

# Agenda Report

**TO:** CITY COUNCIL **DATE:** JULY 20, 1998  
**FROM:** CITY MANAGER  
**SUBJECT:** APPROVAL OF LINCOLN AVENUE DESIGN, LAND USE, AND MARKET STUDY.

## CITY MANAGER'S RECOMMENDATION:

It is recommended that the City Council:

### Environmental determination:

1. Affirm the conclusions of the **initial environmental study** that implementation of the recommendations in the Lincoln Avenue Design, Land-Use, And Market Study will not create any significant adverse effects on the environment;
2. Adopt a **Negative Declaration** for the planning study; and
3. Request the staff to file a **Notice of Determination** with the Los Angeles County Clerk.

### Findings:

1. Find that the planning study for the Lincoln Avenue corridor is consistent with the objectives and policies of the Revised **Northwest Community Plan** (1993), notably the urban design goals in the **environmental quality** section which propose a "sense of place and neighborhood identity," design standards, and streetscape improvements; and the **economic development** section, which proposes a facade improvement program;
2. Find that the study is consistent with the **Comprehensive General Plan**, notably Policies 5.4 and 5.7 of the Land Use Element (Neighborhood Character and Identity) "*Urban design programs, including principles and guidelines, shall recognize, maintain and enhance the character and identity of existing residential and commercial neighborhoods*"; and (enhanced environment) "*Development should be shaped to improve the environment for the public; it should support the distinctiveness of the locality and region as well as the special characteristics of the existing fabric of the site's immediate surroundings*";
3. Find that the recommendations in the report implement two strategies proposed in the Land-Use Element of the General Plan for **Lincoln Avenue**: completing a new **planning study** for the corridor (p. 46) and extending **design guidelines** for redevelopment sites to all of the CG-1 zoning district along the Lincoln Avenue corridor (p. 62); and
4. Acknowledge that the recommendations in the report **update** design guidelines, public improvements, and land-use policies from the **previous planning study** for the area, *Lincoln Corridor: Past, Present, and Future* (1984).

### Actions.

1. Approve the recommendations, conclusions, and implementation items in the **planning study** (June 18, 1997, RAW International)—as revised by the Lincoln Avenue Steering Committee (revisions dated March 2, 1998);
2. Adopt by Resolution the **design guidelines** for the Lincoln Avenue corridor; and
3. Direct the City Manager to return to Council within six months with a **progress report** on implementation and funding of the recommendations in the planning study.
4. Acknowledge that the recommendations in the report **update** design guidelines, public improvements, and land-use policies from the **previous planning study** for the area, *Lincoln Corridor: Past, Present, and Future* (1984).

MEETING OF July 20, 1998

AGENDA ITEM NO. 6.A. 8:00 P.M.

## RECOMMENDATIONS FROM ADVISORY COMMITTEES AND COMMISSIONS:

The Planning Commission, Design Commission, and Northwest Commission recommend that the City Council approve the City Manager's recommendation with the following provisos:

### Planning Commission.

1. Implementation of the planning study should involve formation of a business improvement district or a business association on Lincoln Avenue; *[STAFF RESPONSE: Business association is desirable to promote facade and landscaping improvements. Businesses should organize themselves into an association or organize one with assistance from Enterprise Zone manager.]*
2. Specific priorities for implementing the study should be presented to the City Council and keyed to a time line; *[STAFF RESPONSE: will return in six months with funding and scheduling information]* and
3. The City Council should encourage the school district to redesign and open the front yard and street-facing building elevations of Muir High School. *[STAFF RESPONSE: Redesign is proposed in the study; we will communicate recommendation to the school district and to the principal].*

### Northwest Commission.

1. Market Study should not be a final plan. *[STAFF RESPONSE: Market study is not a plan. We can revisit conclusions of market study in 3-5 years to update information.]*
2. Rose Bowl Operating Company identify \$250,000 from the Rose Bowl Mitigation Fund for the implementation of the Market Study. *[STAFF RESPONSE: We will forward this recommendation to the Rose Bowl Operating Co.]*
3. Establish a Lincoln Corridor Specific Plan. *[STAFF RESPONSE: We disagree because 1984 "revitalization plan" has already accomplished most of what could occur with a specific plan, and specific plans are designed for areas where the General Plan targets growth. Lincoln Ave. is not one of these areas.]*
4. Establish a neighborhood organization to oversee the implementation of the Plan. *[STAFF RESPONSE: Neighborhood Connections could work with the neighborhood to organize an implementation group.]*

