

# West Altadena

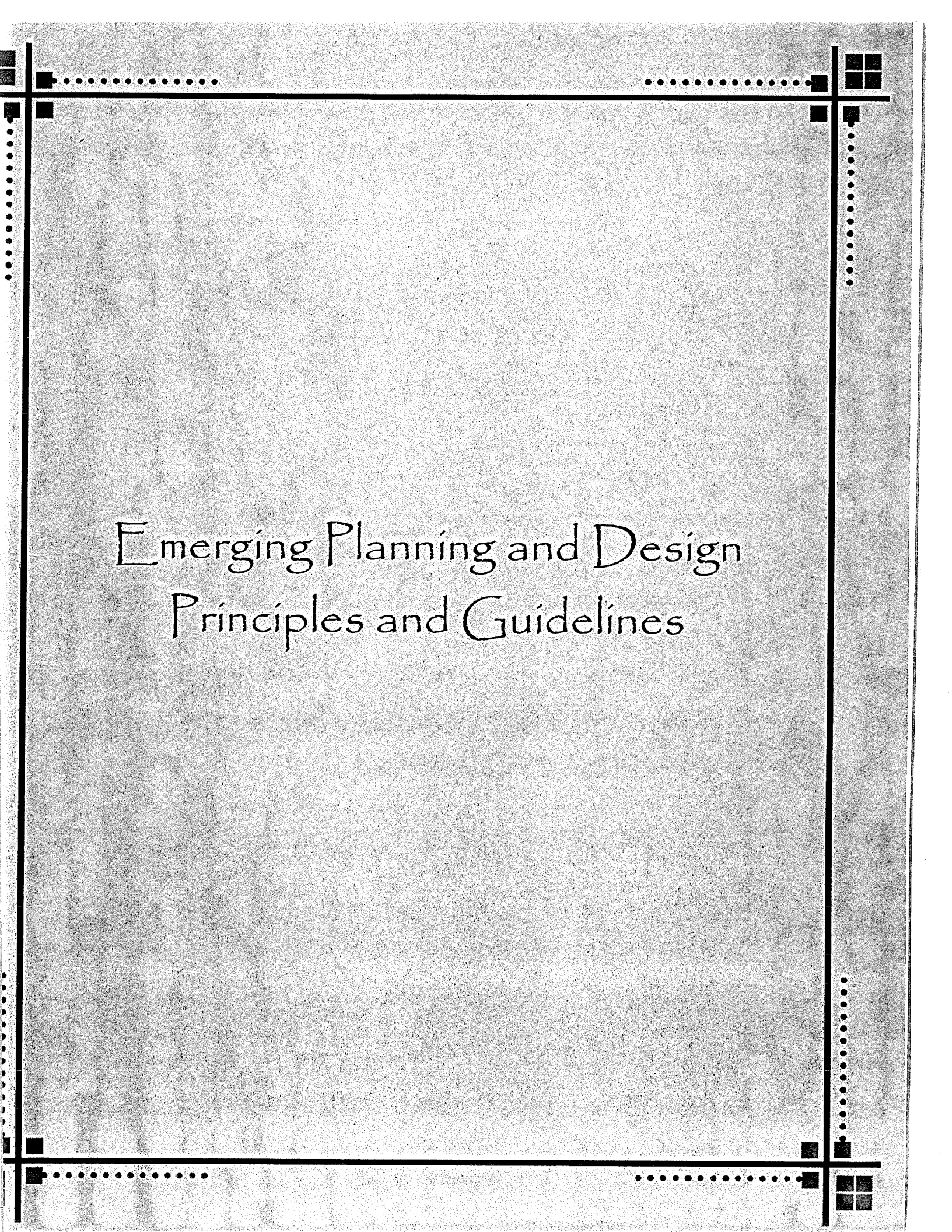
## Emerging Planning and Design Principles and Guidelines

September 24, 2001

Prepared for Community Development Commission - County of Los Angeles

MIG, Inc.





Emerging Planning and Design  
Principles and Guidelines

West Altadena Community Redevelopment Project  
County of Los Angeles, California

## **Emerging Planning and Design Principles and Guidelines**

---

### **Introduction**

On June 12, 2001, the Los Angeles County Community Development Commission released a Request for Proposal and Qualifications (RFP/RFQ) for consulting services for the West Altadena Redevelopment Town Hall Process. Moore, Iacofano, Goltsman, Inc. (MIG) replied to the RFP/RFQ and was awarded the contract on June 22, 2001.

In coordination with the staff of the Community Development Commission and in consultation with the West Altadena Project Advisory Committee (WAPAC), MIG drafted plans for a series of three Town Hall meetings. The Town Hall meetings were scheduled for July 14, 28, and August 18.

Each Town Hall meeting had a specific objective. The July 14 meeting was to “blue sky” dream the appropriate character and uses for the Lincoln Avenue Corridor. The July 28 meeting was to “blue sky” dream the appropriate character and uses for the Woodbury-Windsor project area. The final meeting, held on August 18, was to review the ideas generated at the first two meetings and to achieve a consensus on the emerging planning and design principles and guidelines to be delivered to the County staff.

In addition to the Town Hall meetings, representatives from MIG interviewed 10 members of the WAPAC who made themselves available, as well as three representatives from the Altadena Town Council. These interviews were held for background information purposes only and all comments are held in confidence. MIG also received numerous electronic messages, letters, and phone calls to add to the dialogue.

This document, the **Emerging Planning and Design Principles and Guidelines for the West Altadena Redevelopment District**, is a product of the Town Hall process and is meant to be a well-reasoned wish list that should provide County staff, WAPAC as well as any interested developer, an idea of development that the town hall participants would support.

This document is arranged to provide clarity in the following areas:

- Land Use Activities
- Transportation, Circulation, and Parking
- Community Design
- Architectural Design
- Landscape Design
- Wayfinding and Signage
- Lighting
- Development Strategy and Potential Implementation Programs

## **A. Land Use Activities**

*Principle:* The land use principle is to create a pedestrian oriented, neighborhood scale, commercial “main street” along Lincoln Avenue from Woodbury Road to the Figueroa Street Intersection. The Lincoln Avenue “main street” area is linked to the surrounding single-family residential neighborhood with local, neighborhood cross streets, and pedestrian access ways east and west. As many activities as possible should be located within easy walking distance of the surrounding neighborhood, and to the local transit stops along Woodbury.

