

MEETING DATE: 5.11.15

AGENDA ITEM: (1) Receive a Presentation and Discuss the Proposed Vision for a “Hospitality & Entertainment District Specific Plan” Affecting Commercial Frontage Adjacent to the 405 Freeway Between the Northern and Southern City Boundaries, Including a Signage Component; and (2) Direct the City Manager as Deemed Appropriate.

ATTACHMENTS

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CULVER CITY HOSPITALITY AND ENTERTAINMENT DISTRICT VISION STATEMENT

April 13, 2015

The *Hospitality and Entertainment District Vision Statement* articulates core values and desires as they relate to the future functional role, uses, and form and character of development on lands in Culver City adjoining the I-405/SR 90 interchange. It represents an image of the future, building upon what exists today, and is a succinct description of values for making a great community place. Planners and urban designers agree that several important characteristics describe the characteristics of a vision: future-oriented, idealistic, appropriate, inspirational, purposeful, and ambitious. Imagine that you could transport yourself into the future to the year 2025. Imagine that you could see and experience the I-405/SR 90 area after years of forward progress and improvements. What would be different about the area, and what positive changes would you see? What would be the same, and what assets or characteristics from today would remain the same?

A multi-faceted program engaged Culver City community residents, property owners, business persons, and visitors to the area in discussions about current development patterns, uses, mobility, streetscape and open space character, issues affecting the study area, and ideas about how these could evolve in the future. A diversity of issues and ideas were identified, for which some elements elicited consensus and others for which there was no common agreement. This input has been used as the basis in drafting this preliminary *Vision Statement* that is intended to serve as the *starting point* and facilitate further community discussions about the types of use, development standards, design guidelines, mobility, streetscape, and infrastructure improvements, arts and cultural amenities, and types and locations of branding, wayfinding, and business signage that will guide future development in a second phase of the planning program. The ideas to be developed in this second phase will be evaluated for their feasibility and costs and alternative sources of financing will be identified, with decisions regarding their scope and implementation mechanisms selected through the community-driven process. The starting point is purposefully ambitious, consistent with definitions for a *vision*, with final elements selected in consideration of financial realities and community values.

Transformation: Vision for the Future

The *Hospitality and Entertainment District* is a new district announcing itself as the southwest entry to Culver City from the I-405 Freeway corridor that grows from and unites the existing disparate mix of uses into a vital, pedestrian-oriented place distinct from downtown, Playa Vista, Howard Hughes Center, and other activity centers of Los Angeles westside communities. The district is a destination, a place where people want to be, spend time with friends and neighbors, celebrate, and participate in events. It offers a variety of experiences for nearby residents and employees, hotel guests, and travelers along the freeway with opportunities for shopping, entertainment, dining, arts and culture, working, staying overnight, and recreation.

The District's mix of retail uses range from a regional mall, local-serving grocery and convenience goods, and to artisan and specialty uses. Restaurants offer a variety of formal and informal dining options and cuisines. Older industrial buildings have been adaptively re-used for incubator uses induced by markets generated from nearby digital, entertainment, and creative industries. Specialty stores and small galleries and museums celebrate Culver City's history as "The Heart of Screenland." Expanded hotels provide transient housing for guests of adjoining business centers and visitors to the coast and nearby neighborhoods and their conference facilities provide space for professional and community meetings and events. Residents live within the area and can walk or bicycle to businesses, jobs, and access regional transit. These uses are agglomerated into discrete and functionally differing and scaled villages and neighborhoods exhibiting their own unique character, which are integrated through

streetscapes and public amenities into a cohesive and definable district with choices and variety enriching and vitalizing the district.

The “bricks and mortar” of buildings are complemented with a robust network of plazas, parklets, and greenways providing the organizing and structural framework for development within the District. These are attractive places for people to walk, sit, read, converse with their friends, appreciate nature, dine in outdoor restaurants, participate in recreational activities and community events, and enjoy music and concerts. They incorporate public art and amenities, are landscaped with native and drought-tolerant species, and designed to filter toxics and pollutants from stormwater runoff from paved surfaces into the drainage system and groundwater basin. Buildings are located, oriented, and designed to relate to these public spaces to foster the sense of “pedestrian-friendliness” and shared community activity, rather than earlier norms for turning inward. Parking is clustered and located in structures with ground level retail uses, replacing vast seas of surface asphalt parking lots and also fostering pedestrian interest and activity.

Landscaped sidewalks and pedestrian paths connect the District with surrounding residential neighborhoods, facilitating access by walking in an attractive and safe environment. These are integrated with a network of bikeways connecting to Culver City’s downtown, activity centers, and neighborhoods and regional paths including the Ballona Creek trail, which provides access for residents and hotel guests to the coast. All paths connect with the District’s transportation center enabling residents, employees, and visitors to use transit to access destinations throughout the City and greater region.

Arts and design are important elements distinguishing the District, through well-designed buildings, public art, and signage. They employ iconic design elements and idioms reflecting Culver City’s history as “The Heart of Screenland.” Freeway ramps and bridges and roadways at the edges of the District are treated with color, graphics, and lighting signaling arrival into a special place. A network of well-designed and consistent way-finding signage incorporates a district-identifying logo and provides directions and information guiding drivers, pedestrians, and bicyclists to key destinations including the Westfield Mall, hotels, transportation center, and mixed-use villages. Business and advertising signage is located on and integrated with the architectural fenestration of building elevations, using a common vocabulary of structural elements and placement to achieve a visual sense of consistency throughout the District.

Four Voices: Four Perspectives

The transformation and the future of the *Hospitality and Entertainment District* can best be appreciated through the perspective and experiences of the community of persons living in or nearby, employees, and visiting guests. Four voices provide “eyes” that illustrate these perspectives.

The District Resident

A resident has chosen to live in the District because of its identity and vibrancy as a special place; the presence of “places to go” without the need of an automobile coupled with the ability to walk to desired places for shopping, entertainment, and dining; the quality of design and graphics and pedestrian-oriented streetscapes and public places that make it a welcome and exciting place to be; access to recreational amenities, bikeways, and ability to easily bike to the beach; proximity and easy access to technology, creative business, and other quality jobs; and the opportunity to live with persons of similar interests and lifestyles.

A resident of the District lives in a building designed to exceed best practices for sustainability and exceed state standards for energy and water efficiency. Buildings are oriented and designed to minimize heat gain and loss, incorporate solar panels and stormwater capture and re-use systems, use recycled and non-toxic materials, and comparable elements. Units have high ceilings and are daylighted to enable residents to minimize the use of

artificial lighting and use openable windows for ventilation. Shared vehicle and bicycle facilities are incorporated in many mixed-use and residential buildings to enable residents to minimize their automobile use.

A resident takes the stairs or elevator to commercial uses and services in the ground floor of their buildings and walks to those within the District on a network of attractive and safe sidewalks and pedestrian paths. They meet and socialize with friends at one of the public plazas, shop at retail, grocery, and artisan stores, dine at a nearby restaurant, visit the local farmers market, and attend entertainment venues and community events. They use the District's pedestrian ways, bicycle paths, and recreational facilities for exercise and enjoyment. On special occasions, a resident may walk to the transportation center to access transit for destinations within the region such as a concert, sports event, or nightclub. The resident may also walk to their job within the District or Fox Hills, or those outside of the area by using transit. Many residents living in the District experiences between 15 and 25 percent fewer trips daily than those living in single family neighborhoods¹.

The Nearby Resident

The resident of Fox Hills, Westchester, Playa Vista, and other surrounding neighborhoods travels to the *Hospitality and Entertainment District* for many of the same reasons attracting residents living in the area. Its retail and specialty uses, quality restaurants, entertainment, recreational uses, events, and plazas and spaces where friends can gather and socialize, coupled with its identity, physical character, and “vibe” as a special place, distinguish it as a unique district where people want to be. Residents of adjoining neighborhoods walk and bicycle to the District on the network of well-landscaped and safe sidewalks and paths. The signage, graphics, and lighting in the District are located and designed to be attractive and not negatively affect views or the quality of surrounding neighborhoods.

