- 5 Parking
- 6 Metro Joint Development

Over 20 surveys were completed. When asked for comments on affordable versus market rate housing, most respondents supported mixed income/use developments. With a variety of high-quality ground floor retail, residents felt a future project could attract more visitors by giving transit riders a reason to stop and enjoy the area. A grocery store or sit-down restaurant with adequate parking were mentioned multiple times in the surveys. Creative office space similar to what is seen in parts of Culver City and Santa Monica were also pointed to as potential uses at Expo/Crenshaw. Participants expressed a strong interest in architectural design elements that reflect both the historic and evolving character of the community. Public gathering space such as a plaza, public art components, and pedestrian-oriented features were also highlighted as important. Any future project should encourage transit ridership and create safety and security for the community. Overall, the second Community Workshop reinforced what Metro heard from community members at the Expo/Crenshaw roundtable discussions and first Community Workshop.

Participants also emphasized the importance of continued community engagement throughout the development of the Joint Development project, which Metro is committed to. In order to create a successful project with broad community support, the development team for the future Expo/Crenshaw JD project will be required to regularly engage and solicit input from area stakeholders during development and implementation.

Development Guidelines for Fairview Heights Station Joint Development Opportunity

JUNE 2016



Metro



Inglewood, 2012
WAKANA KIMURA, Artist
Commissioned by Metro Art, Through the Eyes of
Artists Poster Series

Kimura compiled images from the Hollywood
Park Race Track, LAX, and the beach, to highlight
Inglewood as a Metro destination for display on
Metro bus and rail.

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APPENDIX

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I. Overview

1. HOW TO USE THE DEVELOPMENT GUIDELINES

The Los Angeles County Metropolitan Transportation Authority (“Metro”), with extensive community input, has developed these guidelines to affirmatively shape the program and design responses to the Request for Proposals (RFP) for the Fairview Heights Joint Development Opportunity Site (“the Opportunity Site”).

Developers and their teams should carefully review, and to the extent feasible, adhere to these guidelines as they develop their project development parameters, program(s), and design for the Opportunity Site. Adherence to these guidelines will be among the factors considered as potential projects and project teams are evaluated.

2. THE OPPORTUNITY SITE

The opportunity provides for the development of an approximately 1.4-acre site northwest of the Fairview Heights Station in the City of Inglewood and located midway along the under-construction Crenshaw/LAX Transit Project, anticipated to be completed in 2019 (see Figure 1). The site currently houses a County of Los Angeles Department of Public Social Services facility which the County intends to relocate to repurpose the site for a catalytic transit-oriented development.

3. METRO JOINT DEVELOPMENT PROCESS

Metro owns, maintains and operates properties throughout Los Angeles County for its current and future transportation operations. As part of Metro’s Joint Development Program, staff evaluates these properties for potential Joint Development uses. Metro does not develop private uses on its properties and rights-of-way on its own but engages in Joint Development with private developers who design, finance, build, and operate these uses typically through long-term ground leases and development agreements with Metro.

The first step in the Joint Development process is engaging the community to help shape the vision for the opportunity that is reflected in site-specific development guidelines. Upon Metro Board of Directors (Board) approval of the Development Guidelines, Metro issues an RFP to solicit development proposals for the Joint Development site, evaluates the proposals received, and the Metro Board then, as appropriate, authorizes an Exclusive Negotiation Agreement (ENA) with the recommended developer(s).



Figure 1
Fairview Heights Station and the Opportunity Site

With an approved ENA, a project is refined by the developer and further shaped based upon input from the community and Metro staff. Upon completion of entitlements and California Environmental Quality Act requirements and negotiation of final terms, a Joint Development Agreement and Ground Lease are typically completed and approved by the Metro Board. Once these steps are completed, implementation, permitting, and construction of the project proceeds.

Occasionally, Metro partners with other public entities to support the development of publicly-owned land adjacent to the Metro system utilizing Metro's Joint Development Program, as is the case with County-owned property at the Fairview Heights Station. References to Metro's Joint Development process should generally be interpreted as applying to the County-owned property though County procedures and approvals may vary from the typical Metro Joint Development process as more specifically described in the RFP.

4. COMMUNITY OUTREACH

Metro has undertaken an extensive community outreach process, attending more than two dozen meetings to inform the surrounding community and stakeholders about Metro's Joint Development Program and to solicit ideas and feedback to help shape potential development opportunities at this site as well as other sites along the under-construction 8.5-mile Crenshaw/LAX Transit Project.

Metro also hosted a series of meetings specifically addressing the Joint Development opportunities at the Fairview Heights Opportunity Site including but not limited to the following:

- ▶ May 13, 2015 Crenshaw/LAX Transit Project Community Leadership Council (CLC) Meeting
- ▶ November 5, 2015 Crenshaw/LAX Transit Project CLC Economic Development Work Group Meeting
- ▶ March 3, 2016 Crenshaw/LAX Transit Project CLC Economic Development Work Group Meeting
- ▶ March 11, 2016 Crenshaw/LAX Corridor Business Roundtable
- ▶ March 12, 2016 Fairview Heights Stakeholder Roundtable #1
- ▶ March 15, 2016 Fairview Heights Stakeholder Roundtable #2
- ▶ April 2, 2016 Fairview Heights Community Workshop #1
- ▶ April 30, 2016 Fairview Heights Community Workshop #2

At these meetings, community members reviewed the parameters of the Joint Development Program, described community issues and aspirations associated with the Opportunity Site, suggested preferred programs and amenities, and noted examples of projects that they liked (see Figures 2 and 3). Hundreds of comments were written down and collated, and development themes emerged. Community members also noted an abiding commitment to stay involved throughout the Joint Development process, a commitment that Metro will honor with continued public input opportunities throughout the development of the project.

The community input received has directly shaped these Development Guidelines. Additionally, a more detailed summary of the outreach process and comments received is included as Appendix A of this document.



Figure 2
Fairview Heights Workshop 1 Use Board Voting



Figure 3
Fairview Heights Workshop 1 Small Group Discussions

II. The Joint Development Opportunity



Figure 4
Regional context

1. THE GREATER CONTEXT

The Fairview Heights Station Opportunity Site is located at the midway point of Metro's under-construction north to south 8.5-mile light-rail Crenshaw/LAX Transit Project, which connects to the in-service east to west Expo Line. Combined, these two light-rail corridors provide the Fairview Heights community with superior regional accessibility to Culver City and Santa Monica to the west, USC, Downtown Los Angeles, and Union Station to the east, and Downtown Inglewood, Los Angeles International Airport (LAX), and South Bay cities to the south (see Figure 4). Sites A and B are the subject of a separate RFP.

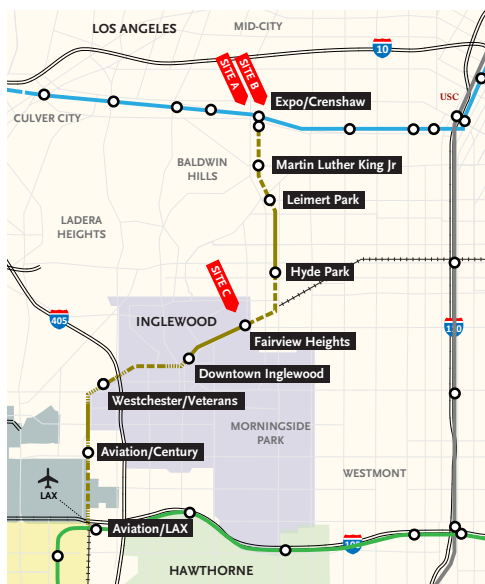


Figure 5
Crenshaw/LAX Transit Project

The Fairview Heights Station (see Figure 5, Site C) is located along an existing Metro-owned railroad right-of-way, the Harbor Subdivision, within the City of Inglewood and adjacent to the City of Los Angeles. The proposed 6.4-mile Rail to River pedestrian and bike path will start at the Fairview Heights Station and connect a regional network of alternate transit pathways east towards the Los Angeles River. East of the station, along a portion of Crenshaw Boulevard, streetscape improvements extend regional investment through the City of Los Angeles Great Streets Initiative.