Woodbury Road is intended as a major arterial commercial through street to accommodate auto oriented, commercial uses, research/light industrial office spaces and higher density residential uses between Lincoln and Windsor. The activities and uses around Woodbury Road and Windsor Avenue should provide opportunities for expanded office, research and light industrial uses with buildings entries, massing and designs oriented to the major streets.

**A1. Lincoln Avenue:** Encourage and promote Lincoln Avenue for mixed use, commercial uses with ground floor retail and residential and offices above. Residential uses may also be developed in back of street front retail uses as a buffer between the retail street and the adjoining residential neighborhood. New development should retain and integrate local business where possible coupled with a relocation strategy for those businesses that cannot be retained.

Retail uses encouraged include:

- Neighborhood serving retail services such as: barber shops, hair salons, dry cleaners, shoe repair, laundromats, and other services targeting the local residential population;
- Major supermarket, grocery, and/or other food stores such as a meat market, vegetable stand, fish and poultry shop, and deli;
- Drug store;
- Restaurants and cafes, yogurt shop, coffee shop, ice cream shop, juice bar, and donut shop;
- Entertainment and cultural uses such as jazz clubs, movie theaters, and other live entertainment venues, as well as museums and exhibit spaces;
- Art galleries and thrift stores;
- Retail services and specialty shops including a clothing store, shoe store, and record shop, toy store, bookstore, kitchen supplies, and sports equipment;
- Household goods such as a furniture store, antiques, lighting store, hardware and T.V. and appliances;
- Public uses such as government offices, job training centers, and social service offices as well as “store front” outreach centers;

Residential uses along the Lincoln Avenue Corridor:

- Residential uses should include a mix of housing types and a mix of housing costs, including affordable housing units, elderly housing units and for sale condominiums. The desire for residential use is secondary to retail and office uses.

**A2. North Windsor and West Woodbury Road Intersection:** Office, light industrial, and research uses are encouraged in the area of the intersection of West Woodbury Road and North Windsor Avenue and North Weimar Avenue. Offices and local service commercial retail uses are also encouraged along North Windsor Avenue and West Woodbury Road. Restaurants should be encouraged in order to serve the commercial buildings.

“Big-box” retail uses that are out of scale and character with the surrounding single-family residential neighborhood should be avoided

Site planning and building architecture should be organized and designed to maintain the “neighborhood scale” and character, with buildings placed at the street with activity facing the major streets. Parking should be located in the rear of development sites, below grade or tucked under buildings. The existing California Highway Patrol sub-station may remain.

The site design and development should be integrated with the surrounding neighborhood; with strategies and design improvements to preserve and enhance the Arroyo open space area to the west, with pedestrian connections, trails and views over looking the Arroyo from the Windsor-Woodbury area.

**A3. West Woodbury Road:** Commercial uses such as offices, light industrial/research and development, “high-tech” electronic, medical and advanced technologies, and retail uses are encouraged to locate along West Woodbury Road.

**A4. Residential Neighborhood Preservation:** Existing single-family residential neighborhoods in the area should be preserved and efforts and program to provide for neighborhood preservation and enhancement should be initiated. These may include: home rehabilitation programs such as grants and low interest loans for home repair and painting programs, street tree planting, street calming improvements, street lighting and ongoing street maintenance and repair.

**A5. Public and Quasi Public Uses:** Existing schools, houses of worship, and government offices should make physical improvements to properties for neighborhood improvement and enhancement such as facade improvements and designs, landscape improvements, sign improvements, and parking and driveway consolidations.

## **B. Transportation, Circulation and Parking:**

*Principle:* Streets, pedestrian paths and bike paths should contribute to a system of fully connected and interesting routes to all destinations in the neighborhood. Circulation design should encourage pedestrian and bicycle use by being small and spatially defined by buildings, trees and lighting, and discouraging high speed traffic cutting through the neighborhood and connected to the regional transit system.

- B1. Street System:** Streets and traffic circulation in the West Altadena area should maintain a clear system of streets including arterials, collectors and local neighborhood streets. West Woodbury should be maintained as a major arterial street for through traffic. North Windsor Avenue, West Figueroa Drive and North Lincoln Avenue (which has been designated as a secondary highway) are intended as local collectors providing for local traffic to lead to major arterials and the freeway network. Other streets in the area, with the exception of North Windsor Avenue, West Figueroa Drive and North Lincoln Avenue are intended for local residential traffic.
- B2. Traffic Calming Design Improvements:** A traffic calming study and traffic calming improvements should be designed for North Windsor Avenue, West Woodbury Road, North Lincoln Avenue and West Figueroa Drive. Traffic calming measures are changes in the design of the roadways intended to create slow safe streets, reduce cut-through traffic and help maintain the residential character of the surrounding neighborhood. Traffic calming measures will have a negative impact on the pass through traffic volumes of the targeted streets.
- B3. Coordination with Transit Stops and Connections:** Development in the area should be coordinated with local transit service. Bus stops should be integrated into the site design of any development at the North Lincoln and West Woodbury intersection and the North Windsor and West Woodbury Road intersection, and adjacent to the School on North Casitas and West Woodbury Road.
- B4. Parking Design and Location:** Parking on commercial lots should be located to the rear and side of lots, placed below grade or designed as “tuck-under” parking at the rear of buildings. Parking should be designed to accommodate safe and easy access for pedestrians moving to main building entries. All parking lots should be landscaped with trees and ground cover to improve the physical appearance and to provide shade coverage of open parking lots.

Parking structures; if utilized in the site development proposals, should be located behind storefronts and designed incorporating ground floor activity on sides facing commercial streets. Parking structures should maintain a low profile and residential scale and incorporate design features to create a pedestrian friendly and attractive facade.

- B5. Bicycle and Pedestrian Connections:** Site design should accommodate safe and attractive pedestrian and bicycle connections to the surrounding residential neighborhood including mid-block pedestrian paths and trails along West Acacia Street, West Archwood Place, West Crosby Street, West Alberta and West Stonchurst Drive.