The Nearby Employee

Similarly, business employees in Fox Hills, Playa Vista, Howard Hughes Center, and other nearby locations come to the *Hospitality and Entertainment District* at lunch and the end of the work day to dine, have a drink with colleagues and friends, shop, and enjoy entertainment, music, and special events. Those employed in the creative and technology industries are particularly attracted by the presence of complementary incubator industries in redeveloped older industrial buildings west of the Westfield Mall. Visitors to and temporary workers of the nearby industries stay as guests in the District's hotels. Fox Hills employees can walk and those here and from other job centers can bicycle to the District on the network of pedestrian paths and bikeways.

The Hotel Guest

The number of hotel guests in the District has expanded through the construction of new rooms supporting nearby jobs centers, businesses, and the guests of community residents. Conference facilities provide meeting and event space for business and professional organizations and community groups. Most overnight hotel guests desire something more than a bed to sleep in and a pillow. They seek a diversity of restaurants, a good bar for a drink and conversation, entertainment, and, often, places to shop, exercise, and destinations to visit. The mix of uses and amenities of the *Entertainment and Hospitality District* offer these opportunities within a walkable distance. Guests are attracted to the District's retail stores offering merchandise and art galleries and museums exhibiting artifacts representative of the City's entertainment industry history.

The availability of bicycles and connections to the Ballona Creek and Playa Vista bike paths enable guests to visit and enjoy Southern California's iconic beachfront. The vibrancy and sense of place created through the network of public plazas and streetscapes, layout of buildings to foster pedestrian activity, and graphic and lighting design coupled with the mix of uses establish a sense of place enhancing the experience of hotel guests.

¹ Based on data compiled by ARUP for the Pasadena General Plan Land Use and Mobility Elements Update, 2013.

Land Use and Urban Form Visions

Development in the Hospitality and Entertainment District will occur through the adaptive re-use of existing buildings, construction of new buildings on surface parking lots, and redevelopment/replacement of older, underutilized buildings. The visions expressed in the preceding paragraphs suggest a diversity of development options for sites within the District that merit further consideration and refinement, from which a more precise and final plan can be developed to guide the future. The diagram on the following page depicts structuring the District into four discrete sub-areas differentiated by their uses and urban form, in which alternative mixes of land uses can be accommodated. This is followed by a diagram illustrating one possible set of land use and urban design strategies within this framework.

Sub-Area A: Hotel and Hospitality

The area southwest of Green Valley Circle and Bristol Parkway is anchored by three hotels (Doubletree, Four Points by Sheraton, and Courtyard by Marriott) which cumulatively form the “heart” of the Entertainment and Hospitality District. The addition of new hotel rooms, conference facilities, restaurants, visitor-serving retail, recreational, and similar uses provide an attractive setting serving visitors to the City and the expanding technology and creative businesses of the westside region. Departing from the historic form of independent parcels, new buildings and facilities are constructed on and replace surface parking lots. An interconnected network of public plazas and open spaces provide the physical framework on which buildings front, establishing the urban form and character of a pedestrian-oriented “main street” environment comparable to downtown Culver City. These areas accommodate outdoor seating for restaurants, places for gathering and events, and passive recreation. This internal network is integrated with areawide landscaped pedestrian pathways connecting the west and east sides of the I-405 freeway, adjoining residential neighborhoods, and retail sub-areas to the north.

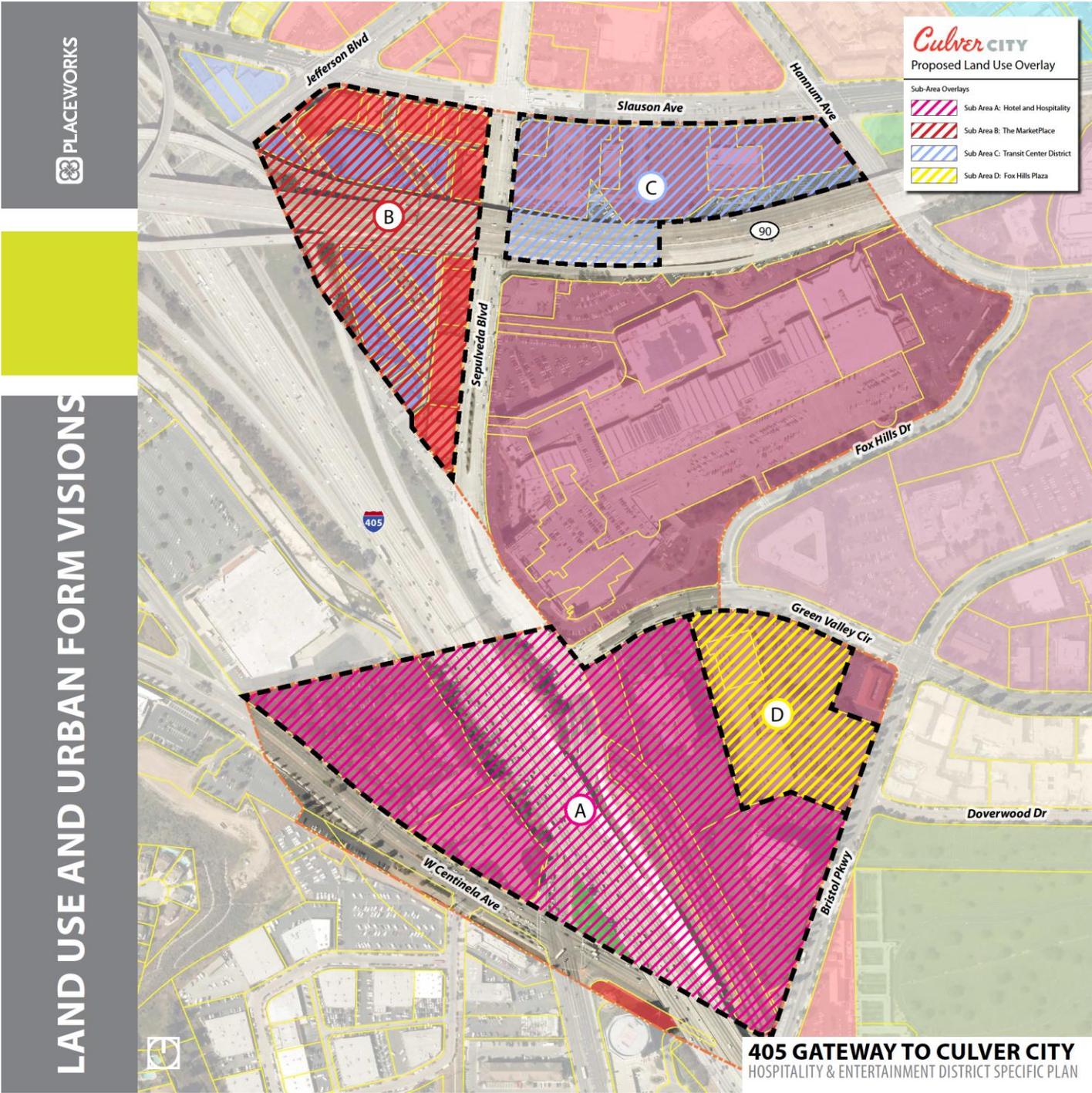
Expanded Hotels and Conference Facilities



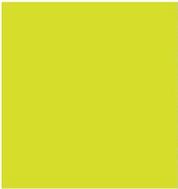
Pedestrian Oriented Restaurants and Retail



New housing may also be constructed on the expansive surface parking lots, providing the opportunity for more residents to live close to their jobs. This is critical in a sub-region experiencing a severe deficit of housing where the pace of jobs-expansion has exceeded the production of housing affordable to local employees. Housing would be