The Opportunity Site project can serve as a catalyst building upon the significant investment in transit infrastructure being undertaken by Metro. The development project will support existing and additional transit use and ridership, catalyze local investment already underway throughout the transit corridor, and realize a distinctive design that harmonizes with the character of the existing single-family residential neighborhoods that are to the north of the site. In this regard, the community has indicated a strong interest in a development with a mix and range of high-quality and architecturally compelling residential and retail uses, arts-related programming, and streetscape improvements that help connect the Metro station and frontage of the Joint Development project to Edward Vincent Jr. Park.

Approximately one mile southwest of the Fairview Heights Station is the Downtown Inglewood Station where the City of Inglewood is moving forward with a downtown project that includes approximately 250 market-rate workforce housing units and 50,000 square feet of retail and restaurant uses. Furthermore, southeast of downtown, the proposed 80,000-seat Inglewood Stadium will serve as the home of the Los Angeles Rams of the NFL. As part of the City of Champions Revitalization Initiative, the stadium will reconfigure the previously-approved Hollywood Park plan to allow for 890,000 square feet of

retail, 780,000 square feet of office space, and up to 2,500 residential units. Across the street from the proposed stadium is The Forum (see Figure 6), an historic indoor arena and former home of the NBA's Los Angeles Lakers and NHL's Los Angeles Kings. The Forum now hosts several prominent concerts and events. The City of Inglewood and Metro are exploring several options for regional transit system connectivity between the Crenshaw/LAX Transit Project, The Forum and the proposed stadium, which may include enhanced walking and biking connections.

Other major investments along the light-rail line include major improvements proposed for LAX. These improvements include the proposed Automated People Mover, Intermodal Transportation Facility, and the Regional Rental Car Facility. These airport facilities will be directly connected by the people mover to the Crenshaw/LAX Line at a future 96th Street Station, providing easy access from Inglewood and the Opportunity Site to the airport and national and global destinations.

2. THE JOINT DEVELOPMENT OPPORTUNITY SITE

The Opportunity Site is located on the north side of Redondo Boulevard between High Street and Long Street just northwest of the future aboveground Fairview Heights Station. The Opportunity Site is the current location of a Los Angeles County Department of Public Social Services facility (see Figure 7), which the County plans to relocate to re-purpose for high-quality transit-oriented development.

The site is an approximate 1.4-acre rectangular shaped parcel with approximately 520' of frontage along Redondo Boulevard to the south, a shared residential alley to the north, and approximately 120' of frontage along the residential- and commercial-oriented Long Street to the east. A small commercial building abuts the parcel to the west. Park-and-ride spaces serving Metro commuters and patrons will be provided at the Fairview Heights Station but will not directly impact the Opportunity Site.

3. THE MARKET OPPORTUNITY

During the Joint Development outreach process, the community expressed desire for mixed-use projects with quality housing and neighborhood-serving retail that relates to the existing cultural activities, use, as well as area residents (see Section III below). For the past five decades, the area surrounding the station has been underserved by commercial uses. With the investment in transit infrastructure along the Crenshaw Corridor, an area historically



Figure 6
The Forum, located at 3900 West Manchester Boulevard in the City of Inglewood.

Photo by The Forum



Figure 7
The Opportunity Site is the current location of the Los Angeles County Department of Public Social Services facility.



underserved in retail, a recently completed market demand study indicates that there is market demand for new neighborhood-serving retail uses in the station area, which aligns with community preferences (see Figure 9). The market demand study indicates that the Opportunity Site can support new small-scale neighborhood-serving retail uses such as a dry cleaner or florist or dining options such as a coffee shop, café, pizza place or bakery.

Community members expressed interest in a broad range of housing types that would serve the range of households and support cultural activities already present in the area. The market demand study projects increasing demand for rental housing over the next 10 to 20 years in the Fairview Heights station area. Strong demand for rental housing, in part, reflects an overall community where approximately 70% of the householders are renters. The market demand study also revealed, on a smaller scale, demand for ownership housing. However, it should be noted that ownership housing may be constrained on a site where a ground lease is anticipated.

4. THE IMMEDIATE CONTEXT

The Joint Development Opportunity Site (see Figure 8, Site C) sits at the confluence of a stable single-family district to the north – the historic Fairview Heights neighborhood (see Figure 10), a large multi-family residential neighborhood and a small industrial area in the City of Los Angeles to the east, the Inglewood Park Cemetery to the south, and the 55-acre Edward Vincent Junior Park to the west.

Within a 5- to 10-minute walk of the Opportunity Site are over 3,200 households, 70% of which are renter-occupied. The area also hosts a large youth population of 0-19 years (31% compared to 26% for Los Angeles County). Within the City of Inglewood, the majority of households are owner-occupied; within the City of Los Angeles, the majority of dwelling units are renter-occupied. Serving these homes and population, the future Fairview Heights Station will be located opposite and to the immediate southeast of the Opportunity Site. A pedestrian entry at the west end of the light-rail platform will connect with a crosswalk that spans Redondo Boulevard, bringing Metro patrons to the southeast corner of the Joint Development Opportunity site.

To the immediate east of the development site, along Redondo Boulevard, are small one-story commercial buildings that house local businesses and neighborhood organizations. On West Boulevard to the north of Redondo Boulevard, some of the small commercial buildings are occupied by artists and crafts people who have moved into the area over the past two decades (see Figure 11). Further north



Figure 9
Fairview Heights Station area development will draw from a larger market area, shown above.




Figure 10
Typical home of the area, 1940's.

Image from West Boulevard Community Linkages and Revitalization Plan



Figure 11
View north along West Boulevard



along Hyde Park Boulevard, small mom and pop shops, artist spaces, and live-work residences occupy small structures and older homes. Across the new light-rail tracks and to the south of the Joint Development Opportunity Site is a triangular shaped parcel(s) of land that presently contains industrial uses. This site has been reimagined through a City of Inglewood transit-oriented district planning process as a higher intensity gateway residential and/or institutional use that, in tandem with the Joint Development Opportunity Site potential, anchor a more pedestrian-friendly and transit-accessible neighborhood.

III. Vision for Joint Development

1. GENERAL STAKEHOLDER VISION

Metro engaged in a one-year outreach process to inform the communities surrounding the Fairview Heights Station area about the potential of the Joint Development opportunity and to solicit input, ideas, and feedback regarding the community's development aspirations, goals and objectives. A broad range of ideas was expressed during this time and common themes and ideas emerged. Key community based concepts that should shape a future Joint Development project include:

- **P r o v i d e s h i g h e r h o u s i n g p r i c e p o i n t s .**
Participants were in favor of a range of housing price points that would serve to further stabilize the adjoining single-family residential neighborhoods. Residents noted that the Fairview Heights community has a higher youth population, which was reflected in participants' request for family-oriented two and three bedroom units including townhomes.

- **I n c o r p o r a t e r e t a i l u s e s .**
Participants were clear in the desire for a mixed-use project with residential uses over quality neighborhood-serving retail on the ground floor facing Redondo Boulevard. The Fairview Heights Station is one stop away from the busier Downtown Inglewood Station and the new retail developments on Market Street. Participants were most interested in modest neighborhood serving locally owned businesses. Retail use was envisioned as a means to bring the community together. Other neighborhood serving uses described included a coffee shop/café, grocery store with fresh produce, dry cleaners, and childcare.

- **C o n n e c t i o n t o t h e a r t s c o m m u n i t y .**
The Fairview Heights community takes pride in the artist community who set up residence in live-work buildings along West Boulevard and Hyde Park Boulevard over the past 25-years. The artist community contributed identity and social support to the area at a time when resources were leaving it. Residents face the promise of new investment and development mindful of their shared history with the existing artist community. Although participants voiced a primary need for retail-oriented uses, an arts component or connection to the arts framework remains an aspiration. Participants were in favor of live-work lofts along the alley between the County property and residential uses over retail as a way to activate the ground level.