Strong pedestrian links should also be created north and south across Woodbury Road to provide safe accessible links to residential neighborhoods to the north and south. Pedestrian links should be made at major signalized intersections with improved crosswalks, lighting, signage, and landscaping of the street.

- B6. On-site Circulation, Access and Parking.** On-site circulation and parking should accommodate joint use and through routes to adjoining commercial properties with joint access easements, shared parking, and shared driveway curb cuts to reduce traffic and encourage pedestrian circulation along the Lincoln Avenue commercial street.

- B7. Pedestrian Friendly Street Design:** Street should be designed and improved to encourage safe pedestrian access and circulation throughout the neighborhood and along commercial streets. Pedestrian friendly street design should include decorative and enhanced crosswalks at intersections, wider sidewalks along commercial streets to encourage outdoor seating, dining, and sidewalk retail displays and sales, and should include pedestrian amenities to make a more attractive and livable environment. Pedestrian amenities include street trees, benches and seating, trash receptacles, pedestrian level lighting, and signage.

Three major commercial streets needing special treatment include North Lincoln Avenue north to Figueroa Drive, West Woodbury Road and North Windsor Avenue at the intersection of West Woodbury Road.

- B8. Service Access and Deliveries:** Site design and building layout should allow for service access and deliveries at the rear of the sites and off side streets. Service access should be well landscaped and screened to provide a visual buffer and to block noise, odors, and lighting to adjacent surrounding residential uses.
- B9. Trolley/People Mover:** The county and local merchants association should investigate the possibility of establishing a future free trolley, shuttle or people mover connecting along the Lincoln Avenue "Main Street" to JPL and the Blue Line light rail stations in Pasadena.
- B10. Universal Access Design:** All new development and revitalization improvements to the commercial areas should incorporate "Universal Access Design" concepts for improved disabilities access.

## **C. Community Design:**

*Principle:* Development along commercial streets should be designed compatible to the surrounding residential neighborhood. The neighborhood should have a central focus that combines commercial, civic, cultural and recreational uses. The center of the community should contain a public gathering place, plaza or small park that encourages the attention and presence of people all hours of the day and night.

- C1. Building Massing and Location:** Building massing and location should be designed to enhance the pedestrian scale of the street. Buildings along Lincoln Avenue should be located in back of the sidewalks along the commercial street frontage with parking in the rear.

Corner lots should have buildings placed at the corners.

Building massing, heights, scale and setbacks should be stepped down adjacent to surrounding residential buildings in the neighborhood.

- C2. Street Facade Design:** Building facades should be designed to increase pedestrian activity along the street. Entries, doorways, lobbies, window displays, and public activities should be located along the street frontage to help enliven the street and sidewalks and increase safety and security of the street.

Windows, public opening and entries help create "Eyes on the Street" to increase safety and security of the pedestrian environment.

The pedestrian environment along the street edge can be enhanced with building designs that include awnings, and overhangs, entry gathering places small plazas and seating, pedestrian and building lighting, street trees and street furniture.

- C3. Community compatibility:** New development should be designed compatible with the surrounding residential activities and uses. Building massing, heights, scale and setbacks should be stepped back from adjoining residential uses to help maintain light and air to the adjoining activates, reduce noise, unwanted views, and light spill over and from adjacent commercial uses. Parking adjoining residential uses should be screened with decorative fencing or walls and landscaped to create a soft green edge. Activities and uses that involve loud or late-night activity should be set back away from adjoining residential uses. Industrial uses should be located on the major commercial boulevards such as West Woodbury Road and avoid locations along Lincoln Avenue, a local serving commercial street.
- C4. Open Space:** Development along Lincoln Avenue should provide for small community-gathering places, plazas or "pocket parks". These small gathering places should be visible from the street, with entries and access onto the space from surrounding retail stores, preferably a cafe, coffee shop or food store adjacent to the

space. The gathering space should be designed with trees for shading, seating, a small water feature, food, art work, and should be adjacent to the street.

- C5. Pedestrian Scale Commercial Street.** Lincoln Avenue should maintain a small-scale retail street with building facades two to three stories along the street. Width of sidewalks should allow for and encourage eating outdoors and sidewalk retail displays and sales. The streetscape design should include building canopies, overhangs, and awnings along the street. Windows, building entries and ground floor retail activity enhances the pedestrian street environment. No blank walls should face the street.

Building heights along the commercial street should maintain a minimum one-story height (20 foot average) facade at the back of sidewalk. Two and three story street edge is encouraged with ground floor commercial uses and upper level residential and/or office uses.

- C6. Public Art.** Streetscape improvements along Lincoln and Woodbury Road should provide sites along the public right-of-way for display of suitable public art features such as sculptures, tiles mosaic wall decorations, and water fountains. Public art pieces could be selected by the local community organizations using local artist and representing suitable local neighborhood themes.
- C7. Underground Utilities:** All utilities, electrical, telephone, cable and communications lines should be placed underground with transformers, switching and control boxes and other types of utility structures be located away from major public view and screened with appropriate decorative fences, walls and landscaping.
- C8. Screened Trash Enclosures and Utilities:** New development and revitalization projects should provide decorative screened trash enclosures at the back of lots. Trash dumpsters should be screened with decorative block or wood walls, fencing and landscaping.
- C9. On-Site Amenities:** New site development should provide for on-site public gathering places in the form of small "pocket-parks", plazas and seating areas with spaces for public art displays, water fountains, seating, drinking fountains, and other pedestrian amenities to encourage pedestrian movement and informal meetings and socialization.

## **D. Architectural Design:**

*Principle:* Building design should create a small-scale, neighborhood character consistent with a pedestrian oriented commercial street. Architectural building and site designs should create a quality environment that incorporates elements of originality, interest, variety, and surprise while creating clarity of statement and visual expression.

- D1. Architectural Scale and Character:** Building architecture should create a pedestrian scale image using well-articulated surfaces, windows and entry treatments to add interest and variation in surfaces. Architectural designs should avoid “big-box” unarticulated designs.

Use of Spanish or California Craftsman (California bungalows and shingle styles) Style architecture that reflects the character of the surrounding residential neighborhood is appropriate and encouraged. However, other architectural styles and expressions that maintain and reflect the surrounding residential neighborhood scale and character are also appropriate styles.