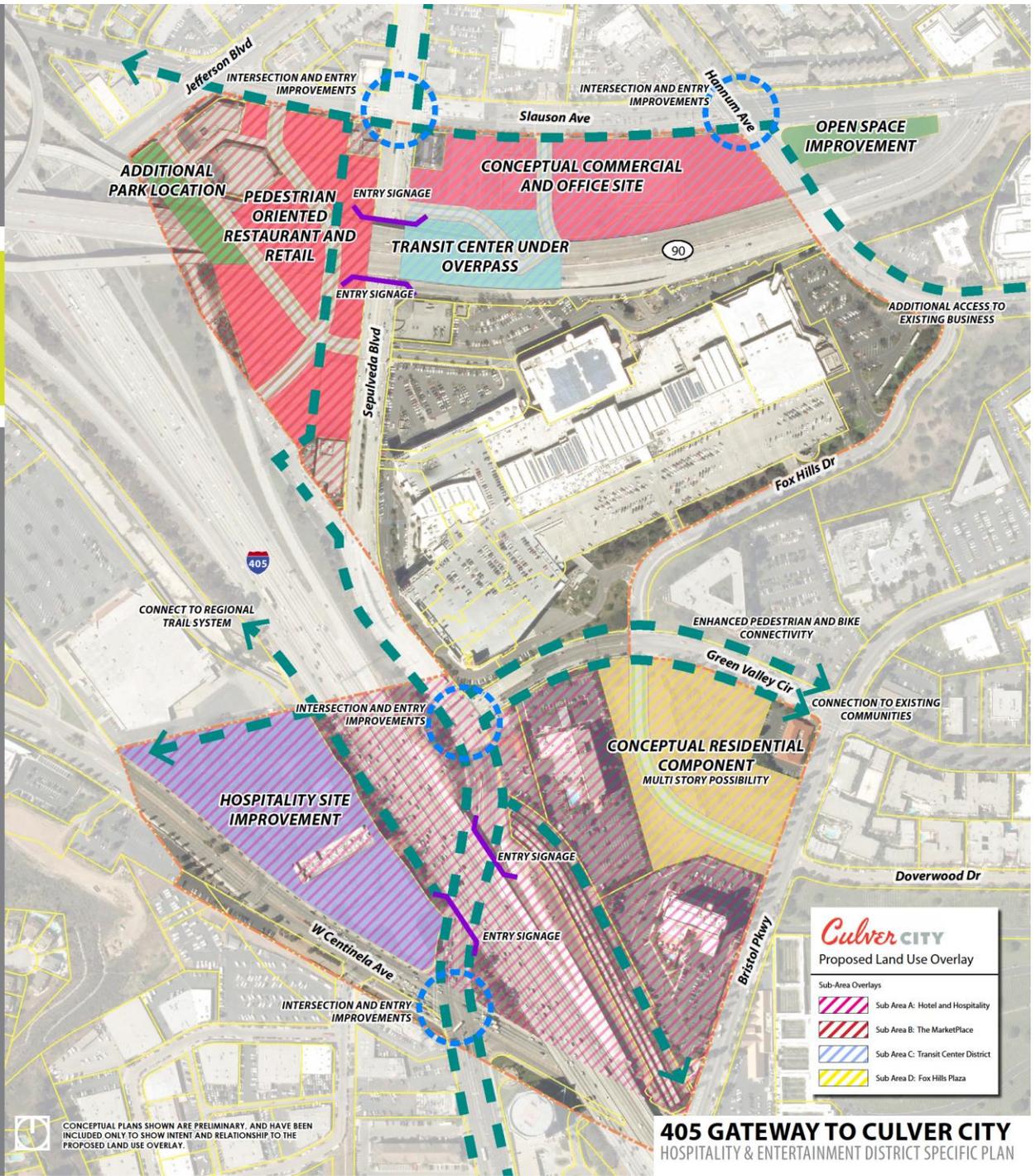
PLACEWORKS



LAND USE AND URBAN FORM VISIONS

PLACEWORKS

LAND USE AND URBAN FORM VISIONS



CONCEPTUAL PLANS SHOWN ARE PRELIMINARY, AND HAVE BEEN INCLUDED ONLY TO SHOW INTENT AND RELATIONSHIP TO THE PROPOSED LAND USE OVERLAY.

Culver CITY
Proposed Land Use Overlay

Sub-Area Overlays

- Sub Area A: Hotel and Hospitality
- Sub Area B: The MarketPlace
- Sub Area C: Transit Center District
- Sub Area D: Fox Hills Plaza

405 GATEWAY TO CULVER CITY
HOSPITALITY & ENTERTAINMENT DISTRICT SPECIFIC PLAN

located in mixed-use buildings with ground floor retail or in independent structures. Those with retail will be located and designed to provide continuity along the street frontages with adjoining commercial buildings. Both mixed- and single-use buildings are located and designed for orientation to the street and pedestrian pathway frontages, maintaining the “main street” character and walkability throughout the District.



Sub-Area B: The MarketPlace

The street grid and scale of buildings uses along Selmaraine Drive and Corryne Place physically distinguish it from other sub-areas of the Hospitality and Entertainment District. They cumulatively contribute to a comparatively small scale, walkable “village-like” character. Largely, existing buildings would be retained with a second floor added to some, and adaptively re-used for a diversity of uses, not unlike those on Granville Island in Vancouver. The scale and “urban grain” is particularly attractive for creating a “specialty” or “thematic” district with a number of possible visions for the future-- a center of artisans and creative design boutiques; incubator technology and creative industry businesses induced by and supporting nearby job centers; arts production, galleries, and performance; a public marketplace for the sales and dining of locally-grown food; small professional and creative industry offices; or manufacturing of innovative and “green” products. Its identity as a unique district and place, makes it a prime destination for visitors from the community and region, as well as hotel guests.



The internal streets establish the framework for the area’s urban form and function as the area’s outdoor “living room.” Street widths are narrow and designed as shared facilities emphasizing pedestrian and bicycle use as a priority over the automobile. They incorporate extensive landscape elements, amenities, and places for people to eat, gather, and enjoy the outdoors. Plazas may be developed providing spaces for the staging of community events, celebrations, and performances. Strings of lights cross the streets and artist-designed graphics and signage on building facades contribute to a festive and unique feeling.

Buildings are located along and open onto the sidewalks and public spaces. Indoor uses are visible and extend into the pedestrian areas, including such activities as outdoor dining and arts and crafts exhibits. Parking is located to the rear of these buildings or in shared structures. Properties fronting onto the west side of Sepulveda Boulevard contain a mix of larger and smaller buildings, with greater heights to visually frame the eastern edge of the Village District and as a buffer with the traffic along this street.



Sub-Area C: Transit Center District

Properties along Slauson Avenue adjoining the transit center are more intensely developed with new buildings, shared parking structures, and public spaces replacing surface parking lots. Increased transit service and ridership economically leverage higher property values and development in proximity to the center. A network of internal pathways and plazas extends throughout the area and connects the transit center with the Westfield Mall. It provides the unifying public space on which buildings are located and oriented and enables customers to park once and access multiple businesses. As other public spaces in the District, it is extensively landscaped and offers amenities making it attractive for walking, meeting friends, and enjoying the out of doors. New retail, restaurants and entertainment businesses complement existing uses and contribute to the sense as a unified place, rather than its history of fragmented development. Potentially, new recreational facilities such as an ice rink, bike concourse, or climbing wall could be developed in concert with a major sports retail facility and connected with recreational improvements below the SR-90 freeway viaduct.



Sub-Area D: Fox Hills Plaza

The Fox Hills Plaza is a pivotal location as the interface point between the Hospitality and Entertainment District and a reimagined Fox Hills business park and community. As such, it is envisioned as a discrete and unified place accommodating uses transitioning with and serving both, including expansion of retail and service commercial uses for adjoining residents and employees and/or development of housing. The latter could be developed in free-standing structures or integrated vertically in buildings with ground level commercial uses. As other Hospitality and Entertainment sub-districts, new buildings would replace surface parking lots and be located on a network of unifying, well-landscaped pedestrian pathways and plazas. These would extend outward from the site, connecting with the Fox Hills neighborhoods and business areas, the hotel core, and Westfield Mall.



Public Spaces Visions

Pedestrian paths, plazas, and open spaces organize and provide form to the distribution of buildings and uses throughout the Hospitality and Entertainment District. The network of public spaces provides connectivity and access throughout the District, to adjoining neighborhoods and business centers, and is linked with internal improvements within each sub-district as described above. As shown on the illustrative figure, a primary pedestrian corridor extends northerly into the District from the City of Los Angeles Boundary along the west side of Sepulveda Boulevard and, west of Westfield Mall, shifts to Corryne Place where the active pedestrian street is separated from the traffic of Sepulveda Boulevard. A second primary pedestrian corridor extends along the south side of Slauson Avenue, providing access to the transportation center and internal network of pedestrian paths. Secondary pedestrian corridors are located along Green Valley Circle and between the Doubletree Hotel on Centinela Avenue and flood control channel. The latter offers possible connections to a regional trail network connecting with Playa Vista, Ballona Creek, and the coast.