Figure 12
The Havenhurst building in West Hollywood, located adjacent to the historic Andalusia Apartments, utilizes setbacks, stepbacks, and architectural features to create a contextual affordable housing project.

Photo by KFA Architecture



Figure 13
Edward Vincent Junior Park, view east from La Colina Drive.

► P e d e s t r i a n J u n i o r P a r k .

Participants expressed the need to connect the site, the train station, and Edward Vincent Junior Park (see Figure 13). This park adjoins the station area and includes an outdoor amphitheater, Inglewood Playhouse, and hosts summer concerts, free shows, and community gatherings. Participants envisioned a transit plaza as a vibrant gathering space with an emphasis on linkage between the station and the park.

► U s e o f t h e c o n t e x t a n d

The County site sits adjacent to the Fairview Heights neighborhood to the north comprised of traditional and well-kept one-story single-family residences. Participants were excited that a project that supported their community may be realized at this station stop but want the project and its character and identity to be compatible with the architectural look, history, and feel of the adjacent neighborhood.

► O f f e r s u f f i c i e n t i m p a c t s o n

Residents of the community do not want the combination of project and commuter parking to spill into the surrounding neighborhoods. They want the project to offer adequate parking appropriate for the proposed Joint Development uses.

► P r o m o t e t h e

Participants noted the need to address the needs of the youth population, which is slightly higher in the immediate Fairview Heights Station Area relative to the broader Station Area sub-market. Participants noted the need for job training, retail geared towards youth interests, and car-alternative transit infrastructure for bikes and skateboards. The provision of a youth center was a common interest of many workshop participants.

► E n c o u r a g e i n p a r t i c i p a t i o n

Stakeholders want to ensure their ongoing participation including opportunities for review and comment throughout the Joint Development process. They want the selected development team to engage in continued outreach efforts to create project transparency that ensures community understanding at all project phases, thereby furthering the realization of the community's project vision.

IV. Joint Development Project, Site, and Policy Frameworks

Metro, Los Angeles County, and City of Inglewood projects, policies and plans will shape the Joint Development project proposal and implementation. The following key Metro Crenshaw/LAX Transit Project parameters, policies and planning parameters are noted below and should be carefully reviewed and utilized as part of the Joint Development Opportunity Site planning and design process.

1. THE CRENSHAW/LAX TRANSIT PROJECT FAIRVIEW HEIGHTS STATION IMPROVEMENTS

The Opportunity Site is located immediately northwest of the aboveground Crenshaw/LAX Fairview Heights Station platform (see Figure 14). This station stop incorporates an eastern pedestrian entry at West Boulevard between Redondo Boulevard and West 71st Street and a west pedestrian entry at the intersection of Redondo Boulevard and Long Street. The latter opens on to a crosswalk connecting the southeast corner of the Joint Development Opportunity Site with the light-rail station. This light-rail station also incorporates Metro park-and-ride spaces along the railroad right-of-way, south of Redondo Boulevard. Redondo Boulevard is proposed to be further improved with pedestrian amenities along the Joint Development Opportunity Site to the entry of Edward Vincent Jr. Park, approximately one block to the west. In this locale, High Street is proposed to be reconfigured and extended across the light-rail right-of-way to Florence Avenue, with Redondo Boulevard terminating at High Street, realizing a safer rail crossing and a more pedestrian-friendly crossing at this street intersection into and out of the Edward Vincent Jr. Park.

2. METRO'S JOINT DEVELOPMENT POLICY

Metro's Joint Development Policy (Policy), updated in February of 2016, guides Metro's property asset development activities and projects. The Policy establishes the framework by which Metro prioritizes and approves Opportunity Site proposals and reviews and implements these projects.

A key objective of the Policy is to realize transit-oriented projects that increase transit ridership. At the same time Metro seeks to appropriately fit projects that it sponsors within existing communities. Metro seeks to do this by optimizing community engagement, both by Metro and the selected development team,

and realizing projects that reflect and support community needs and desires.

Metro's Joint Development program also seeks to **facilitate construction of affordable housing units** such that 35% of the total housing units in the Metro Joint Development portfolio are affordable for residents earning 60% or less of the Area Median Income (AMI) as defined by the California Tax Credit Allocation Committee (TCAC). Regardless of the project type that is proposed and implemented, Metro is committed to pursuing high-quality design that enhances the surrounding community and creates inviting spaces and places around Metro facilities.

Metro's Joint Development financial policies emphasize risk minimization and maximizing revenue through ground lease payments, which is the preferred transaction structure as opposed to fee disposition. Metro does not contribute funding to Joint Development projects, though the Joint Development Policy does allow for partial land discounting below fair market value in order to support affordable housing. Developers are encouraged to obtain capital or in-lieu contributions from other public agencies to create greater community economic benefit.

Joint Development proposals are evaluated based on their support of Metro's Joint Development policies. Proposers should fully examine the Metro Joint Development Program: Policies and Process (see media.metro.net/projects_studies/joint_development/images/JDP_Policy_0225_2016.pdf) and to the maximum extent feasible conform to the objectives, goals, and policies of this program.

In addition to the Metro Joint Development Policy, additional County policies and requirements may apply as more specifically described in the RFP.

3. LAND USE ELEMENT OF THE INGLEWOOD GENERAL PLAN

Adopted in 1980, the Land Use Element of the Inglewood General Plan outlined the existing conditions and proposed land use for the development of Inglewood. At the time of writing, Inglewood had undergone a 15-year economic decline and was experiencing resurgence in the development of its industrial base and the rehabilitation and expansion of its housing stock. Among the proposed land use designation changes at this time was the change of commercial use along West Boulevard north of Florence Avenue to low-medium residential use, which is reflected in the inclusion of mixed-use designations along West Boulevard continuing to



Figure 14
Site Transit and Mobility Improvements

Redondo Boulevard in the draft Downtown Inglewood and Fairview Heights TOD Overlay Plan (see Section IV.4 below).

4. DOWNTOWN INGLEWOOD AND FAIRVIEW HEIGHTS TOD OVERLAY PLAN

The existing Inglewood Municipal Code designates the Opportunity Site as a Heavy Commercial Zone. This present zoning reflects the former freight uses of the old railroad right-of-way. However, in anticipation of the completion of the Crenshaw/LAX Transit Project along this rail way, the City of Inglewood has prepared a draft Downtown Inglewood and Fairview Heights Transit-Oriented Development Overlay Plan (TOD Overlay Plan). This plan is scheduled for adoption in Summer/Fall 2016.

The goal of the TOD Overlay Plan is to proactively respond to the Crenshaw/LAX Transit Project with a community-defined vision regarding people, economics, and place for both the Downtown Inglewood Station and the Fairview Heights Station, including the Joint Development Opportunity Site. When adopted, the TOD Overlay Plan will supersede the existing zoning set forth in the Inglewood Municipal Code. Community stakeholders have reviewed and shaped these plans and have supported projects that meet these adopted plans and their criteria. The TOD Overlay Plan requirements should be carefully reviewed and understood when preparing proposals for the Opportunity Site.



Figure 15
Concept drawing of Fairview Heights transit-oriented development.

Image from the TOD Overlay Plan

The TOD Overlay Plan designates sites under several frameworks: urban design, arts, environmental sustainability, streetscapes, open spaces, mobility, and parking (see Figure 15). Under the TOD Overlay Plan, the Opportunity Site is designated as a major transit oriented development site encouraging active and pedestrian-oriented street frontage. Redondo Boulevard, from the Fairview Heights Station to the east entrance of Edward Vincent Junior Park, is designated a Primary Pedestrian Promenade with parking. Placemaking and pedestrian movement are given the highest priority with recommendations for street trees and street furniture in keeping with the historic character of the Fairview Heights neighborhood. Long Street, which fronts the east side of the Opportunity Site, is designated a Pedestrian and Bicycle Route to Station and will provide a connection to the station from the residential neighborhood to the north.