### Design Commission.

1. Annual funding for the City's facade improvement programs should be increased so that much-needed changes to several businesses and corner lots on Lincoln Avenue may occur within a short period of time; *[STAFF RESPONSE: Staff will review funding for all facade improvement programs in the City.]* and
2. Students from Muir High School should participate in activities to improve the landscaping and building facades of businesses along the corridor to promote a sense of ownership and shared responsibility for improving the area. *[STAFF RESPONSE: We will communicate to school district and principal. Cultural Planning may have a role in involving students in a community arts project.]*

## SUMMARY:

The final report for the Lincoln Avenue Design, Land-Use, and Market Study is the culmination of a two-and-a-half year community effort to evaluate conditions along the Lincoln Avenue Corridor. The planning study emerged out of proposals in the Land-Use Element of the General Plan and a recognition that future public and private initiatives in the area would benefit from a reassessment of a previous planning and zoning study, "Lincoln Corridor: Past, Present, and Future," which is now fourteen years old.

The study, unlike a specific plan, is primarily "diagnostic." It concentrates on an issue affecting the study area: the **aesthetic quality of the corridor. It acknowledges that despite many recent successes, the avenue "as a whole continues to suffer from...the same conditions of blight...documented in the 1984 report, including poor building signage, poorly maintained parkways, and unsightly building facades"** (p. 4-1). The study emphasizes the importance of improving the aesthetic quality of Lincoln Avenue as a way to soften transition areas

between residential neighborhoods and businesses and to attract new neighborhood-serving businesses. To this analysis it also brings an updated market study to identify commercially viable, new businesses that might be drawn to the area.

In many respects, the 1984 plan, has acted—and continues to act—as a specific plan for Lincoln Avenue. Characterized as a "revitalization plan," that document articulated a vision for future development and produced a new zoning district and new development standards to protect residential areas from undesirable light industrial uses. It also led to the formation of six redevelopment project areas, design guidelines, a facade improvement program, business recruitment, new housing units, and substantial public investment in infrastructure improvements and site assembly. This study revisits and updates the 1984 plan and proposes several new initiatives to advance many of the goals and objectives already in place for Lincoln Avenue.

The updated study:

1. Documents \$10.7 million of publicly-funded improvements (including infrastructure improvements and successful development of five of the six redevelopment project areas) that have occurred along the corridor since adoption of the 1984 plan.
2. Proposes a new phase of publicly-funded streetscape improvements (including new street trees, new street lighting, and monument signs).
3. Recommends new and more explanatory design guidelines, concentrating on the street-facing edges of commercial and light industrial businesses, to facilitate an expanded facade improvement program.
4. Identifies "supportable new uses" (mostly to benefit the area's residential neighborhoods and existing businesses) in an updated market study.
5. Proposes an aggressive marketing of the corridor to attract new businesses and private investment (and calls for three additional redevelopment sites to support this effort).
6. Recommends linkages among the City, the school district, businesses, and nearby residents to generate a new set of improvements to the area.
7. Proposes several long-term changes to the avenue to attract new development and to improve transition areas between commercial and light industrial uses and residential neighborhoods.

The consultant, RAW International, with sub-contractors Takata Associates and Landmark Partners, completed its report in June 1997. A community-based steering committee, comprised of residents, business owners, and some members of the Lincoln Avenue Project Area Committee, then met for nine months (between July 1997 and March 1998) to review the recommendations in the report. This committee adopted most of the recommendations in the June 1997 report but revised, deleted, or deferred decisions on several of them. The revisions proposed by the steering committee are indicated in the report as shaded, framed, or underscored text.

## BACKGROUND

**First Community Meeting and Selection of Consultant.** In January 1996 the Planning & Permitting Department began the planning effort with a community meeting at Muir High School. The purpose of this meeting was to assemble a list of concerns from community residents and business owners and to use this list in outlining the scope of work for a consultant. Among the issues discussed at this meeting were: the inadequacy of some City services; growing apprehension about new, multi-family housing developments in the area; a desire for a comprehensive and coordinated program of "street beautification"; the absence of conveniences such as gas stations, banks, and small stores; the unfriendly "walled in" appearance of Muir High School and some nearby businesses; and a pervasive sense among the public that the City has historically neglected Lincoln Avenue.