Each of the pedestrian corridors is developed with wide sidewalks and is extensively landscaped with evenly spaced street trees; contains pedestrian-oriented amenities such as benches, trash receptacles, lighting, wayfinding signage, and bicycle parking facilities; and incorporates public art. Streetscapes incorporate drought-tolerant native species, toxic-removing bioswales, and construction materials allowing for stormwater capture and permeability into the groundwater basin. To the extent feasible, Sepulveda and Slauson sidewalks would be developed with a double row of trees to provide a dense canopy reducing the heat island created by adjoining traffic.

Pedestrian Friendly/Walkable Streets



Streets that are Sustainable



Connectivity to Neighborhoods and the Coast



Public plazas are developed along the length of the areawide pedestrian network and within key activity centers of each sub-district. They are places where people sit and relax, gather with friends, participate in community festivals and events (such as holiday celebrations and farmers markets), and engage in active recreation. Areas beneath the SR-90 freeway viaduct can be redeveloped for skate parks, bicycle obstacle courses, climbing walls, and similar recreational activities.



Mobility Visions

Walking, bicycling, and transit are the preferred mobility options in the Hospitality and Entertainment District. The transit center located on Slouson Avenue provides a portal for visitors, shoppers, employees, and residents to and from other destinations in Culver City and the region. Transit users are able to access the diversity of places and uses in the District from the transit center by the connected network of pedestrian paths discussed above. Bicyclists use the network of areawide bikeways that are aligned and integrated with the previously described pedestrian paths. These are linked to citywide and regional bike ways, including the Ballona Creek trail. Centers offering daily or hourly bicycle rental or sharing services, storage, and showers are located at the transportation center and within key sub-districts including the Hospitality Core. Zipcar and comparable services are provided to enable employees, hotel guests, and residents requiring automobile use for access to areas not served by transit or beyond reasonable walking and biking distance.



Automobile and motorcycle parking are consolidated in shared facilities, replacing many surface parking lots. They are dispersed to facilitate parking once for access to multiple commercial, entertainment, recreational, and other destinations. The parking structures are architecturally designed and scaled for compatibility with adjoining buildings and exhibit the visual character of a commercial building. Most integrate retail uses on their ground floors to maintain continuity of activity along sidewalk and pedestrian frontages.

An areawide network of LED signage informs drivers of the locations of available parking spaces, reducing the time and environmental impacts for searching for these.



Visions for Branding and Signage

Signage in the Hospitality and Entertainment District serves a number of purposes—to identify entries, key use locations, and businesses; enable travelers to find their way to destinations and parking; regulate traffic speed and parking times and provide public safety; as an element of public art; and for advertising as a source of revenue some of which is allocated for funding streetscape and other public improvements. Departing from the tradition of fragmented, unrelated, and unattractive signage, the District’s signage program provides a consistent design vocabulary and infrastructure that contributes a distinct and cohesive identity. It graphically echoes the history of Culver City as “The Heart of Screenland.” Static, digital and illuminated signs are located to minimize their visibility and impacts on adjoining residential neighborhoods. The design and layout of the signs creates a vibrancy that makes the District a special and unique place within the City and region.

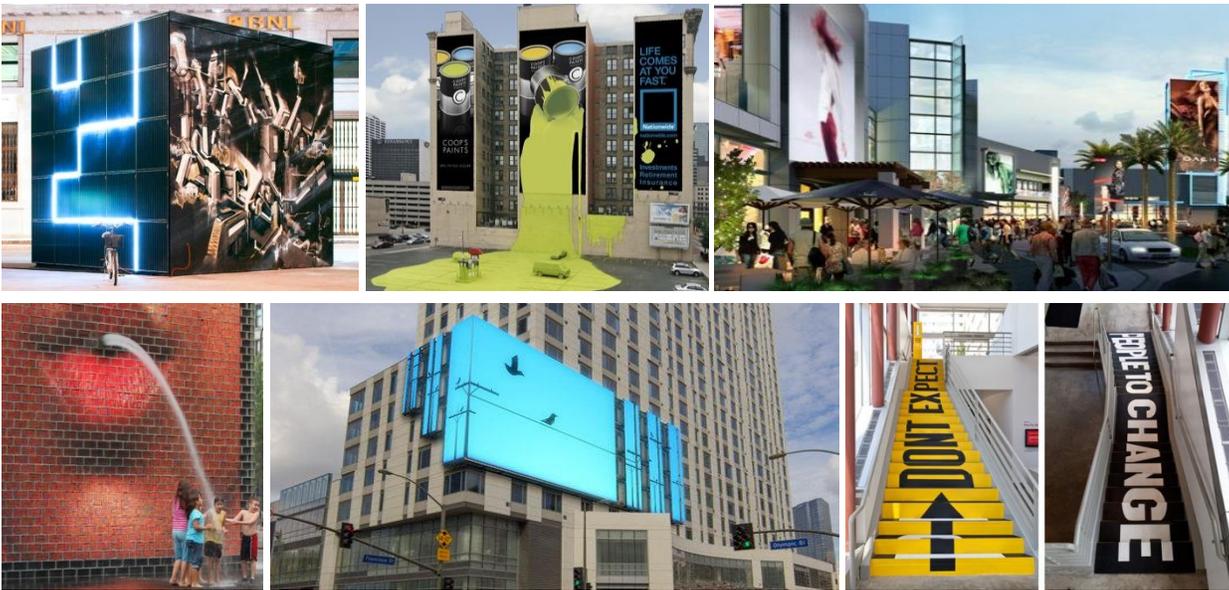
Gateway signs signal entry to the Hospitality and Entertainment District from the I-405 Freeway and along major arterials including Centinela Avenue, Sepulveda Boulevard, and Slauson Avenue. Entries from the freeway ramps and through underpasses are treated with paint, lighting, and/or sculptural elements as “pieces of art” to signify a sense of arrival.



A system of monument signs, banners, street painting, and lighting provides directions and site location information to visitors in the Hospitality and Entertainment District. They are designed using a consistent graphic template and District-defining logo.



Business identification and advertising signage and billboards are integrated into the architectural design of buildings in the Hospitality and Entertainment District. Their placement, size, and design elements echo the rhythm, fenestration, and articulation of building elevations and elements. The signage is designed to exhibit a high level of artistic creativity and innovation, extensively using graphics and imagery in lieu of wording. Digital images are used to stimulate interest and vibrancy. Revenue generated from these signs provides a source of funding for streetscape improvements, development of public plazas and open spaces, and bicycle share programs.



CULVER CITY HOSPITALITY AND ENTERTAINMENT DISTRICT OPPORTUNITIES AND CONSTRAINTS

Development in the proposed Hospitality and Entertainment District will be impacted by a number of key opportunities and challenges, summarized below and as visually depicted on the **third graphic** in the Mapping Document.

Opportunities

Built Environment

- Large surface parking areas provide the land area and the physical opportunities for infill of additional development, uses and amenities.
- Distinctive characteristics of older, primarily industrial, uses provide a smaller, more bike and pedestrian friendly street network.
- The immediate area is home to a number of residents who would be the primary users of new businesses and additional services within walking distance of where they live.
- While residential uses are nearby, they are not in the immediate area. This combined with topography, and freeway adjacency, may provide an appropriate location for higher density infill development if it is located and scaled properly.

Economy

- Key anchor uses (three hotels and a regional mall) can be leveraged for additional economic development of adjacent properties.
- There is a growing sub regional market for creative office and associated amenities.
- Proximity to other major activity centers provides the ability to capture workers and residents from nearby Playa Vista and Howard Hughes Center.
- Investment in upgrades to Westfield Mall, coupled with increased sales may act as a catalyst for additional investment in the area.
- Leveraging improvements in this area with the reimagining of the larger Fox Hills area may create a synergy for southern Culver City.
- The transit center could induce additional development and amenities in the immediate areas.

Mobility

- The local and regional bicycle infrastructure is something that could be linked to through this area connecting existing bike lanes and trails with one another.
- Crosswalk and other infrastructure improvements could increase pedestrian safety.
- The transit center is a valuable asset in this area that could be expanded to include additional multi-modal uses (bike share, zip car) and amenities for transit uses (news stand, lending library, coffee stand).