The Opportunity Site is given a designation of TOD Mixed-Use 3 (MU-3). This zone allows for residential, retail, office or institutional uses at the Opportunity Site. There are no density requirements or restrictions as the TOD Overlay Plan utilizes form-based prototypes “to ensure that development proceeds in a contextually-sensitive

DEVELOPMENT GUIDELINES - FAIRVIEW HEIGHTS STATION

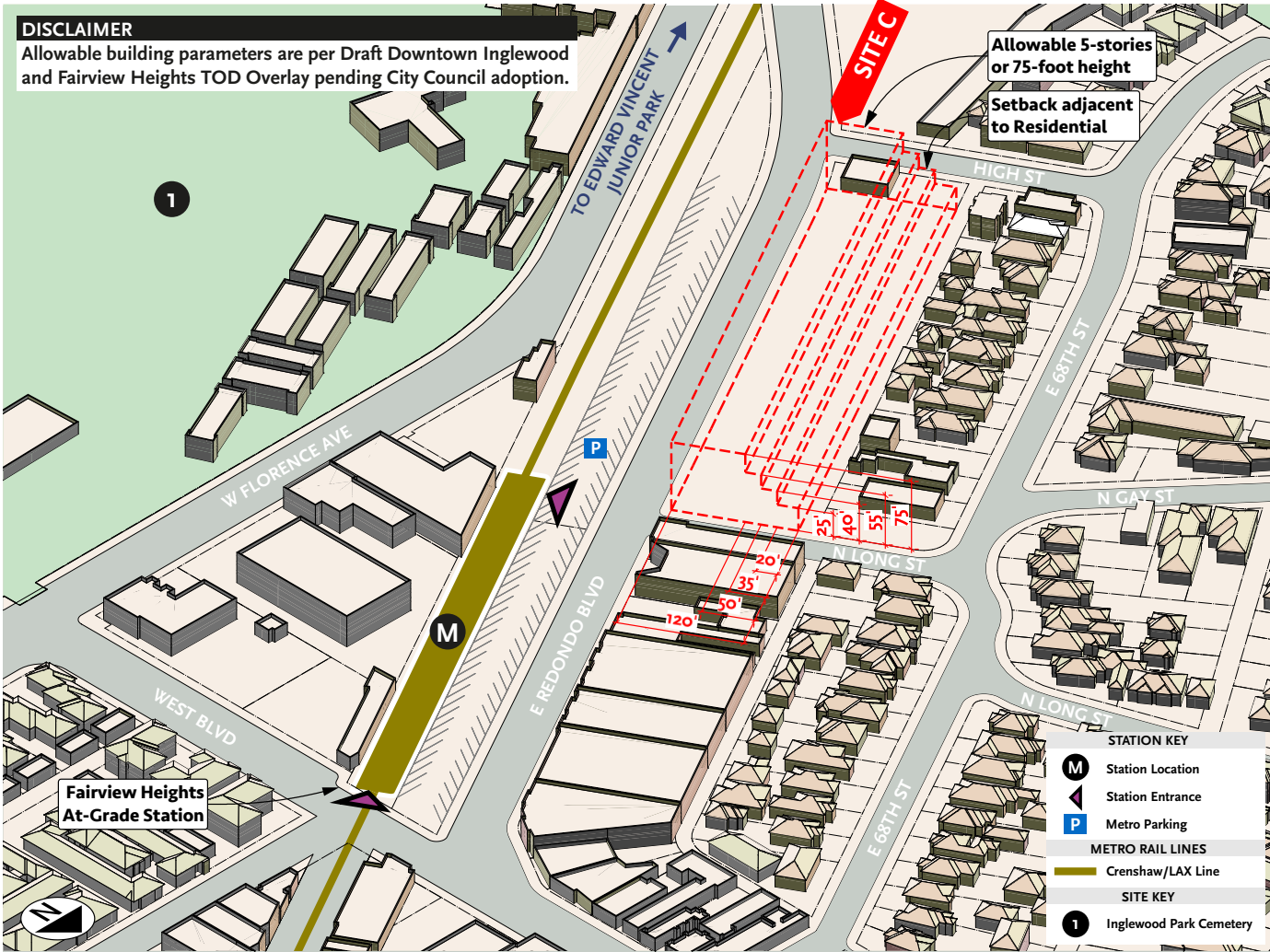
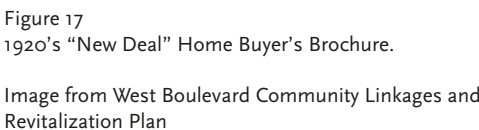


Figure 16
Allowable Building Area Diagram per the TOD Overlay
Plan which is pending City Council adoption.

The parking requirements for MU-3 under the TOD Overlay Plan are less restrictive than current zoning. Residential uses are required to provide one parking space per dwelling unit. General Commercial uses are required to provide two parking spaces per 1,000-square feet. Additionally, in accordance with the Plan, parking may be met by purchasing zoning credits for publicly available parking that may become available.

Given the overlapping plan requirements – General Plan, zoning, proposed TOD Overlay Plan – and complexity, the prevailing requirements of all of these documents should be carefully reviewed, City of Inglewood planning staff consulted, and as appropriate, adopted, or to-be-adopted regulations closely adhered to when developing a project concept for the Opportunity Site.



The West Boulevard Community Linkages and Revitalization Plan, adopted in February 2012, was prepared by Metro working with the Los Angeles Neighborhood Initiative (LANI) to study the TOD opportunities of the proposed Fairview Heights Station in the surrounding neighborhood, to produce revitalization strategies, and to act as a guiding document for future “community groups and city agencies as a tool to maintain a focused approach over time through strategic implementation of plan elements.” The plan studies the development of the neighborhood over time, starting from the single-family residences built in the 1920’s (see Figure 17) located northwest

of the future Fairview Heights Station to long term phasing strategies for 2027 and beyond. The plan helped inform the TOD Overlay Plan and may provide useful context for the area.

6. OTHER KEY METRO POLICIES

a. Metro Complete Streets Policy

Complete streets are streets that provide safe, comfortable, and convenient travel along and across thoroughfares through a comprehensive, integrated transportation network that serves all users, including pedestrians, users and operators of public transit, bicyclists, persons with disabilities, seniors, children, motorists, users of green modes including rideshare, transit, and clean fueled vehicles, and movers of commercial goods. Metro adopted a complete streets policy in October 2014 to identify opportunities and actions that support local complete street integration (see Figure 18). This policy (see media.metro.net/projects_studies/sustainability/images/policy_completestreets_2014-10.pdf) should be reviewed and referred to when developing a project concept. Projects that incorporate complete street components and integration may be prioritized.

b. Metro First Last Mile Strategic Plan

The Joint Development opportunity site is subject to Metro's First Last Mile Strategic Plan, which presents planning and design guidelines to improve the connections to station stops from origins and destinations within three miles of the station (see media.metro.net/docs/First_Last_Mile_Strategic_Plan.pdf). The plan introduces a "pathway" concept that provides planning criteria for the layout of transit access networks and components within Metro station areas (see Figure 19).