Many of these issues appeared subsequently in a Request for Proposals (RFP) for an updated design, land-use, and market study of the Lincoln Avenue Corridor. The major objectives of this study were twofold: 1) to propose strategies to **upgrade the visual character** of the area, focusing on public spaces, privately-owned businesses, and transition areas between businesses and residences; and 2) to evaluate the feasibility of **attracting new uses**—especially neighborhood-serving businesses—to the area.

The proposal limited the study to a 1.4 mile stretch of the corridor, from the intersection of Lincoln Avenue, Mountain Street, and Seco Street extending north to the county line, at Montana Street. It excluded the adjoining residential streets (e.g., Forest Avenue), though issues such as upgrading the perimeters of businesses and planting street trees affect the area as a whole.

Under the category of **design/ visual character**, the RFP requested:

- ◆ Descriptions of existing visual/design conditions of the corridor and a list of desirable improvements.
- ◆ An update of the “environmental characteristics” section of the 1984 plan.
- ◆ An expanded facade improvement program (for areas outside redevelopment project areas) and measures to fund the program.
- ◆ An analysis of completed public infrastructure improvements (proposed in the 1984 plan) and specific recommendations, if needed, for additional public improvements.
- ◆ An update of the design guidelines in the 1984 study.
- ◆ Future strategies or incentives to promote adherence to the design guidelines over the long-term and to encourage new development along the corridor to set an example for a high standard of urban design.

For the **land-use** and **market study** portion of the study, the RFP requested:

- ◆ Identification of areas where existing land uses are incompatible with each other and where parcels are under-developed (vacant buildings, empty lots, deteriorated buildings).
- ◆ A market study to analyze the potential for attracting new uses to these areas.
- ◆ An evaluation of the adequacy of existing permitted and conditionally permitted use classifications—to determine if they adequately promote development goals, policies and objectives—and an evaluation of factors negatively impacting and/or frustrating redevelopment efforts in the corridor.
- ◆ The likelihood of developing housing, office, light manufacturing, and community-serving retail in these areas (along with statements about the advantages and disadvantages of these options and any constraints impeding future new development).
- ◆ Measures by which the City might improve the attractiveness of the corridor to businesses and private developers.

A panel of commission members, community residents, and City staff selected RAW International (an architectural and planning firm, with offices in downtown Los Angeles) to conduct the planning study. Joining RAW International were a landscape design firm, Takata Associates (in So. Pasadena), and a commercial financing and real estate firm, Landmark Partners (in No. Hollywood). The consultant team began its work in June 1996. Over an eight-month period, it held several workshops. At these meetings, the consultants tested community reactions to a wide range of topics; among them:

- Additional **parking** for potential retail uses (including diagonal parking, street islands or medians, shared parking agreements with religious institutions);
- Improved access to **recreational facilities** (especially the athletic fields of Muir High School) and other resources in the vicinity of Lincoln Avenue;
- Opportunities to lure **new development** adjacent to projects in the West Altadena Redevelopment Area (by Lincoln/Woodbury in Los Angeles County);
- Preferred sites for new, neighborhood-serving, **retail businesses**, such as a “family style” restaurant or service station and convenience store (either at the north end of the avenue or at the intersection with Washington Blvd.);

- **Relocation** over the long-term of some uses from the west side of the avenue to the east (where the parcels are deeper and abut the Foothill Freeway);
- Additional sites for designation as **redevelopment project areas**;
- Ideas for a **“theme” or “gateway identity”** for the area and for streetscape improvements to support that theme.

The consultants also distributed a questionnaire to solicit comments from community residents who did not attend the workshops.

**Second Community Meeting.** At a community-wide meeting in October 1996, the consultants presented their preliminary recommendations. Among their proposals were: “gateway identity” features for three intersections; an additional three redevelopment areas to generate more tax increment funding; incentives to attract feasible new businesses to the corridor; and new street trees. At this meeting, they also invited participants to visit four displays and record their impressions about the recommendations and to prioritize improvements to the corridor. The results of this meeting, along with the questionnaire, offered a representational cross-section of community thinking about the future of Lincoln Avenue. With this information, the consultants proceeded to draft the design and land-use portions of the study.