Branding

- Freeway adjacency supports additional branding opportunities.
- Southern gateway to Culver City would benefit from additional landscaping, public art, and lighting.
- Current freeway adjacent signage could be improved if they were modernize and part of a uniform, consistent sign program.

- Wayfinding and pedestrian scale signage could add to sense of location and an improved walkable environment.

Constraints

Built Environment

- The existing development pattern is both fragmented and bisected by the 405 and 90 freeways
- The prevalence of underpasses and associated freeway infrastructure provides challenges for development in the immediate area.
- The area is automobile dominated with large parking lots, small sidewalks that limit walkability
- There is a lack of destination uses (outside of the mall) to attract hotel guests and nearby employees.

Economy

- The lack of available and/or adequate financing to cover costs of improvements, including loss of traditional revenue sources.
- Regional and sub-regional competition of activities centers in Playa Vista, Howard Hughes, Downtown Culver City, etc.

Mobility

- Sepulveda Boulevard and other streets in the area are wide and have heavy traffic volume.
- Sidewalks are mostly narrow, lack streetscape amenities, and inhibit connectivity.
- There are not any bicycle lanes or supporting infrastructure in the area.

Branding

- This part of Culver City lacks identity and is not clearly related to the adjacent Fox Hills neighborhood.
- Concerns have been expressed about the extent and character of future signage in the area.

CULVER CITY HOSPITALITY AND ENTERTAINMENT DISTRICT LAND OWNER INTERVIEWS

A series of discussions were conducted with some of the large and small land owners within the project area since early December 2014. These discussions were general in nature, with the comments summarized below:

Desired Land Uses

The existing hotels are seen as an anchor, with Westfield Culver City, for the project area. These properties are currently single use-properties. These hotels would like to explore the opportunity to expand their facilities and incorporate additional uses. This expansion of uses could include “mixed use” (vertically or horizontally) which may include additional restaurants, expanded retail, or entertainment uses. They see a potential for exploring the ability to have multi-family housing (both market rate and affordable).

- Hotel Expansion



- Multi-Family Housing



- Mixed Use



- Affordable Housing



- Expanded Retail



Desired Signage

Land owners, both large and small recognize their proximity to the 405 freeway and the potential for freeway adjacent signage. They have expressed interest in exploring freeway adjacent signage as a source of revenue, but also as a way to fund sourly needed improvements to the adjacent area, including branding, lighting, pedestrian amenities and infrastructure. The district wide benefits to potential freeway adjacent signage, and the size, location, and number of potential signs need to be explored further.

Desired Process

Land owners, both large and small, are interested in exploring through the specific plan process to identify which uses and amenities would work best for the area. They have expressed interest in preserve the underlying land uses while exploring opportunities for additional uses and amenities (including branding and signage opportunities) through an overlay. While the above uses have been discussed, they are interested in hearing from the City's consultants and community members through the visioning process.

Need for Additional Discussions with Land Owners

This initial outreach to land owners was a starting point; however there remains a need for additional outreach to and conversations with both property owners and tenants. Specifically, many of the smaller land owners were difficult to reach during the initial visioning phase. The land owners who were available were interested in the results of the visioning and were interested in staying involved and providing additional feedback in subsequent phases.