Pathway connectivity enhances transit transfers, increases user safety, offers information and wayfinding signage, and provides accommodations such as lockers or car share that facilitate and expand transit use, an important factor at a station such as Fairview Heights which integrates light rail, nearby bus routes, and parking. This policy should be reviewed and its principles incorporated into a project concept. Projects that utilize first last mile strategies to shape the program and design may be prioritized.

c. Metro Active Transportation Plan

Metro's Active Transportation Plan adopted in May 2016 focuses on enhancing access to stations and developing a



Figure 18
Metro Complete Streets Policy



Figure 19
Metro First Last Mile Strategic Plan

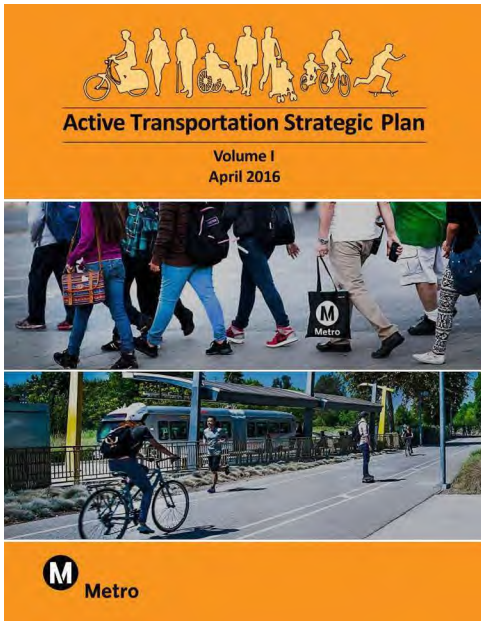


Figure 20
Metro Active Transportation Strategic Plan

regional network for people who choose to take transit, walk, and/or bike (see <https://www.metro.net/projects/active-transportation-strategic-plan/>). This policy builds and expands upon Metro's Complete Streets Policy and First Last Mile Strategic Plan (see Figure 20).

While much of the Active Transportation Plan is devoted to means to enhance the regional active transportation network through cooperation between Metro and local agencies, focused policies do address destinations and station stops. These include policies that encourage implementation of easy to achieve improvements that enhance use of Metro's system for all users such as landscaping with tree shade, introduction of street furniture and lighting, and other improvements to open spaces adjacent to Metro platforms, portals, and plazas. This policy should be reviewed and its principles incorporated into a project concept. Projects that incorporate in their design active transportation components may be prioritized.

V. Development and Design Considerations and Guidelines

The Opportunity Site proposals will be evaluated, in part, on their compliance with the development and design considerations and guidelines of this section. While projects are not required to meet all of the guidelines and considerations, a project that complies with all or most of the design guidelines may be given priority.

1. UTILIZE EXISTING COMMUNITY PLANS

The primary document providing a framework for development of the Opportunity Site is the Draft Downtown Inglewood and Fairview Heights TOD Overlay Plan (TOD Overlay Plan). This plan (see Figure 21) should be closely adhered to when developing a Joint Development concept and design.

2. ALLOWABLE USES GUIDELINE

Allowable uses on the Opportunity Site per the TOD Overlay Plan include a range of retail, commercial, and residential uses (see Section IV.4). At the same time, as project proponents develop programs, they should closely consider the aspirations of the community as defined in the Vision section of this document (see Section III, “General Stakeholder Vision” above and Figure 22) and in the attached “Community Outreach Process Summary” (Appendix A).

3. DEVELOPMENT INTENSITY CONSIDERATION

Metro is seeking a Joint Development project that provides for intensity and vitality of uses and supports and facilitates transit use and the safety of community members and transit patrons. A preferred use will fully utilize, while respecting, the mixed-use planning allowances provided by the TOD Overlay Plan.

4. HEIGHT ALLOWANCE GUIDELINE

The TOD Overlay Plan provides for a maximum height of 75' or 5 stories (see Section IV.4 above). Additionally, the TOD Overlay Plan provides for a transition from higher to lower heights from Redondo Boulevard to the alley to the north in order to relate new development to the height, scale, and texture of the existing adjacent single-family residential neighborhood. The TOD Overlay Plan allows for and encourages skyline expression including the use of uninhabited



Figure 21
The Downtown Inglewood and Fairview Heights TOD Overlay Plan is the primary guiding document for the Joint Development Opportunity Site.



Figure 22
Community members discussed potential uses based on feedback from a series of small roundtable discussions with local stakeholders.



Figure 23
Platform, the transit oriented retail center in Culver City, utilizes signage and a varied skyline to face both the street and the raised Expo Line.

Photo by Ricardo DeAratnha, Los Angeles Times

architectural features such as towers to create identity and design contrast. These height allowances and parameters should be followed to ensure the realization of a compatible community-oriented project (see Figure 23). The TOD Overlay Plan also allows for a height increase through the use of the Affordable Housing Density Bonus, the use of which should be weighed against the interests of the community as outlined in the attached “Community Outreach Process Summary” (Appendix A).

5. VILLAGE SCALE GUIDELINE



Figure 24
Culver City was referenced consistently by stakeholders and residents as a quintessential example of village scale, and high quality retail.

Photo by alex-aroundtheworld.com

The Opportunity Site project design should incorporate distinct human-scale massing and elements that create a variety of forms, scales, and open space types that reduce any sense of overarching bulk or excess mass. The project design should learn from, refer to, utilize, and transition to the surrounding neighborhood residential scale to create a sense of fit between the Opportunity Site and the surrounds, including along the residential alley interface. An overall village sensibility should be emphasized with human-scale components such as shop-fronts, building entrances, a sense of shade and shadow, and breaks in plane and mass occurring along sidewalks and pathways, as well as identifiable architectural components that combine to create a whole design visible as both parts and whole to people from medium as well as further distances (see Figure 24).

6. PROJECT ORIENTATION GUIDELINE



Figure 25
Fruitvale Village is a mixed-use transit oriented development adjacent to the BART Station in the East Bay. The building is oriented to and faces a pedestrian plaza which hosts farmer's markets and events.

Photo by youthvoices.net

The Opportunity Site proposal should affirmatively face and create a sense of activity and oversight along Redondo Boulevard. Additionally, the project should create a sense of oversight and “eyes on the street” overlooking the alley frontage. A sense of entry, activity, and identity should also be promoted where the pedestrian crossing from the station platform meets the Opportunity Site at the corner of Redondo Boulevard and Long Street. The design proposal should also directly relate to and build upon the Redondo Boulevard Promenade concept developed by the City of Inglewood. In this regard, a green, shaded, and inviting pathway should be designed along the north sidewalk of Redondo Boulevard from the transit-oriented plaza to Edward Vincent Junior Park. Active uses, programs, architectural components that add visual interest such as entrances, storefronts, and/or stoops transitional open spaces (see V.10) and landscape should be provided along this pathway.

While all projects have vehicular ingress and egress and service requirements, these should be designed to be minimal, unobtrusive, integrated with the overall architectural and open space character, and

to the maximum extent feasible, located off the northern alley or side streets. Curb cuts leading to Joint Development Opportunity Site projects that are located along Redondo Boulevard are strongly discouraged.

7. SETBACKS GUIDELINE

In general, projects should provide varied setbacks about the perimeter of the Opportunity Site. Varied setbacks provide opportunities for the provision of at-grade landscape, small plazas for outdoor dining and cafes, open spaces (see Figure 26), sidewalk retail with shop fronts at the back of the sidewalk, as well as select widened sidewalks, where feasible.

8. TRANSIT ACCESS GUIDELINE

Joint Development projects should anticipate active transportation connectivity through the design of pathways across the Opportunity Site, provision of areas for bike facilities, heightened pedestrian-oriented lighting levels, and clear and safe pathway linkages between parking and transit portals and facilities that are integral to the design and development of the proposed project (see Figure 27). Additionally, signage and wayfinding between transit modes as well as to key local destinations and community amenities is encouraged in coordination with Metro.

9. ARCHITECTURAL CHARACTER CONSIDERATIONS

High-quality and enduring project design and character are an essential component of a successful Joint Development project. An architecturally successful design should incorporate details that create a sense of interest to the pedestrian as well as the viewer from afar. Particular attention should be focused on creating building fronts and facades at the ground level that have a sense of human-scale, intricacy, and texture that enhance pedestrian transit user interest. Designs should utilize high-quality materials that will endure and maintain their appearance (see Figure 28).

Building design character should also establish both a sense of place by relating to the climate and light conditions of the district as well as a sense of cultural continuity through incorporation of existing community narratives. While a specific style of architecture is not required, design teams should carefully examine the landmark architecture in the community, its style, scale, and sensibility, and be able to address how new architecture builds upon the lessons of older



Figure 26
Broadway Housing in Santa Monica makes use of setbacks to create open space and circulation.