**Meeting with Business Owners.** In November 1996 City staff also held a meeting with business owners to hear their concerns and to forward them to the consultants. Among the issues presented at this meeting were:

- A need for the City to offer funding and incentives for facade improvement programs;
- Property owners and tenants require specific guidelines to illustrate what kinds of improvements are needed to improve the facades of buildings and to achieve a new and upgraded identity for the corridor;
- The area lacks basic amenities, such as restaurants and other conveniences, to serve business employees and visitors;
- Concerns about inadequate police presence;
- Reservations about investing in streetscape improvements when there are ongoing problems with graffiti and vandalism;
- Deteriorated condition of vacant lots;
- A schedule for completion of undergrounding of utilities;
- Communication among business owners (possibly as a business association); and
- Insufficient or unreliable delivery of routine City services (such as street cleaning).

**Third community meeting.** The consultants held a third community meeting in May 1997 (at the library of Muir High School) to present their final findings and recommendations. (They also presented their report at a separate meeting of business owners.) At the community-wide meeting, the consultants emphasized their belief that future planning in the area will not involve formulas used in the past, such as relocating existing businesses, using eminent domain to assemble new development sites, and relying upon subsidies from the City to assist new projects. A more realistic expectation for the late 1990s, they contended, is to bring about modest and incremental changes along the corridor. An example cited in their report is leveraging publicly-funded improvements (e.g., new street trees and loans for a facade improvement program) with privately-funded investments (e.g., landscaping of parkways, exterior painting) to upgrade the image of the area and create a desirable destination for new retail and restaurant uses. They emphasized, too, the importance of cultivating an inviting, “clean and safe” identity for the avenue and using this identity to attract new businesses.

Much of the discussion at this meeting analyzed the findings of the market consultants. These consultants concluded that inadequate traffic counts, shallow parcels, competition from nearby redevelopment projects, and pending new

development in the West Altadena Redevelopment Area limit opportunities to attract many neighborhood-serving retail businesses to Lincoln Avenue. They noted that some retail businesses and restaurants (fast-food, take-out, family-style) are most likely to locate in the vicinity of Lincoln & Washington (close to Business Park of Pasadena and freeway ramps) and not at the northern end of the avenue, where many of these businesses were located historically.

The market analysis also confirmed that the corridor supports a "stable commercial and industrial base" (p. M-11) of approximately 90 businesses. Many of the businesses have existed for a long time in the area; at least sixteen of them are owner-occupied (and not leased). The avenue has a low rate of vacancy, with only three locations, in late 1996, available for lease. Many businesses, however, operate through rear entrances and rear parking lots, leaving building facades that are closed and "empty-looking" on the street.

At this community meeting, the consultants also unveiled their recommendations. Among them were:

- amending the redevelopment plan to allow use of tax increment funds outside of the project areas and to establish three new sites;
- creating a Lincoln Avenue Economic Development Corporation to promote new development activity;
- initiating a site marketing program to target key sites to outside developers;
- pursuing additional funding to accelerate streetscape improvements; and
- adopting performance-based zoning measures to improve transition areas between light industrial and commercial uses and residential neighborhoods.

One outcome of this meeting was a decision to organize a community-based steering committee to review the recommendations and implementations items in the report from RAW International. The purpose of this committee was to measure support among residents and business owners for these proposals before presenting the report in its entirety to advisory committees and commissions and the City Council.

Shortly after this meeting, the consultants issued the final version of their study. A list summarizing activities involving the City is shown as an attachment to this report, and an appendix in the study (table 3-16) lists sources of potential funding. Although the consultants did not specify costs for programs in the plan, they did link "action steps," such as tree planting, recruiting new businesses, and facade improvements, to sources of funding, such as CDBG grants, mitigation funds for the Rose Bowl Improvements Project, and the Ralph M. Parsons Corporate Giving Program.

**Steering Committee.** The committee first met in July 1997 to review the final draft report (dated June 18, 1997). It began with 25 members. Over the following nine months, it added and lost several members. A core group of approximately ten community residents was responsible for issuing most of its recommendations. James Howard acted as chair of the committee for most of its meetings. Alan Shay was vice-chair of the committee and became chair in February 1998, when Mr. Howard resigned from the group.