LOCAL VICINITY



PROJECT AREA



OPPORTUNITIES AND CONSTRAINTS



EXISTING RESIDENTIAL

- PROVIDE ADDITIONAL USES
- PROVIDE ADDITIONAL CONNECTIVITY

LACK OF ENTRY SIGNAGE FOR IDENTIFICATION OF LOCAL AREA

LARGE AREAS OF CONTIGUOUS SURFACE PARKING COULD BE AN OPPORTUNITY FOR ADDITIONAL BOULDOUT

EXISTING TRANSIT CENTER COULD BE ENHANCED

EXISTING OFFICES PROVIDE USERS

FREEWAY ADJACENCY ALLOWS FOR SITE IDENTIFICATION AND SIGNAGE

OPPORTUNITY TO INTRODUCE LOCAL AND REGIONAL SERVING RETAIL/RESTAURANTS TO COMPLIMENT SURROUNDING USES

POTENTIAL OFFSITE SIGNAGE OPPORTUNITY

EXISTING SIDEWALK

- LACKS ACCESS POINTS TO MALL
- NARROW PROFILE WITH NUMEROUS UTILITIES FURTHER CONSTRICTING SIZE

HIGH VOLUME OF TRAFFIC AND WIDTH MAKES STREET DIFFICULT TO CROSS

WESTFIELD CULVER CITY MALL PROVIDES A REGIONAL ANCHOR AND DESTINATION BRINGING PATRONS TO THE AREA

SEPVLEDA LACKS CONTINUED BIKE LANE DEDICATION THROUGH THIS AREA

EXISTING BILLBOARD AND SIGNAGE

- PROVIDES SOME IDENTIFICATION OF MALL
- LACKS SIGNAGE OF ADDITIONAL AREA USES

EXISTING OFFICES PROVIDE USERS

EXISTING DRAINAGE EASEMENTS ARE UNDER UTILIZED FOR PEDESTRIAN ACCESS

OPPORTUNITY TO CONNECT TO REGIONAL TRAILS

EXISTING SIDEWALK

- POTENTIAL TO ENHANCE AND PROVIDE EXISTING RESIDENTIAL IMPROVED CONNECTION

EXISTING SETBACKS COULD PROVIDE ADDITIONAL PEDESTRIAN AND BIKE CONNECTIONS

FOUR POINTS SHERATON

EXISTING RETAIL POSSIBILITY

HOTEL REGIONAL ANCHOR

DOUBLETREE HILTON

BUILDING FRONTAGE OFFERS VIEW FROM FREEWAY

BUILDING FRONTAGE OFFERS VIEW FROM FREEWAY

HOTELS ACT AS REGIONAL ANCHORS

EXISTING RESIDENTIAL

- PROVIDE ADDITIONAL USES
- PROVIDE ADDITIONAL CONNECTIVITY

COURTYARD MARRIOTT

BUILDING FRONTAGE OFFERS VIEW FROM FREEWAY

LACK OF ENTRY SIGNAGE FOR IDENTIFICATION OF LOCAL AREA

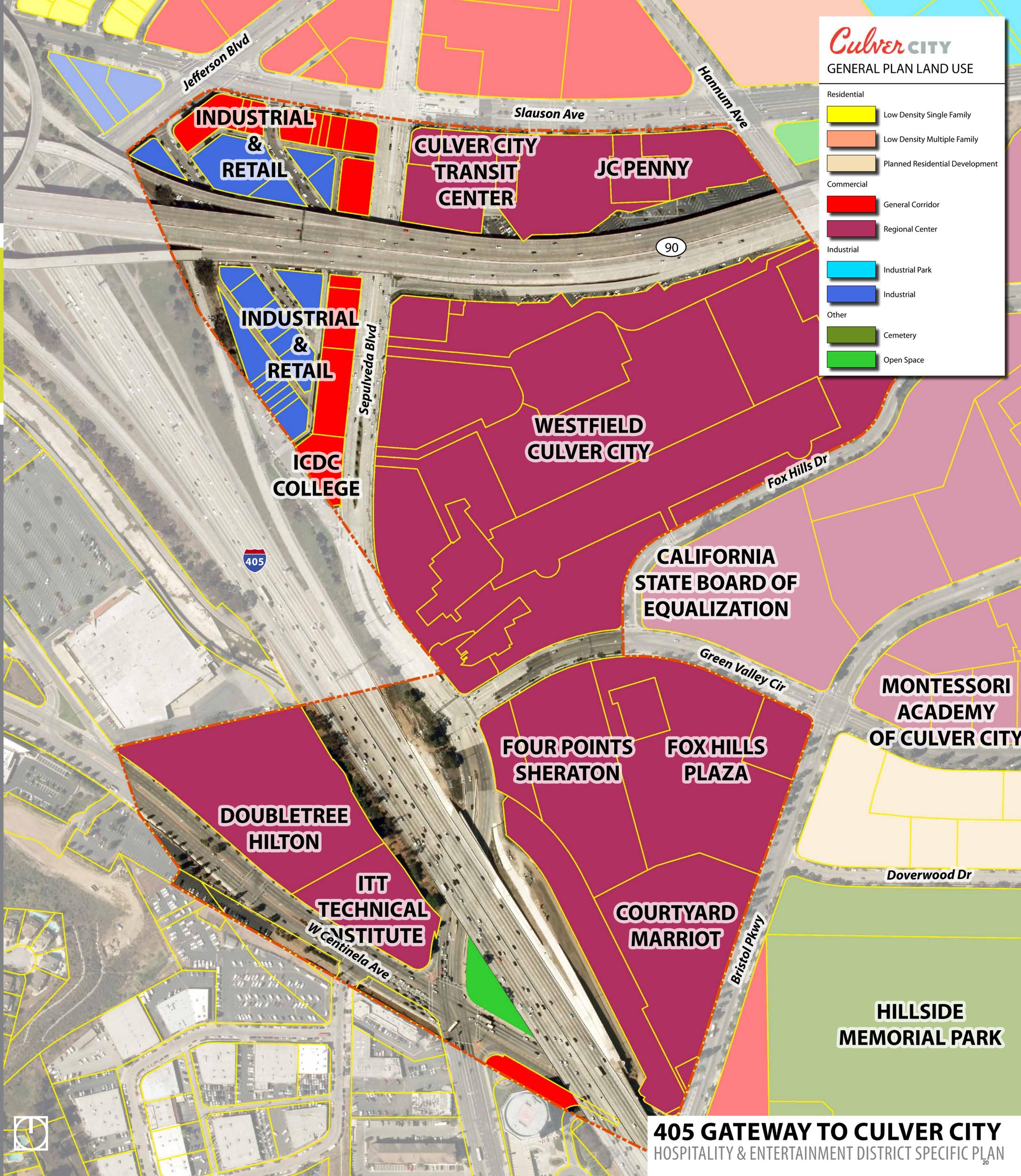
EXISTING DRAINAGE EASEMENTS ARE UNDER UTILIZED FOR PEDESTRIAN ACCESS

FREEWAY OFF RAMP CAUSES PEDESTRIAN AND VEHICLE CONFLICT IN CURRENT STATE



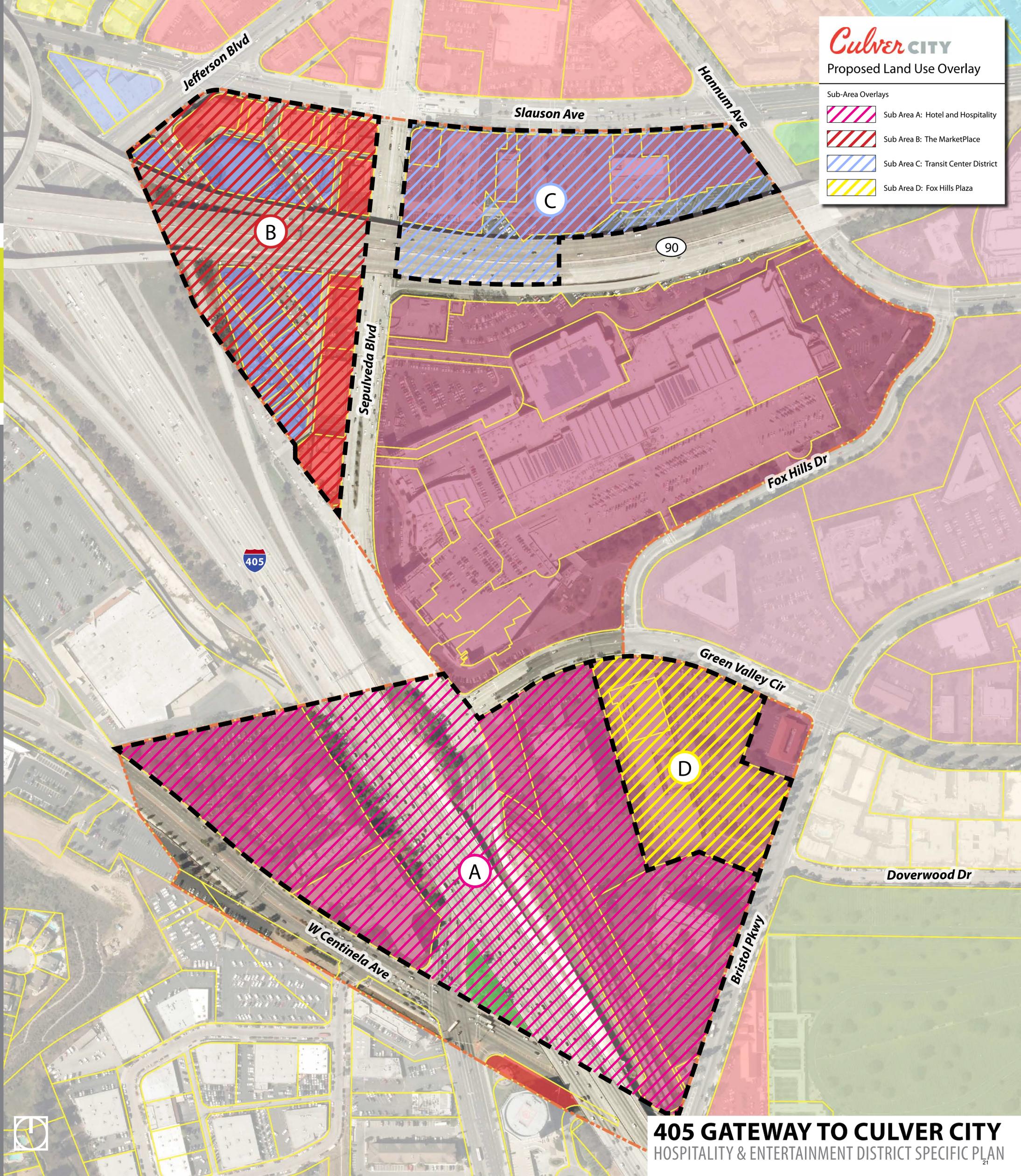
Residential	
	Low Density Single Family
	Low Density Multiple Family
	Planned Residential Development
Commercial	
	General Corridor
	Regional Center
Industrial	
	Industrial Park
	Industrial
Other	
	Cemetery
	Open Space