Photo by Iwan Baan



Figure 27
Transit plaza of Mission Meridian Village, utilizes transit schedules and ticketing, shaded seating, bike facilities, and public art



Figure 28
Residential transition at Mission Meridian Village, a transit oriented development along the Gold Line in Pasadena.

Photo by Moule & Polyzoides

designs. Innovative design is also encouraged, and the broadest definition of sustainable and resilient design recommended.

The use of chain and/or brand architecture related to commercial enterprises is strongly discouraged at both the individual storefront scale as well as the larger scale. In this regard signage and signage programs should also be carefully considered, oriented both to the pedestrian, transit user, as well as passing vehicles, and be integral and subservient to the architecture of the project. This project should establish a sense of specific identity and place through architecture and landscape that is first and foremost unique to this community.



Figure 29
9,000 square foot green roof at Central Avenue
Constituent Services Center in Los Angeles, California.
Photo by Genaro Molina, LA Times

10. ON-SITE OPEN SPACE AND LANDSCAPING GUIDELINE

Well-landscaped areas utilizing drought-tolerant plant materials and enhanced hardscape, well-appointed open spaces including additional transit amenities such as plazas and rooftop terraces should be considered to distinguish the design of a proposed project (see Figure 29).

11. STREETSCAPE DESIGN STANDARDS

The streetscape design standards and guidelines of the TOD Overlay Plan (see Section IV.4 above) should serve as a guide for the implementation of both off-site as well as on-site sidewalk, pathway, and street improvements (see Figure 30). Projects will be required to implement the improvements noted in this plan and designs should incorporate the plan elements to enhance the sense of connection and continuity between the streetscape and on-site and off-site open space.

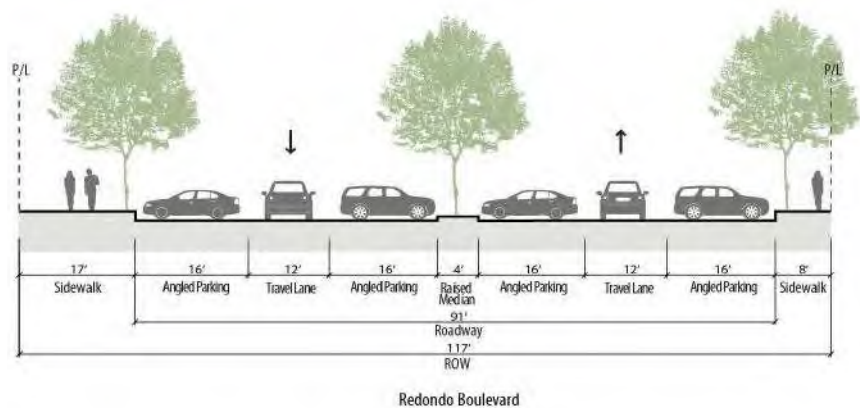


Figure 30
Proposed cross section of Redondo Boulevard per TOD Overlay Plan.
Image from TOD Overlay Plan

12. PUBLIC ART CONSIDERATIONS

Metro's public art program and arts programming enhances the customer experience with innovative visual and performing arts that encourages ridership and connect people, sites and neighborhoods throughout Los Angeles County (see Figure 31). A diverse range of site-specific artworks are integrated into the growing Metro system, improving the quality of transit environments, creating a sense of place, and strengthening ties with the communities Metro serves. From photography installations to onboard posters, art tours, and live performances, Metro's multi-faceted art programs add vibrancy and engage people throughout Los Angeles County.

Public art or arts programming is an opportunity to introduce visual and physical enhancement(s) to the Opportunity Sites that enhances the project quality, making people and transit users more aware of their cultural, historical, social, and/or environmental surroundings and place. Metro encourages respondents to include an Art Plan for a permanent public art component or cultural facility as an integral part of the development. Artist or cultural facility participation on the design team through implementation of a site-specific arts program is encouraged from the outset of architectural design to ensure full integration into the project.

As the Joint Development project evolves, Metro Art will review the Art Plan in the schematic and final design stages to ensure that it is a result of a collaborative effort, is in a publicly accessible location, and contributes to the project as a whole.

As it may apply to the Joint Development opportunity, the City of Inglewood's Public Art ordinance specifies that 1% of all development costs in eligible projects be allocated to art. Project applications should consult with both Metro Art and the City of Inglewood's Arts Commission to determine arts fee compliance requirements and options for public art or cultural facility integration as related to the Joint Development opportunity.

Project applicants should consult with both Metro Art and the City of Inglewood's Public Art ordinance to determine arts fee compliance requirements and options for public art or cultural facility integration as related to the Joint Development opportunity.

13. SAFETY AND SECURITY THROUGH DESIGN CONSIDERATIONS

The safe use of transit and associated facilities is of paramount interest to Metro. A Joint Development project at a Metro station site should enhance transit patron's sense of well-being by utilizing passive



Figure 31
Universal Delights, 2010
STEPHEN JOHNSON, Artist
Commissioned by Metro Art, Universal City Station

The 58-foot long mosaic mural commemorates the birthplace of the film and television industry with abstracted and colorful imagery referencing camera, stage and star motifs. The artwork is integrated into the area above the concourse ticket vending machines.

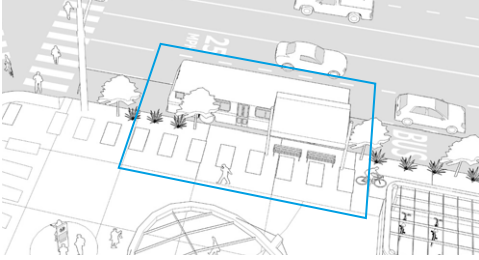


Figure 32
Safety & Comfort provision from First Last Mile Strategic Plan for Enhanced Bus Waiting Area. Goals include: enhance transit riders' level of comfort and improve safety for users at night by improving facility visibility.

Image from First Last Mile Strategic Plan

and active strategies to enhance individual safety and security. Strategies, including utilization of Crime Prevention Through Environmental Design (CPTED) approaches, should be used during the design of the Opportunity Site to enhance project and user safety. At the same time project proponents should incorporate into their development safety concepts noted in both Metro's First Last Mile Strategic Plan and Active Transportation Plan. These concepts extend the sense of safety to include design stratagems that reduce pedestrian, bicyclist, and vehicle conflicts, and enhance transit patrons comfort when using the light-rail, bus (see Figure 32), transit plaza, and parking interfaces that will be associated with the Joint Development project.

APPENDIX A

A. Community Outreach Process Summary

1. INTRODUCTION

Completed in June 2015, the Crenshaw/LAX Transit Corridor Joint Development (JD) Strategic Plan identified development opportunities on Metro and County owned properties along the under-construction light rail line, including properties at the Expo/Crenshaw and Fairview Heights Stations. In December 2015, an outside consultant team led by John Kaliski Architects (JKA) was hired that included architecture/urban design expertise, and was supported by economic and market analysis firm HR&A Advisors (HR&A), and community relations firm The Robert Group (TRG). The consultant team was charged with assisting with outreach and analysis leading to the creation of the Development Guidelines.

Over the last year, Metro staff presented at or led over 25 community meetings and events to introduce the Metro JD process to local stakeholders, build relationships, and better understand community priorities and aspirations for future development along the Crenshaw/LAX Transit Project. The result of this robust community outreach process was the creation of Development Guidelines for each JD opportunity site, which set the program, massing, and architecture/urban design expectations for JD proposals. The purpose of this document is to provide an overview of the community outreach process and a summary of the input received.

2. OUTREACH STRATEGY

Understanding the diverse interests and aspirations of residents, business owners and other stakeholders along the Crenshaw/LAX Transit Project alignment was crucial to shaping Metro's plan to engage the neighborhoods surrounding each JD site. Metro staff worked closely with the City of Los Angeles, the City of Inglewood and the Crenshaw/LAX Transit Corridor Community Leadership Council (CLC) – a community stakeholder-led Metro project advisory group – to engage community-based organizations and neighborhood stakeholders.