- D2. Building Details:** Building service areas and roof top equipment should be screened with appropriate architectural elements, fences and landscaping.

## **E. Landscape Design**

*Principle:* Landscape design and selection of landscape elements and materials should reinforce each distinct separate activity area in the West Altadena neighborhood, including the Lincoln Avenue “main street” area, the Woodbury Road boulevard landscaping, and the residential landscaping in the neighborhoods.

- E1. Lincoln Avenue Streetscape Design:** The landscape design of Lincoln Avenue should maintain and reinforce the historic landscape elements along the street by completing the rhythms of large palm trees along the street as major visual, vertical landmarks elements in the district. The Palm trees along the street should also be integrated with larger, canopy shade trees spaced between every Palm tree to create an intimate, and shaded pedestrian experience along the sidewalks.
  
- E.2 Street Planting Strips:** Planting strips along the street edge should be landscaped with appropriate street trees, shrubs and ground cover. Street trees should be protected with decorative grates, set stones or other landscape elements along commercial streets.
  
- E3. Parking Lot Landscaping:** Surface parking lots should be landscaped with shade trees (minimum one tree for every 8 parking spaces) to screen and shade open, surface parking lots.
  
- E4. Buffer Screening:** Edges of development along side and rear lot lines should be buffered with landscaped screen and decorate fencing or wall. Chain link fencing is inappropriate material for fencing in residential and commercial sites. Barbed wire or razor wire should not be used on fences or walls. Decorative wrought iron fencing may be used for security fencing were necessary.

## **F. Wayfinding and Signage**

*Principle:* Signs are intended for identification, directions and “wayfinding” in and around the neighborhood and not intended as advertisement for individual goods and services. Signs should be tasteful and attractive designs in keeping with the scale of the neighborhood and the architectural style and character of the commercial streets and the buildings on which they are located.

- F1. Sign Programs:** Commercial Developments with multiple tenants should develop an overall signage program to coordinate signs, creating a similar character and design theme for the development.
- F2. Building Signs:** Building signage should fit within the style and character of the building design. Building signage should respect the building elements and not cover-up windows, doorways and other architectural features such as columns, pilasters, caves and historic building lines.
- F3. Monument Signs:** Monument signs are preferable to pole-type signs. Monument signs should be incorporated into the design of development for the whole block rather than individual tenants. Monument signs are appropriate for industrial and office development along Woodbury Road.
- F4. Entry Monument Sign:** An entry monument sign identifying the Lincoln Avenue commercial area as a special shopping district should be created as a major entry feature and located at the entry to Lincoln Avenue on Woodbury Road and at Figueroa Street.
- F5. Commercial Main Street Name:** The Lincoln Avenue commercial district should adopt a name and logo (“branding”) for the area. A district name helps to locate the district in the region, helps to make the location memorable and identifiable and can be repeated on district signs and district wide advertising and promotional materials. Names suggested, but not limited to, include the Lincoln Center, Altadena West, and the Lincoln Avenue District.
- F6. Billboard Removal:** As new development occurs along the commercial streets, existing billboards should be removed. Billboards are inappropriate signage along the pedestrian oriented street and are not in scale or character with the surrounding residential neighborhood.

## **G. Lighting**

*Principle:* Lighting should be provided to increase safety and security in the neighborhood at nighttime. Attractive pedestrian oriented lighting should be provided along the commercial streets as well as lighting for autos. Lighting from the interior of storefronts and on commercial buildings can help to provide additional lighting of the pedestrian sidewalks as well as create a dramatic and attractive mode for the retail street environment. The design of lighting fixtures can add to the overall character of the street environment and should avoid casting light and glare onto adjoining residential areas or illuminating upward to the night sky.

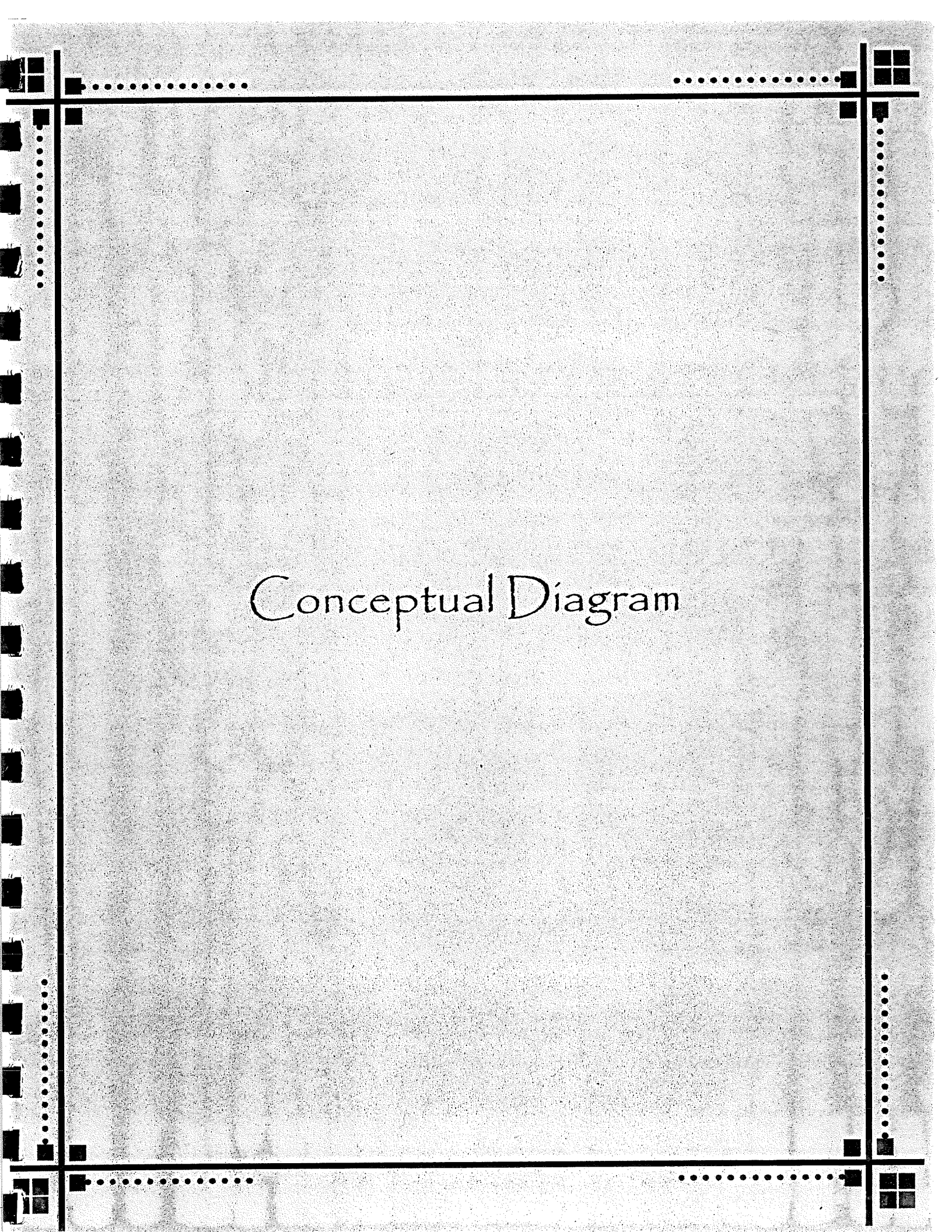
- G1 Street Lighting:** Street lighting should be provided for auto and pedestrian level lighting along the major commercial streets as well as parking lots.
- G2 Parking Lot lighting:** Parking lot lighting should not create glare that extends onto surrounding adjacent properties. All lighting should be screened to prevent sky lighting.