The committee focused on the selection of a **new street tree** as its first priority. Acting in response to a recommendation in the report from RAW International, the group agreed that planting a new flowering tree along Lincoln Avenue would significantly improve the appearance of the corridor. The committee forwarded this recommendation to the Urban Forestry Advisory Committee (UFAC), which determined that four types of trees cited in the report would probably fail because of the high winds and heavy truck traffic. In response to these objections, a landscape design firm, working under a small contract, proposed two alternatives, chitalpa and crown of gold. UFAC approved these two alternatives on July 2 (expressing a preference for the chitalpa tree). In a few areas, the existing live holly oak trees (remnants of public improvements which ensued from the 1984 plan for Lincoln Avenue) will remain, as will the tall palms (which date from the 1930s); most stretches of the avenue, however, will have the new flowering tree. As many as 103 oak trees have failed and are candidates for replacement. As a result,

approximately 166 new street trees are earmarked for Lincoln Avenue. Partial funding for the new street trees may come from the Environmental Enhancement Mitigation Grant (for which the City applies each year). The recommended funding for the trees includes opening tree wells, grates, and three years of maintenance.

At subsequent meetings, the Steering Committee reviewed the recommendations in the report from RAW International. It generally discussed issues within four categories: changes to zoning and development standards; public initiatives; private initiatives; and marketing strategies. In other meetings it also discussed: a mission statement; design guidelines; funding of improvements through the City's capital improvements project budget; use of tax increment funds outside of the six, site-specific redevelopment project areas and two proposals for new development; and a concept for ceramic tile artwork.

The recommendations from the Steering Committee differ, in places, from proposals in the June 1997 report. The committee, for example, voted to keep "visitor accommodations" as a permitted use (the consultants recommended removing it from the use classifications). The committee also was unable to decide upon the merits of a long-range proposal to transfer commercial and light industrial uses from the west side of the avenue to the east side. On the whole, though, there is substantial agreement between the two sets of recommendations.

**Design Guidelines.** The design guidelines in the planning study are intended for use as part of a facade improvement program. As with the recently adopted streetscapes plan for East Washington Boulevard, the Lincoln Avenue study recommends that adherence to the guidelines is voluntary. Compliance with the guidelines, however, would be mandatory wherever the zoning code requires design review (e.g., mini-mall, new construction over 25,000 square feet) and wherever property owners or tenants participate in a facade improvement program. It also proposes, as part of a performance-based zoning code amendment, that a property owner or tenant be required to choose one or more of the guidelines whenever there is a new zoning entitlement for operating a commercial or industrial use. As an example, the expansion of a business, the addition of new surface parking, changes to hours of operation, new construction, and so forth, would all require, as a condition of approval, implementation of one or more of the improvements illustrated in the design guidelines. This type of performance-based zoning may be extended city-wide to other commercial areas as part of the update of the zoning code. This proposal and the idea of adopting a uniform set of design guidelines for commercial/industrial areas (especially those adjacent to residential neighborhoods) may also emerge from the update of the zoning code and the City's proposal to consolidate its existing design guidelines (and to introduce new design guidelines in some locations where none exists).

#### REVIEWS BY COMMITTEES/COMMISSIONS.

Before reaching the Council, the planning study has had six reviews before advisory committees and commissions.

**Urban Forestry Advisory Committee.** On three occasions, this committee reviewed proposals for a new flowering street tree. The Committee concluded its reviews on July 2, when it endorsed the chitalpa as an appropriate new street tree. The Committee dedicated three meetings to the selection of a new street tree to minimize possibilities that a new tree would eventually fail, as did over 100 of the oak trees planted in the mid-1980s

**Lincoln Avenue Project Area Committee.** During its discussion about the planning study, the Lincoln Avenue PAC requested an annotated version of the final report (with the changes recommended by the Steering Committee). The PAC received this material during the week of June 15. Members of the PAC also emphasized that the recommendations from the Steering Committee focused on a summary of the 84-page plan and not on the entire text. The Committee worked from the summary as a way to manage the complex and at times densely worded amount of information in the report.

Other issues discussed at this meeting included:

- 1) the importance of developing the Lincoln-Washington "A" site;

- 2) linkages with the West Altadena Redevelopment Area so to coordinate redevelopment strategies for the entire corridor;
- 3) availability of funding (Rose Bowl mitigation, SBA loans) for undertaking improvements;
- 4) relocation of Embree Bus business elsewhere;
- 5) toxic emissions from some businesses; and
- 6) designation of the area as a federal empowerment zone.

A major concern to the PAC was identifying a community-based body that could oversee implementation of the recommendations in the planning study and act as a "steering body" and advocate for all of Lincoln Avenue. The PAC suggested that it could function in this role.