EXISTING LAND USES

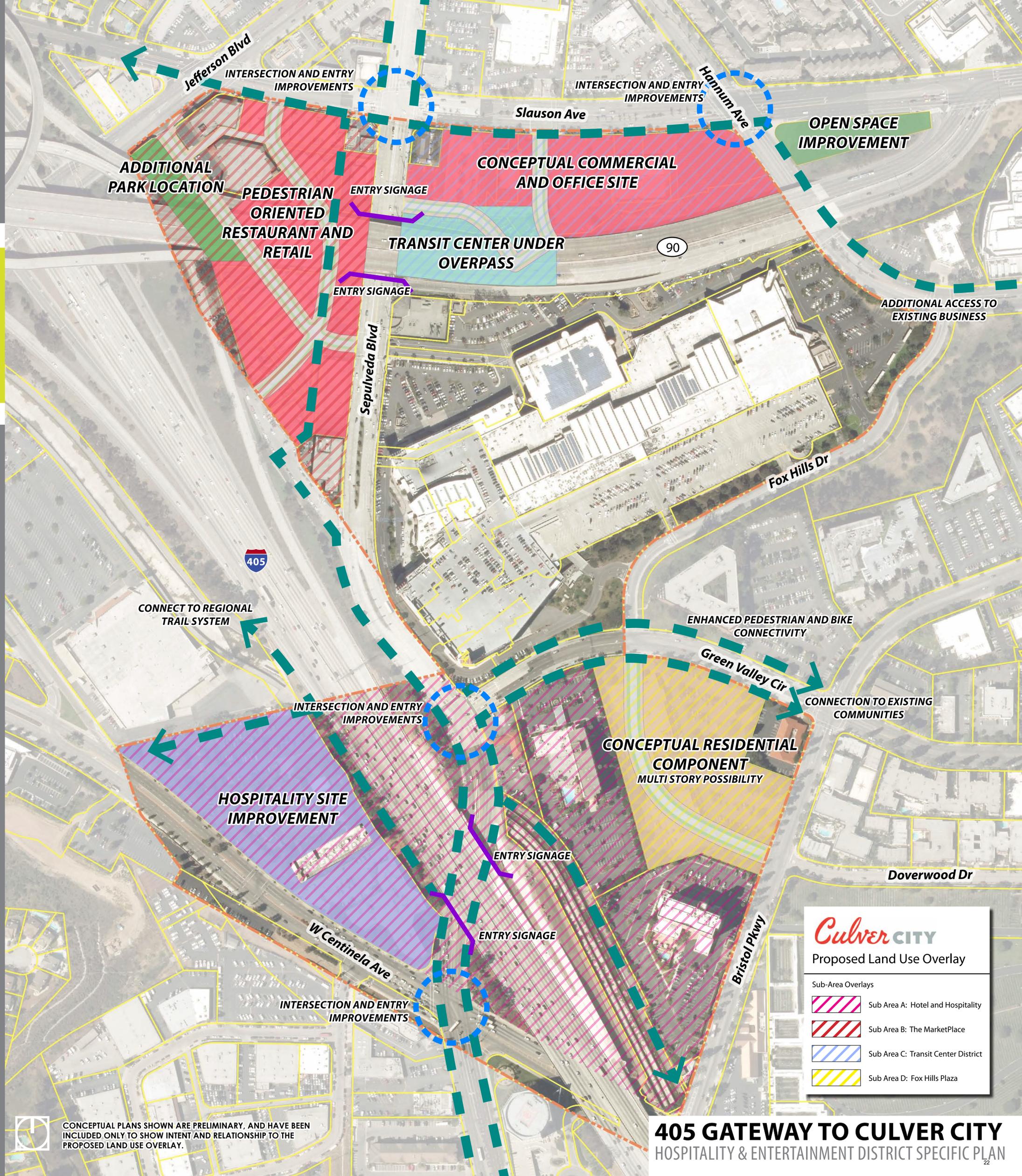


Sub-Area Overlays

-  Sub Area A: Hotel and Hospitality
-  Sub Area B: The MarketPlace
-  Sub Area C: Transit Center District
-  Sub Area D: Fox Hills Plaza



LAND USE AND URBAN FORM VISIONS



CONCEPTUAL PLANS SHOWN ARE PRELIMINARY, AND HAVE BEEN INCLUDED ONLY TO SHOW INTENT AND RELATIONSHIP TO THE PROPOSED LAND USE OVERLAY.

Culver CITY
Proposed Land Use Overlay

Sub-Area Overlays

- Sub Area A: Hotel and Hospitality
- Sub Area B: The MarketPlace
- Sub Area C: Transit Center District
- Sub Area D: Fox Hills Plaza

CULVER CITY HOSPITALITY AND ENTERTAINMENT DISTRICT “TOOLBOX”

April 13, 2015

The Visual Database Toolbox summarizes and assesses the quality of existing streets and streetscapes in the Hospitality and Entertainment District planning area and identifies a range of possible improvements to achieve consistency with the planning and design concepts presented in the *Vision Statement*. These represent an initial point of departure for ideas that have not been vetted or analyzed and require further study to determine their costs, feasibility, and community acceptability. The steps in future work tasks will involve (a) quantification of the increment of new development that may be accommodated in the planning area; (b) calculation of the number, modal split, and distribution of trips generated by these uses; (c) evaluation of their impacts on the existing circulation system; (d) identification of improvements, modal shift, and transportation demand management measures to reduce the impacts; (e) estimation of costs of improvements; (f) review of alternative with the City staff and the community; and (g) selection of preferred mobility and streetscape plans.

STREET AND ROADWAY TYPES AND CHARACTERISTICS

Existing Conditions

Sepulveda Boulevard, Centinela Avenue, and Slauson Avenue are classified as “Primary Arteries” by the City’s General Plan Circulation Element. They are described as major cross-town thoroughfares with right-of-way widths of 95 feet or more. Traffic flow is characterized as high volume and fast-moving, with direct access from private driveways ideally limited or prohibited. Most segments of Sepulveda and Slauson have three travel lanes in each direction, while Centinela varies from two to four travel lanes. Landscaped medians separate traffic flows in each.

Green Valley Circle and Bristol Parkway are classified as “Secondary Arteries.” These are described as links between collectors and primary arteries, with widths in the range of 80 to 94 feet and two travel lanes in each direction. The paved right-of-way does not incorporate a designated bicycle path. Traffic volumes on the Primary Arteries are heavy throughout the day, and significant congestion and delays occur at key intersections during peak hours.

The photographs below illustrate the width and character of these streets.



Possible Strategies

California State legislation AB 1358, *The Complete Streets Act of 2008*, requires jurisdictions to amend their circulation elements to plan for multimodal transportation networks. These networks should allow for all users to effectively travel by motor vehicle, foot, bicycle, and transit to reach key destinations within their community and the larger region. While an ideal objective, the extent to which these elements can be integrated into the Hospitality and Entertainment District’s Primary and Secondary Arteries is constrained by their right-of-way, traffic volumes, acceptable service standards, costs of improvements, and funding availability, as well as the need to coordinate any

improvements with adjoining jurisdictions. Additional citywide and local traffic and engineering studies would be necessary to determine their feasibility for which trade-offs among competing objectives would have to be considered (e.g., adding a separated bicycle path or transit-priority lane versus maintaining vehicle traffic speeds). The “toolbox” of possible improvements to meet these objectives is listed below.

- Implementing a “road diet,” reducing the number of automobile travel lanes
- Adding a designated Class I or II bicycle path
- Designating a transit-exclusive lane during peak travel times
- Implementing Intelligent Transportation Systems

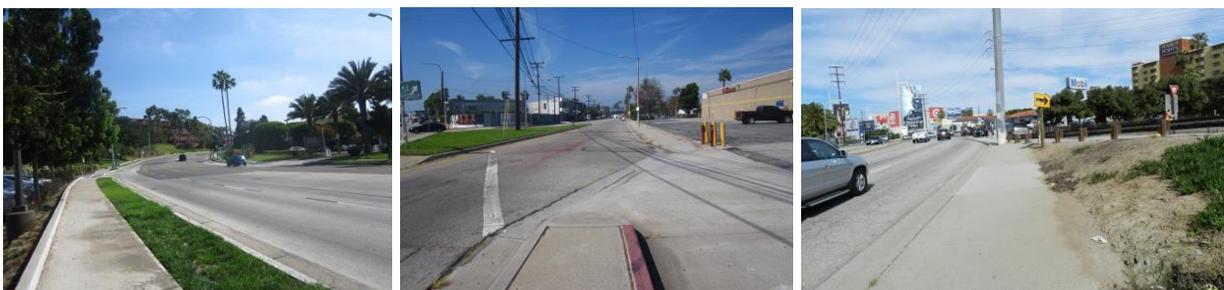


SIDEWALKS, CURBS, AND GUTTERS

Existing Conditions

With few exceptions, sidewalks, curbs, and gutters throughout the Hospitality and Entertainment District are paved in concrete with no decorative or aesthetic treatment. They are designed according to basic engineering standards for safety and maintenance. Sidewalks directly abut the roadway, except for Green Valley Circle where the sidewalk is separated by a landscaped parkway. Stormwater runoff directly discharges directly from the sidewalks into the gutters and storm drainage network, carrying toxics and pollutants.

Sidewalks along the east side of Sepulveda Boulevard abutting the Westfield Mall are narrow and interrupted by utility poles and lighting standards, impeding their suitability for active pedestrian use. Those on Slauson Avenue, Green Valley Circle, Centinela Avenue, and Corryne Place are wider and more conducive for walking. Street intersections are designed according to standard radii to facilitate vehicle turning movements, which inhibit and increase the time necessary for pedestrian crossings.