## **H. Development Strategy and Potential Implementation Programs**

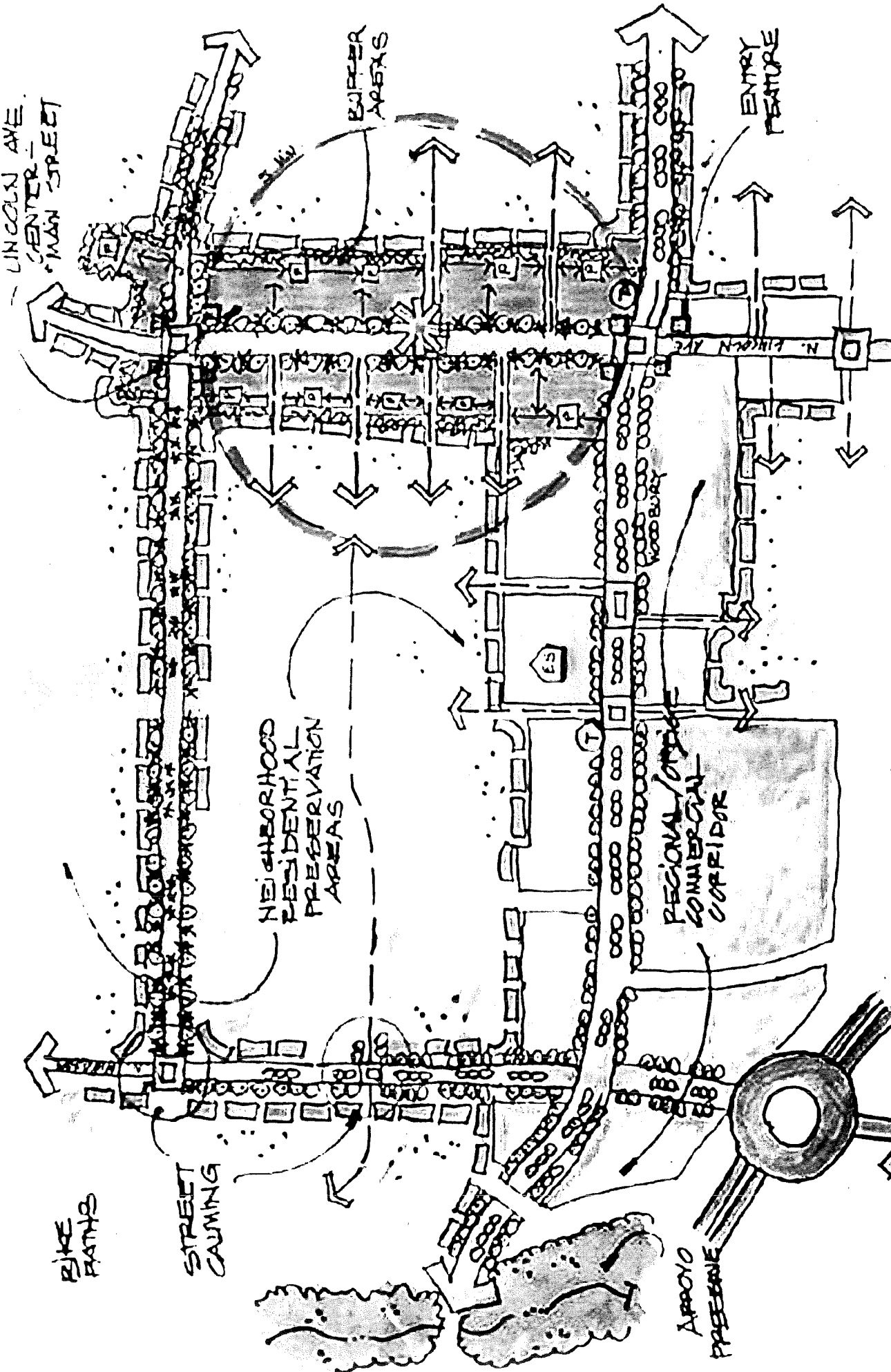
*Principle:* Lincoln Avenue should be developed in a manner to retain its role in the community as neighborhood retail, shopping street. The character of the street is to maintain the unique, and historic pedestrian oriented and a walkable “main street”. The following are business and area development strategies building on the existing strengths and opportunities of the Lincoln Avenue shopping district and the surrounding West Altadena neighborhood.