Metro and the consultant (Metro Team) worked closely with the Crenshaw/LAX CLC leadership to ensure the project's outreach strategy leveraged the long-standing relationship the CLC has with the community and its understanding of community sensitivities. With guidance from the CLC, the Metro Team sought to facilitate discussions around community aspirations, desired community

benefits, and build upon the history of efforts to-date in order to achieve sensitivity, transparency, and accountability. While the JD projects were seen as opportunities to benefit a broad range of existing and future residents, Metro acknowledged concerns about gentrification, displacement, and increased housing costs, and emphasized the concept of “place keeping.”

In order to solicit input from a broad array of area stakeholders and help shape the Development Guidelines for the Fairview Heights Station JD Opportunity Site, Metro facilitated meetings with the CLC, organized three intimate roundtable discussions with stakeholder representatives including one focused on business interests, and hosted two large public workshops to discuss community aspirations. Summaries of the outreach meetings are included within this document and all presentation materials from the meetings are posted on the Metro website: <https://www.metro.net/projects/jd-crenshawlax/past-meetings/>.

3. COMMUNITY LEADERSHIP COUNCIL ENGAGEMENT

In addition to working closely with the CLC leadership and providing updates at CLC meetings in May and November 2015 and February 2016, the Metro Team presented the Crenshaw/LAX Joint Development program to the CLC Economic Development Work Group on March 3, 2016. The following questions were asked to stimulate discussion.

1. What makes the corridor special today?
2. What needs aren't being met?
3. H o w c a n f u t u r e d
a s p i r a t i o n s a n d
- 4 . A r e t h e r e p r o j e c t
- 5 . H o w c a n i m p l e m e n t
p r o g r a m r e s p o n d
i n t h e p r o c e s s ?

| | | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| T | h | e | | C | L | C | | h | i | g | h | l | i | g | h | t | e | | |
| H | i | s | t | O | r | y | | w | i | t | h | | l | i | v | e | / | w | |
| r | e | t | a | i | l | | o | p | t | i | o | n | s | | w | e | | r | e |
| d | o | l | l | a | r | s | | i | n | | o | t | h | e | r | | a | r | |
| m | e | m | b | e | r | s | | a | l | s | o | | e | n | c | o | u | | |
| t | o | | c | o | n | s | i | d | e | r | | w | h | a | t | | t | c | |
| r | e | s | i | d | e | n | t | s | . | | L | o | c | a | l | | d | e | |
| b | u | s | i | n | e | s | s | e | s | | s | h | o | u | l | d | | | |
| D | e | v | e | l | o | p | m | e | n | t | | p | r | o | j | e | c | | |

4. STAKEHOLDER ROUNDTABLES

On March 12 and March 15, 2016, two stakeholder roundtable discussions were held with 10 representatives from Fairview Heights resident and homeowners associations, business groups, City of Inglewood staff, arts organizations, and other community-based organizations. Intimate by design, these discussions were intended to engage area stakeholders and community leaders to elicit major concerns and development ideas. The format for the roundtables involved a brief presentation with an overview of the Joint Development process and the Fairview Heights Opportunity Site followed by a group discussion. The questions from the CLC Economic Development Work Group were used to initiate discussion.

Roundtable participants highlighted the quaint vintage homes in the area. Drawn to the area because of its affordability, artists moved in along West Boulevard and Hyde Park Boulevard and have contributed to the eclectic character of the neighborhood. With a substantial youth population, participants felt the area would be well-served by additional community organizations and centers like Chuco's located on Redondo Blvd. Residents did not express opposition to change, but urged that any new project in the area avoid modern architectural styles incompatible with the nearby single family homes. The participants referred to their neighborhood as a "residential oasis," but would like to see small to medium-sized restaurants or retail shops. They would like to be able to walk to make small purchases like a cup of coffee or sandwich, rather than traveling by car to other areas. Improving pedestrian connections between the JD project site and the nearby Edward Vincent Junior Park was identified as a community priority. Residential units with varying levels of affordability above ground floor retail were favorable to most participants. Roundtable participants felt big box chain stores would be more appropriate in the Downtown Inglewood area. Downtown Long Beach and Silverlake were mentioned as areas to look to for inspiration for the JD site.

An additional roundtable discussion was held on March 11, 2016 with business leaders representing the entire Crenshaw/LAX Transit Corridor. Following an overview of the Expo/Crenshaw and Fairview Heights Joint Development Opportunities, the following questions tailored to the business community were used to initiate discussion.

1. What are the current opportunities?
2. What are the challenges?
3. What are the development opportunities?

COMMUNITY OUTREACH PROCESS SUMMARY - FAIRVIEW HEIGHTS STATION

4. How can the Joint
 5. . What is the
 b u s i n e s s o p e r a t i

T h e c e n t r a l l o c a t i o n
 m e n t i o n e d a s a m a j
 d r a m a t i c a l l y c h a n g
 S t a t i o n ' s c l o s e p r o
 c r e a t e m a n y o p p o r t
 t h a t l n g l e w o o d l a c
 c o n f e r e n c e / m e e t i n g
 l m p r o v e d s a f e t y a n
 e n c o u r a g i n g e c o n o m

5. C O M M U N I T Y W O R K S
 M e t r o ' s c o m m u n i t y
 w o r k s h o p s h e l d f o r
 p r i o r r o u n d t a b l e d i
 a n d c o n t e n t o f t h e s

Community Workshop #1

The first Community Workshop was intended to orient and inform the community of the Fairview Heights Joint Development Opportunity Site as well as learn about community priorities, needs and aspirations. In addition to presenting information on the sites and the surrounding neighborhood, an overview of the in-progress regulatory plans being prepared by the City of Inglewood and a snapshot of the current neighborhood demographics and market conditions were presented.

Metro worked diligently to reach and involve all members of the community, employing several modes of media outlets and methods to invite, inform and learn from neighbors. The community workshops were promoted through the distribution of more than 4,000 flyers within 1/2 mile of the Fairview Heights site and on Metro busses and trains; creative utilization of social media including Facebook, Twitter, and NextDoor; phone calls; and door-to-door engagement along commercial corridors to personally encourage community participation. Additionally, elected official newsletters and local newspapers such as The Wave and LA Sentinel were utilized to promote the workshops. Understanding not all stakeholders have time to participate in meetings, comment cards were

distributed at all workshops and stakeholder roundtables so participants could share with neighbors who were unable to attend. A comment form was also made available on the Crenshaw/LAX Joint Development website.

Over 30 community members attended the first workshop and shared their vision and concerns for future development of the Fairview Heights Opportunity Site. Following a presentation and overview of the site, participants were split into groups of 8-10 people. To facilitate the discussions, the following six questions were asked at the breakout tables:

1. F i l l i n t h e
S t a t i o n w i l
b e - - - - -
- 2 . W h a t t y p e s
3 . W h a t w o u l d
p r o j e c t h e r
4 . W h a t a r e s o
c o u l d h e l p
5 . I s t h e r e a
i n s p i r a t i o n
6 . A s M e t r o m o
y o u l i k e t o

F e e d b a c k f o r m

1 . C o n n e c t i o n

The Fairview Heights community takes pride in the artist community who set up residence in live-work buildings along West Boulevard and Hyde Park Boulevard for the past 25 years. The artist community contributed identity and social support to the area at a time when resources were leaving it. Residents face the promise of new investment and development mindful of their shared history with the artist community. Although participants voiced a primary need for retail-oriented uses, an arts component or connection to the arts framework remained an integral part of the conversation: “shops with eateries, art studios - these encourage positive community interaction.” Participants were in favor of live-work lofts along the alley between the County property and residential properties as a way to activate the ground level with art studios and living space above.