**Design Commission.** In its review of the report on June 26, the Commission recommended approval of the design-related elements of the planning study. It also proposed that the City increase the annual funding of its facade improvement programs (presently \$30,000) so that much-needed changes to several businesses and corner lots on Lincoln Avenue could occur within a short period of time. The Commission also recommended that Muir High School participate in activities to improve the landscaping and building facades of businesses along the corridor to promote a sense of ownership and shared responsibility for improving the area. It emphasized the importance of engaging the high school students in any activities to improve the appearance of the avenue and the importance of redesigning the spacious front yard area of Muir High School.

**Community Development Committee:** The Committee reviewed the planning study on June 25. After discussing several implementation items and receiving a summary of the meeting with the Lincoln Avenue PAC, it approved a motion, finding the planning study consistent with the redevelopment plan for Lincoln Avenue.

**Northwest Commission:** The Commission reviewed the study on July 8 and recommended approval of the staff recommendation. To this decision, it requested the Council to direct the Rose Bowl Operating Company to set aside \$250,000 from the Rose Bowl Mitigation Fund for Lincoln Avenue. This funding, it suggested, could be used to implement streetscape improvements and other proposals in the planning study. Like the Lincoln Avenue Project Area Committee, the Commission also discussed a role for residents and businesses in overseeing the implementation of the planning study and recommended a Neighborhood Oversight Committee for this purpose. The Commission recommended the preparation of a specific plan for Lincoln Avenue, and it discussed strategies to attract new businesses to the corridor. Specific recommendation from the Commission are referenced in the "recommendations" section of this report.

**Planning Commission:** In its review of the report, on July 8, the Commission discussed priorities among the implementation items. Members of the Commission also spoke about the importance, based on experiences with the North Lake Specific Plan, of engaging business owners in any initiatives to improve the area. They asked about the possibilities of forming a business association or, even, a business improvement district. Other questions dealt with measures to ensure that new street trees will not fail as did those planted in the mid-1980s and with possibilities to landscape the open front yard of Muir High School and to soften the "prison-like" appearance of the school. At the conclusion of its discussion and public comment from six members of the Lincoln Avenue Steering Committee, the Commission adopted the staff recommendation with three supplemental recommendations cited in the "recommendations" section of this report.

## **CONCLUSION.**

Continuing a planning process begun in 1984, the current planning study for Lincoln Avenue proposes several initiatives to upgrade the visual character of the area. It calls for a partnership of the City, two schools, business



owners, and nearby residents to produce improved landscaping and well-maintained building facades. It also proposes a long-term effort to promote the corridor as an inviting location and to recruit new neighborhood-serving businesses. Employing a theme of a "clean and safe" image, it encourages the City to take a leading role in this endeavor by funding several short-term activities, such as supplemental, pedestrian-level street lighting.

#### **HOUSING IMPACT.**

The planning study does not propose any new programs (e.g., re-zoning) to increase the supply of housing along Lincoln Avenue. Through design guidelines, streetscape improvements, and a proposal for performance-based zoning, it identifies activities to improve transition areas between existing residential neighborhoods and businesses in the CG-1 zone. It also emphasizes the importance of stabilizing and protecting the residential neighborhood along Lincoln Avenue (south of Hammond St.).

#### **IMPACT ON THE CITY'S REVIEW AND APPROVAL PROCESS.**

The planning study does not recommend new regulatory activities that would affect the City's review of development projects. Initiatives such as a facade improvement program would rely upon existing programs. The proposal for performance-based zoning is likely to be analyzed during the pending update of the zoning code for possible consideration along Lincoln Avenue and similar "zone transition areas" where commercial and light industrial uses abut residences.

#### **FISCAL IMPACT.**

The cost to the City of implementing recommendations in the planning study is estimated to range from \$500,000 to \$750,000. Portions of this funding will need to be incorporated into the capital improvement budget process and await funding approvals by the Council. Details of these estimates are summarized in the table below (*and described in ATTACHMENT D, memorandum from Jack Lidyard to Dave Watkins, July 7, 1998*). They exclude the cost of items in the report that are uncertain at this time or perhaps unlikely to occur because of policy decisions or undetermined funding. Among these items are:

- a) a corridor-wide facade improvement program;
- b) additional redevelopment project areas;
- c) increased visibility of the police facility in the Business Park of Pasadena;
- d) decorative banners on street light poles;
- e) an economic development corporation for Lincoln Avenue;
- f) relocation of businesses; and
- g) acquisition of property adjacent to the Steelcraft sites on Lincoln Avenue.

Other recommendations in the report, such as additional sound walls along the Foothill Freeway and improvements to the open space in front of Muir High School, would not be funded by the City.