- H1. Business Development, Recruitment and Retention:** Existing businesses are encouraged to remain in the area, improve business practices and existing buildings as part of the overall retail, shopping street.
- H2. Incremental and Phased Development Strategy.** New development should be designed to fit within the existing retail, “main street” character of Lincoln Avenue. Rehabilitation and reuse of existing buildings and working with existing retail businesses is encouraged where economically feasible and appropriate for the desirable neighborhood character. Development of the “Main Street” concept should include major new construction tailored with preservation and rehabilitation of existing business and structures where appropriate. New development, redevelopment and rehabilitation of existing sites should be coordinated and phased to maintain the retail activity on the street over time.
- H3. Business Development Programs:** Business improvement loans, low-interest loans, grants and other business improvement programs should be utilized for improving local businesses, upgrading building facades, site and parking improvements, building improvements, and signage replacement in keeping with the overall Lincoln Street improvement program.
- H4. Relocation Strategy:** Existing businesses and residents should be relocated if property is required as part of a larger redevelopment project.
- H5. Business Organization and Promotion:** Business owners and property owners should consider the establishment of a Business Association or Business Improvement District (BID) to maintain and improve existing local business enterprises through programs such as:
- Business Development, Retention and Recruitment Program
  - Local Business “incubator” support programs, business training and development
  - Facade Improvement Program
  - Marketing and Promotional Program
  - Clean and Safe Program
  - Branding and Marketing Program
  - Community Festivals and Activities and local Community Marketing Activity
  - Parking District Formation and/or Improvement District Formation

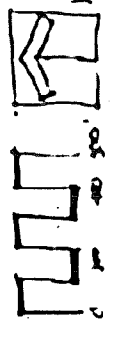
- H6. Local Employment Opportunities:** New developments in the project area should include a program to promote, hire and retain local residents as part of the business.
- H7. Community Design and Streetscape Enhancement:** Public improvements for Community Design and Streetscape enhancement should be developed and coordinated and installed in conjunction with development projects. Streetscape enhancements include pedestrian amenities along Lincoln Avenue, and landscape improvements along Woodbury Road, Windsor Avenue and Figueroa Drive.
- H8. Clean and Safe Program.** New development projects and business in the area should enter into and contribute to an ongoing special maintenance agreement fund for ongoing maintenance and improvement of public spaces along the street. The maintenance funds can be administered through a district wide Business Improvement District (BID) through a special "Clean and Safe" program, including; ongoing cleanup services, trashcans, sidewalk cleaning, regular street sweeping, and safety retail district guides. (Note: A special maintenance revolving fund can provide a perpetual endowment, with interest earned used for clean and safe services in the district).
- H9. Site Development Phasing Strategy:** The redevelopment agency and the County of Los Angeles should promote the development of the existing development site at the northeast corner of Lincoln and Woodbury and initiate development.
- H10. Redevelopment Strategy and Implementation Action Plan:** The County of Los Angeles and the Community Development Commission should complete an update of the Implementation Plan. The implementation plan should include an outline the major improvement actions, phasing of implementation actions (short, mid-term and long term actions) participating partners and potential funding sources implementation. The plan update should be coordinated with and reviewed by the local PAC and involve ongoing public participation in the process.
- H11. Ongoing Public Participation Program:** Future improvements and projects should maintain ongoing community, public participation as part of the planning, design and development process. The public participation program should include ongoing information and outreach to the local neighborhood, local business and property owners to inform the community on the ongoing improvement progress.



Conceptual Diagram



WEST ALTADINA DEVELOPMENT CONCERN  
 Community Redevelopment Project Area



1/28/78



Wallgraphics



WEST ALTA DENA  
TOWN HALL  
VISIONING  
LINCOLN AVENUE CORRIDOR  
JULY 14, 2001

BLANK SHEET #2

EMERGING THEMES

- USE PROCESS TO REBUILD
- BUILD ON CURRENT ASSETS
- ACCESSIBLE SHOPPING

TRAFFIC CALMING  
NO BIG EMPTY LOTS

KEEP THE MIX

NO BIG EMPTY LOTS

CONSISTENT VILLAGE BUNGALOW ENVIRONMENT

SAFE & KEEP ACCOUNTABILITY

REPAIR REUSE PRESERVE

BUSINESS ON BOTTOM HOUSING ON TOP

CAPTURE MOSAIC OF CULTURE

DON'T REMOVE REPAIR FOR "SPEC"