2. **Pedestrian Connections.**

Participants expressed the need to connect the site, the train station and Edward Vincent Junior Park both physically - walking and bike paths, “landscaping, public art, lighting and safety” - and programmatically - access to the outdoor amphitheater, Inglewood Playhouse, “summer concerts, free shows.” Participants envisioned a new transit plaza that is vibrant, colorful and serves as an “inviting and compatible connection” between the station and park.

3. **L o c a l A r c h i t e c t u r a n d s c a l e .**

The County site sits south of the Fairview Heights Neighborhood comprised of mostly one-story single-family residences. Participants were excited for the “once in a lifetime investment” but wanted to see a mixed-use project “scaled properly” and responsive to the architectural look and feel of the adjacent neighborhood.

4. **Mixed-Use Quality Neighborhood-Serving Retail.**

Participants highlighted the need for a mixed-use project with quality neighborhood-serving retail on the ground floor facing Redondo Boulevard and residential uses above. Attendees acknowledged that the future Fairview Heights Station will be one stop away from the Downtown Inglewood Station and the new retail developments on Market Street, emphasizing an interest in modest neighborhood-serving “retail that invests in the community” and locally-owned uses that “keep money here.” Retail use was envisioned with a “social component to bring the community together; restaurants, supper clubs, entertainment.” Other neighborhood-serving uses included: coffee shop/café, grocery store with fresh produce, dry cleaners and child care.

5. **Mixed-Use/Mixed-Income High-Quality Housing.**

Participants were in favor of mixed-income housing as long as it is “architecturally beautiful and well managed.” The Fairview Heights community has a higher youth population, which was reflected in participants’ request for, “affordable housing, family-oriented two-three bedroom units.” A few participants noted a high rental population and expressed a desire for condos and/or townhouses, “there is a need for an ownership component, this creates stability and pride of ownership.”

At the first workshop, members of the public were also invited to demonstrate their preferences for 12 different potential uses for the Fairview Heights site by voting with 4 green “yes” stickers and 2 red “no” stickers and leaving written comments on boards. The 12 different potential uses were identified based on the roundtable discussions. The top three “yes” and “no” responses were as follows:

| T | o | p | T | h | r | e | e |
|---|--|---|---|---|---|---|---|
| 1 | Neighborhood Retail (14 votes) | | | | | | |
| 2 | Restaurant (13 votes) | | | | | | |
| 3 | Transit Plaza / Gathering Space (12 votes) | | | | | | |
| T | o | p | T | h | r | e | e |
| 1 | Affordable Housing (5 votes) | | | | | | |
| 2 | Health Center (4 votes) | | | | | | |
| 3 | Job Center (4 votes) | | | | | | |

Participants voted most positively for neighborhood retail use, depicted on the boards with street view photos of SoMa (San Francisco), Third Street (Santa Monica), and Pentagon Row (Arlington, Virginia). One participant noted, “I’ve been driving far away to shop. I want to shop here.” Retail was seen as both an attractor - “retail will drive people to the area” - and a community benefit - “vibrant storefronts keep eyes on the streets making it safer.” A need for sit-down restaurants and public spaces was also expressed. A transit plaza/gathering space “located next to the park could create an opportunity for a vital, artistic community center.”

Fewer participants placed their red stickers. Opinions on affordable housing were split - 5 “no” votes and 8 “yes” votes. Mixed-income and affordable housing uses were preferred over low income housing options. Opinions also differed greatly on job and health center uses for the site, with one commenter noting that these are 9-5 uses that “don’t promote a 24-hour community. The full results of the Uses Board exercise are shown in Figure A.1.

Following the workshop, a summary with findings and recurring themes was prepared and made available to the public.

Community Workshop #2

The second Fairview Heights Community Workshop held on April 30, 2016 was designed to share Metro’s findings

COMMUNITY OUTREACH PROCESS SUMMARY - FAIRVIEW HEIGHTS STATION

TOP 'YES' ANSWERS

- 14 Neighborhood Retail
- 13 Restaurant
- 12 Transit Plaza / Gathering Space
- 11 Market Rate Housing
- 9 Café
- 9 Neighborhood Market
- 8 Live-Work Loft
- 8 Youth Center
- 8 Affordable Housing

TOP 'NO' ANSWERS

- 5 Affordable Housing
- 4 Health Center
- 4 Job Center

VOTING BY USE CATEGORIES

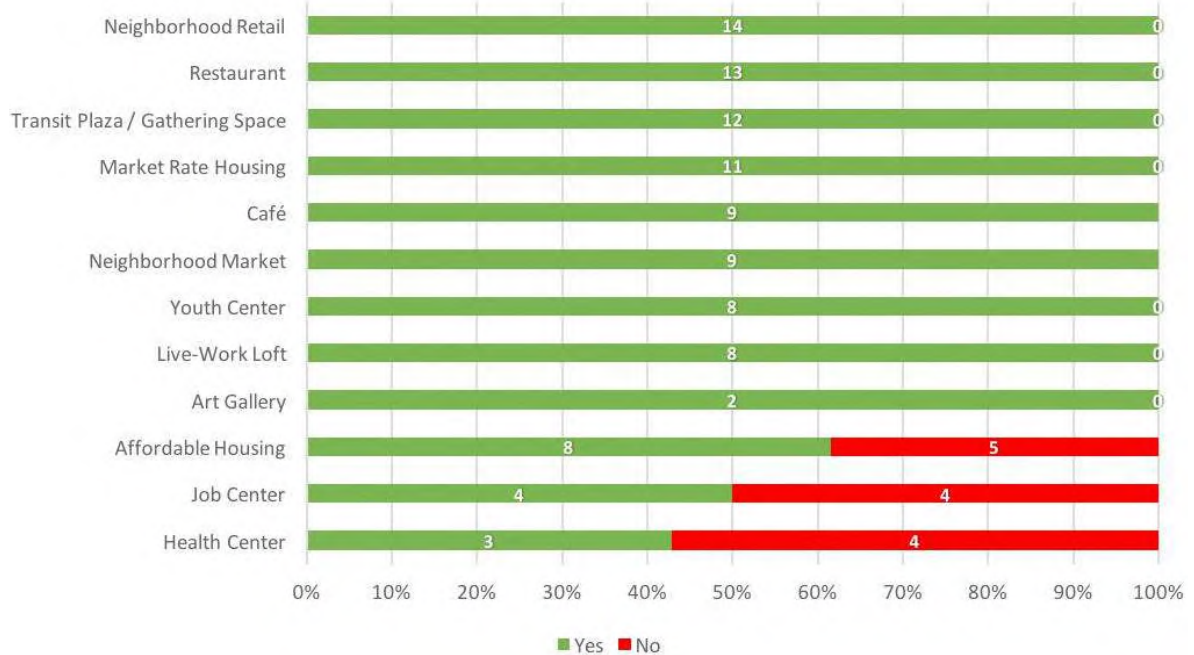



Figure A.1



from outreach endeavors to date including the first workshop, introduce market feasibility studies for suggested uses on the site and obtain additional input. The format included a presentation, feedback forms, and five information stations around key themes from the first workshop.

The five stations were:

- 1 Housing
- 2 Design/Planning
- 3 Commercial Uses
- 4 Community Amenities
- 5 Metro Joint Development

Eight surveys were completed. When asked for comments on affordable versus market rate housing, most respondents supported affordable and workforce housing. Ground floor retail should be small in scale, but high quality in order to give transit riders a reason to stop and enjoy the area. Participants expressed a strong interest in architectural design elements compatible with the existing character of the community. Public gathering space such as a plaza, public art components, and pedestrian-oriented features were also highlighted as important. Any future project should encourage transit ridership and create safety and security for the community. Overall, the second workshop reinforced what Metro heard from community members at the Fairview Heights roundtable discussions and first workshop.

Participants also emphasized the importance of continued community engagement throughout the development of the Joint Development project, which Metro is committed to. In order to create a successful project with broad community support, the development team for the future Fairview Heights JD project will be required to regularly engage and solicit input from area stakeholders during development and implementation.