Proposals in the study for business recruitment could largely be managed through existing staff positions in the Housing & Development Department (for the Enterprise Zone) or through the Pasadena Development Corporation. The one-percent for art component of the streetscape improvements could fund the services of an artist to design the monument markers or panels to be mounted onto the markers (or an alternative public art project approved by the Arts Commission).

<b>ITEM</b>	<b>ESTIMATED COST</b>	<b>PAGE # IN REPORT</b>
<b>NEW FLOWERING STREET TREES</b> <i>Costs for approximately 155 new street trees, including removal of 103, "failed" oak trees; tree grates; tree wells; maintenance of new trees for first three years.</i>	\$110,000	pp. 3-2, 3-3
<b>MONUMENT MARKERS</b> <ul style="list-style-type: none"> <li>• Study recommends "arroyo stone, "boulder-type monument markers in three locations.</li> </ul>	\$120,000	p. 3-7
<b>STREET LIGHTING</b> <ul style="list-style-type: none"> <li>• Study proposes "pedestrian-scaled" street lighting (illustrated as double-headed, acorn post luminaires) bracketed onto the existing street light poles</li> </ul>	\$200,000	p. 3-7
<b>BUS SHELTERS</b> <ul style="list-style-type: none"> <li>• Study proposes new bus shelters and benches to replace the existing, vandalized and poorly maintained shelters</li> </ul>	\$ 42,000	p. 3-8
<b>PARKING STUDY</b> <ul style="list-style-type: none"> <li>• Study proposes that the City evaluate the feasibility of improving opportunities for <b>shared parking</b>, particularly along the northern stretch of the avenue near the County line. The objective of the study is to find adequate parking for neighborhood-serving retail uses in existing (or new) commercial buildings</li> </ul>	\$ 10,000	p. 1-14
<b>TRAFFIC SIGNAL @ LINCOLN Ave. and IDAHO St.</b> <ul style="list-style-type: none"> <li>• Listed in <b>CIP budget</b> under traffic control and facilities and funded for \$135,000 through FY '99.</li> </ul>	<b>FUNDED.</b>	p. 1-15

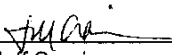
SUB-TOTAL: \$482,000  
1% FOR ART \$ 5,000  
ART WORK FOR MONUMENT MARKERS \$ 12,000  
TOTAL ESTIMATED COST: \$499,000

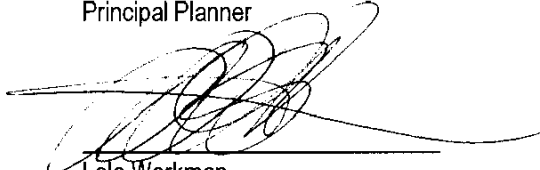
OPTION  
SUPPLEMENTAL STREET LIGHTING ALONG ENTIRE CORRIDOR \$425,000  
SUB-TOTAL \$724,000  
1% FOR ART \$ 7,000  
ART WORK FOR MONUMENT MARKERS \$ 12,000  
TOTAL ESTIMATED COST: \$743,000

As noted in the recommendation, City staff will return to the Council within six months with further information about the costs and implementation of recommendations in the planning study.

Respectfully submitted,  
  
CYNTHIA J. KURTZ  
Acting City Manager

Written by:

  
\_\_\_\_\_  
Jeff Cronin  
Principal Planner

  
\_\_\_\_\_  
Lola Workman  
Planner


Approved by:

  
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\_\_\_\_\_  
William J. Reynolds  
Director of Housing & Development

Reviewed by:

  
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David G. Watkins  
Planning Manager

  
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Jack A. Lidyard  
Acting Director of Public Works & Transportation

## **ATTACHMENTS**

- ATTACHMENT A: **Report from RAW International (June 18, 1997), LINCOLN AVENUE DESIGN, LAND USE, AND MARKET STUDY (with revisions by Lincoln Avenue Steering Committee).**
- ATTACHMENT B: **Summary of Recommendations from Lincoln Avenue Steering Committee (March 1998).**
- ATTACHMENT C: **Initial Environmental Study and Negative Declaration.**
- ATTACHMENT D: **Summary of City-Sponsored Implementation Items and memorandum from Jack Lidyard to Dave Watkins, July 7, 1998.**
- ATTACHMENT E: **Resoution to Adopt Design Guidelines for Lincoln Avenue Corridor.**