IS NOT "RAZE REBUILD" PROTECT THE LITTLE ABILITY TO LINE UP HERE

GRADUATE TO "BRING UP" AREA

USE TECH CTR TO "BRING UP" AREA

HIGH TECH PROVIDE HOME OWNERSHIP TRAINING FOR KIDS

LOW KEY RURAL

EDUCATION ENRICHMENT FOR KIDS

LOCAL COMMITMENT

ENDOWMENT FOR PBLK SPACES

INCLUDE LOCAL RESIDENTS CONTRACTORS

LOOK AT LOCAL SNGS NOT SING

ENSURE STANDARDS

BUSINESS FOR AREA LESS FRANCHISE

CLOSE BY ACTIVITIES MIX TENANT COMMITMENTS

LESS TRAMP NEED

PLACE TO LOCAL MEET

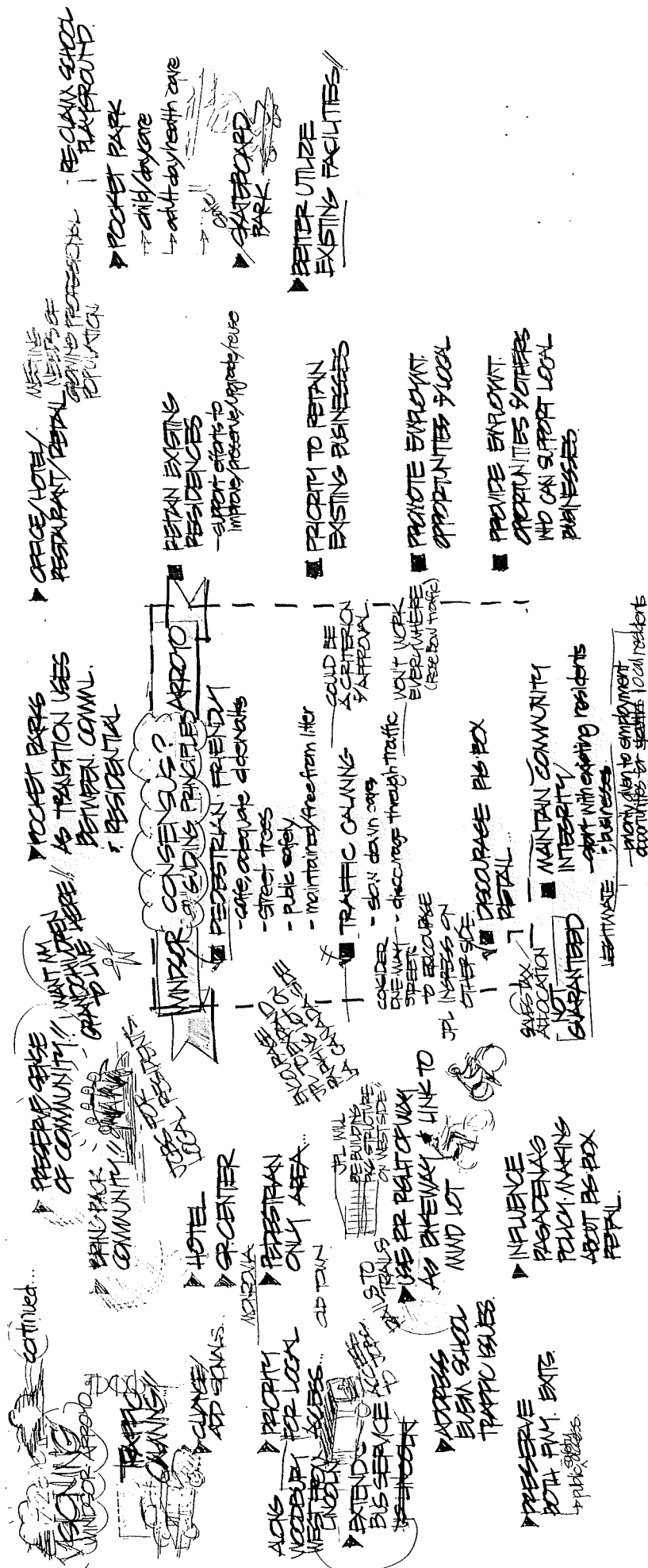
SYNCHRONIZE OR REC REC

CLINIC/SHOPPING AFFORDABLE

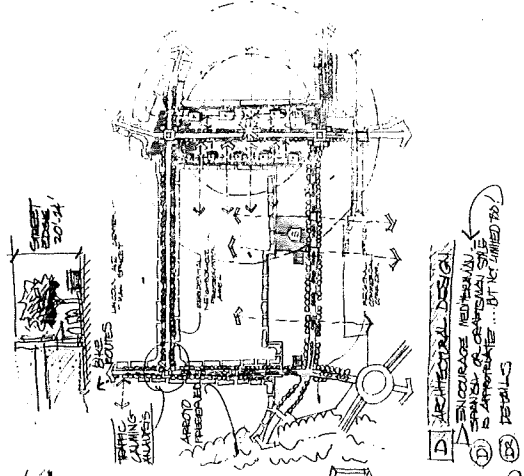
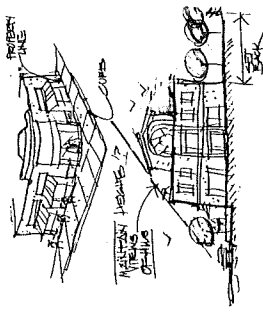
PLACE TO SPEND TIME W/ KIDS

PET FARM





IMPERIAL COLLEGE PROGRAM  
 EDUICENT FOR ECONOMIC STRENGTH  
 DISPERSED THE INSURANCE  
 FOR AGREEMENT  
 (MANAGEMENT AS SPACE)  
 CREATES A NEW PROFIT  
 DISPERSED ASSOCIATION  
 IN CLUSTER INDUSTRY EMPLOYMENT  
 REQUIREMENT



**COMMUNITY DESIGN AND ENGAGEMENT**  
 WITH ASSETS ON GROUND FLOOR...  
 UNDER-GROUNDS UTILITIES (RE-UTILIZED CONDUIT IN REPAIRS, TRENCH)  
 23. ADD PUBLIC ART, SPACES AT NIGHT, PLANTERS  
 24. GREENABILITY  
 25. OPEN SPACE, MURALS, SPACES  
 26. NO. THESE (SEATING) ALLEGES (NOT HELD)  
 AUGUST 5, 2001 PAGE 3

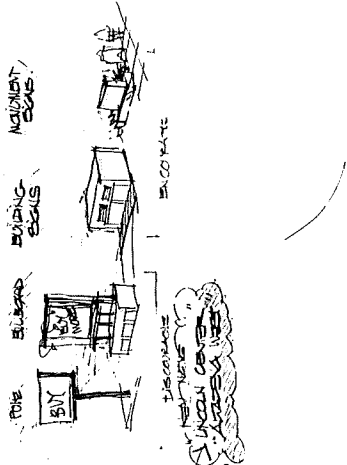
SURPRISE, IMAGINATION, CREATIVITY...  
 THROUGH PUBLIC PARTICIPATION...  
**LAND USE/ACTIVES**  
 REDESIGN SPACES THROUGH PARTICIPATION...  
 1. REPAIR LOCAL SERVICES  
 2. REPAIR LOCAL SERVICES WITH REPAIRS ON WATER  
 3. INCLUDE PUBLIC TOGETHER  
 4. FEEL EACH OTHER  
 5. PUT COMMERCIAL OFFICE OR RESIDENTIAL...  
 6. NEED TO BE TOGETHER  
 7. NEED TO BE TOGETHER  
 8. NEED TO BE TOGETHER  
 9. NEED TO BE TOGETHER  
 10. NEED TO BE TOGETHER  
 11. NEED TO BE TOGETHER  
 12. NEED TO BE TOGETHER  
 13. NEED TO BE TOGETHER  
 14. NEED TO BE TOGETHER  
 15. NEED TO BE TOGETHER  
 16. NEED TO BE TOGETHER  
 17. NEED TO BE TOGETHER  
 18. NEED TO BE TOGETHER  
 19. NEED TO BE TOGETHER  
 20. NEED TO BE TOGETHER  
 21. NEED TO BE TOGETHER  
 22. NEED TO BE TOGETHER  
 23. NEED TO BE TOGETHER  
 24. NEED TO BE TOGETHER  
 25. NEED TO BE TOGETHER  
 26. NEED TO BE TOGETHER  
 27. NEED TO BE TOGETHER  
 28. NEED TO BE TOGETHER  
 29. NEED TO BE TOGETHER  
 30. NEED TO BE TOGETHER  
 31. NEED TO BE TOGETHER  
 32. NEED TO BE TOGETHER  
 33. NEED TO BE TOGETHER  
 34. NEED TO BE TOGETHER  
 35. NEED TO BE TOGETHER  
 36. NEED TO BE TOGETHER  
 37. NEED TO BE TOGETHER  
 38. NEED TO BE TOGETHER  
 39. NEED TO BE TOGETHER  
 40. NEED TO BE TOGETHER  
 41. NEED TO BE TOGETHER  
 42. NEED TO BE TOGETHER  
 43. NEED TO BE TOGETHER  
 44. NEED TO BE TOGETHER  
 45. NEED TO BE TOGETHER  
 46. NEED TO BE TOGETHER  
 47. NEED TO BE TOGETHER  
 48. NEED TO BE TOGETHER  
 49. NEED TO BE TOGETHER  
 50. NEED TO BE TOGETHER  
 51. NEED TO BE TOGETHER  
 52. NEED TO BE TOGETHER  
 53. NEED TO BE TOGETHER  
 54. NEED TO BE TOGETHER  
 55. NEED TO BE TOGETHER  
 56. NEED TO BE TOGETHER  
 57. NEED TO BE TOGETHER  
 58. NEED TO BE TOGETHER  
 59. NEED TO BE TOGETHER  
 60. NEED TO BE TOGETHER  
 61. NEED TO BE TOGETHER  
 62. NEED TO BE TOGETHER  
 63. NEED TO BE TOGETHER  
 64. NEED TO BE TOGETHER  
 65. NEED TO BE TOGETHER  
 66. NEED TO BE TOGETHER  
 67. NEED TO BE TOGETHER  
 68. NEED TO BE TOGETHER  
 69. NEED TO BE TOGETHER  
 70. NEED TO BE TOGETHER  
 71. NEED TO BE TOGETHER  
 72. NEED TO BE TOGETHER  
 73. NEED TO BE TOGETHER  
 74. NEED TO BE TOGETHER  
 75. NEED TO BE TOGETHER  
 76. NEED TO BE TOGETHER  
 77. NEED TO BE TOGETHER  
 78. NEED TO BE TOGETHER  
 79. NEED TO BE TOGETHER  
 80. NEED TO BE TOGETHER  
 81. NEED TO BE TOGETHER  
 82. NEED TO BE TOGETHER  
 83. NEED TO BE TOGETHER  
 84. NEED TO BE TOGETHER  
 85. NEED TO BE TOGETHER  
 86. NEED TO BE TOGETHER  
 87. NEED TO BE TOGETHER  
 88. NEED TO BE TOGETHER  
 89. NEED TO BE TOGETHER  
 90. NEED TO BE TOGETHER  
 91. NEED TO BE TOGETHER  
 92. NEED TO BE TOGETHER  
 93. NEED TO BE TOGETHER  
 94. NEED TO BE TOGETHER  
 95. NEED TO BE TOGETHER  
 96. NEED TO BE TOGETHER  
 97. NEED TO BE TOGETHER  
 98. NEED TO BE TOGETHER  
 99. NEED TO BE TOGETHER  
 100. NEED TO BE TOGETHER

**REDEVELOPMENT PROCESS/TERRIS**  
 RFP PROCESS... HOW LONG? 60 DAYS?  
 AGENCY REQUIREMENT... HOW DOES IT WORK?  
 PAC TO MAXIMIZE THE SUCCESS OF THE PROCESS... NOT CHANGES  
 OWNER'S REQUIREMENT... NOT CHANGES  
 YET...  
 CAPACITY OF REQUIREMENT... LAYERS? AVAILABLE FOR COMMUNITY...  
 NO... HOW DOES IT WORK?  
 AUGUST 5, 2001 PAGE 4

WEST ALTADENA DEVELOPMENT STRATEGY

ARCHITECT - QUALITY (AS TO BE Q.M.T.)  
 YOU NEED TO DO IT - ORIGINAL  
 CLARITY, INTEREST, VARIETY  
 CLARITY OF SPACING IT

- (1) LANDSCAPING
- (2) TREES
- (3) PLANTINGS
- (4) BUTTER BUSHES
- (5) PLANTINGS
- (6) PLANTINGS
- (7) PLANTINGS
- (8) PLANTINGS
- (9) PLANTINGS
- (10) PLANTINGS
- (11) PLANTINGS
- (12) PLANTINGS
- (13) PLANTINGS
- (14) PLANTINGS
- (15) PLANTINGS
- (16) PLANTINGS
- (17) PLANTINGS
- (18) PLANTINGS
- (19) PLANTINGS
- (20) PLANTINGS



RENTAL/STATION STRATEGIES/PROGRAMS

- (1) BUSINESS DEV. PERMS
- (2) INCREMENTAL DEV.
- (3) BUSINESS DEV. PROGRAM
- (4) RELOCATION STRATEGY
- (5) BUS. ORGANIZATION PROMOTION
- (6) LOCAL EMPLOYMENT GROWTH
- (7) SPREADSHEET EMPLOYMENT POLICY
- (8) FINANCIAL STRATEGY
- (9) URBAN EMPLOYMENT/LOCAL PERMS
- (10) ALLOCATE REAL PROMOTION
- (11) AS BLDG. AND MOUNTAIN
- (12) AS BLDG. AND MOUNTAIN
- (13) AS BLDG. AND MOUNTAIN
- (14) AS BLDG. AND MOUNTAIN
- (15) AS BLDG. AND MOUNTAIN
- (16) AS BLDG. AND MOUNTAIN
- (17) AS BLDG. AND MOUNTAIN
- (18) AS BLDG. AND MOUNTAIN
- (19) AS BLDG. AND MOUNTAIN
- (20) AS BLDG. AND MOUNTAIN

AUGUST 15, 2001 PAGE 3

AUGUST 15, 2001 PAGE 4