Possible Strategies

The ability to widen and construct sidewalk improvements along the Primary Arteries is constrained by the need to maintain right-of-way to accommodate safe vehicle flows consistent with City standards of service and faces the same challenges and trade-offs, as discussed for roadway types. Best practices that may be considered for the District’s sidewalks include the following:

- Widening sidewalks to facilitate pedestrian activity and constructing “bulb-outs” at intersections to facilitate safe pedestrian crossings
- Removing utility poles
- Constructing a landscaped parkway to separate pedestrians from the roadway
- Painting or repaving sidewalks to improve their visual attractiveness
- Redesign sidewalks with permeable surfaces and bioswales to facilitate filtering of toxics and drainage of stormwater into the groundwater basin, rather than storm drainage infrastructure



STREET TREES, LANDSCAPING, AND PLANTERS

Existing Conditions

Landscaping varies along the highway corridors in the Hospitality and Entertainment Corridor. Trees are planted at regular intervals along the sidewalks and medians of most of the streets. However few exist along the east side of Sepulveda between Green Valley Circle and Slauson. With the exception the sidewalks southwest of the Slauson-Sepulveda intersection and along Green Valley Circle, trees are spaced at distances that are insufficient to establish a continuous or dense canopy along their length. No other plantings or landscape exist along the public sidewalks, except for landscaped strips and setbacks on private properties. While the street trees offer visual relief for automobile drivers, their spacing and lack of other street plantings make the sidewalks unattractive places for pedestrian activity. In many respects, these may be characterized as being barren.



Possible Strategies

The visual and environmental quality of the District’s streets would be improved and more attractive for pedestrian activity by installing additional trees at closer spacing and landscape plantings. A variety of native and drought-tolerant species could be used to provide shade and improve the area’s visual quality. Stormwater capture cisterns and drip irrigation systems would minimize water consumption. A dense tree canopy would reduce the climate change impacts and contribute to the reduction of greenhouse gas emissions. Importantly, developing a consistent and robust palette of landscapes would contribute to distinguishing the district as a special place to shop, work, and visit. The following photographs illustrate possible street tree and landscape improvements.



STREET FURNITURE AND WAYFINDING SIGNAGE

Existing Conditions

Street furniture and public art contribute to the attraction for and well-being of pedestrian activity and wayfinding signage enables visitors and commercial customers to quickly locate their destinations and access parking within a district. Largely, the Hospitality and Entertainment District lacks these important elements. A monument sign identifies the Transportation Center on Slauson Avenue, but directional signs to this location in the District are absent. Street furniture is limited to benches at the Culver City Transit Center and bus shelters on Green Valley Circle.. Otherwise, there are no improvements or amenities facilitating travel throughout the District or making walking an attractive option.



Possible Strategies

A robust program installing street furniture and a comprehensive wayfinding signage program would enhance the Hospitality and Entertainment District’s identity, understandability, and quality as a place for walking. Examples of furniture making streets great places to walk include: benches providing places for people to sit waiting for transit, engage in conversations with friends, or as a respite from walking; receptacles for the disposal of trash, keeping the streets clean; lighting providing a comfortable and safe environment for walking; bicycle racks; and water fountains.



A program of uniform and well-designed signage incorporating an iconic logo uniquely identifying the Hospitality and Entertainment District would be used to identify sub-districts and key sites such as the Hotel Core, Transit Center, and The MarketPlace, and provide directions to these and parking facilities.



PEDESTRIAN AND BICYCLE CIRCULATION AND CROSSINGS

Existing Conditions

As discussed in the preceding sections, today the Hospitality and Entertainment District is automobile-dominated and pedestrian activity is inhibited by lack of connected, well-designed, and attractive sidewalks and streetscapes with amenities and convenient and safe street crossings. Similarly, bicycling is constrained by the lack of definable and safe bicycle paths separated from traffic, connections with citywide and regional bicycle paths, and supporting facilities such as storage racks.



Possible Strategies

Development of an areawide network of landscaped sidewalks and walkways with benches, pedestrian-oriented lighting, wayfinding signage, and other amenities, implementing the previously described sidewalk and public realm improvements, would promote walking and enhance the character and quality of the Hospitality and Entertainment District. The network would internally link key destination uses and the District with adjoining neighborhoods and business centers. An aligned network of bicycle paths would similarly improve access and connect to the citywide and regional network of bikeways including the Ballona Creek Bikeway, which would enable hotel guests to easily travel to the coast.



EDGES, GATEWAYS, LANDMARKS, AND NATURAL FEATURES

Existing Conditions

To the vast majority of travelers along the I-405 Freeway, the proposed Hospitality and Entertainment District is not identified as a distinct district or a part of Culver City. It visually reads as a series of fragments--hotel, regional commercial, and strip commercial. One isolated sign announces entry to the City, but it is lost visually to most people entering from Centinela, Sepulveda, Slauson, and from the freeway off-ramps. The most significant identifiers are the bulk and mass of the hotels and the signage and mass of the Westfield Mall. There are no remaining natural areas and landscapes have been introduced through site development and along the freeway right-of-way.



Possible Strategies

Treatments of the entries to the Hospitality and Entertainment District from the I-405 Freeway and primary arterials can be achieved through the implementation of iconic lighting, signage, art and sculpture, and/or signage. These can be integrated into the existing infrastructure of roadways and bridges or as free-standing elements. Thematically, they can express “the entry to the Heart of Screenland” and employ design images emblematic of this history. Examples are illustrated below:



The flood control channel along the eastern edge of the Doubletree Hotel could be “softened” as a natural amenity, introducing a pathway for pedestrians and bicycle with native landscaping restored along its length, as illustrated below:



CULVER CITY HOSPITALITY AND ENTERTAINMENT DISTRICT VISION STATEMENT SUMMARY OF PUBLIC OUTREACH

HOTEL SURVEY

From approximately February 1, 2015 to March 1, 2015 we conducted a survey from guests staying at the Doubletree by Hilton Hotel about their stay and additional amenities they would like to see in close proximity to the hotel (within the Hospitality and Entertainment district). In total, we received about 80 responses from hotel guests. The majority of guests were **traveling for business** (62%), and the average length of their stay was **2.2 nights**. Most guests chose to stay there for the **general location** of the hotel and the **price**, and for the hotel's proximity to the **LAX airport, Loyola Marymount University and Pepperdine campuses, their place of work, the Beach, and the Westside**. Guests stated that they would have enjoyed more **"restaurant choices," "activities for adults," and "recreational activities"** in close proximity to the hotel. Other amenities guests would like to see included: **late night dining options, a metro station, and gym facilities**. The hotel survey was not intended to be scientific, it does, however provides a "snapshot" into the opinions of hotel guests.

COMMUNITY POP-UP

On March 7, 2015 we hosted a pop-up community workshop at the Westfield Culver City Mall from 10 am to 2 pm. Approximately 50 people stopped by the booth to share and vote on ideas for the signage, artwork, branding and land uses they would like to see throughout the Hospitality & Entertainment District. Workshop participants were also able to fill out a survey on additional entertainment, hospitality, transportation, and branding ideas. In total, we received 16 responses from workshop visitors who mostly visited the project area either daily or weekly. The majority of respondents stated that they would like to see light rail, walking paths and bike lanes as alternative modes of transportation in the project area, in addition to restaurants, a bowling alley, bookstores/coffee shops, and a brewery/beer garden for entertainment uses. In regards to hospitality uses, most respondents preferred yoga/spin studios, a bakery, bike rental shops, a wedding venue, spas, and a micro-vineyard. Respondents also selected lighting and landscaping as the preferred branding methods, followed by art and signage.



Workshop visitors were also able to share and vote on ideas presented on boards at the workshop, which included ideas for the lighting, signage, artwork, and transportation concepts for the area (see images of boards below). Additional ideas for the project area that workshop participants shared included a shuttle system, a museum, an open skating rink, a grocery store, transportation for seniors, non-chain restaurants, an art supplies store, and creative office space. Participants did not want to see additional hotels, and wrapped building and signage within architecture.



COMMUNITY OPEN HOUSE

On Thursday, March 19th from 6:00 pm to 8:00 pm we held a Community Open House at the Culver City Veteran’s Memorial Building Multi-Purpose Room. The Open House was an opportunity for community members to learn more about the Hospitality & Entertainment District Visioning proposal, and provide initial feedback. About **75 community members** attended the Open House, and provided feedback regarding the District’s land uses; mobility; signage, art & branding. Community members were able to share their ideas via a “dot” exercise, where they would place a green dot on ideas which they supported and a red dot on ideas they had concerns about on boards displaying various land use, mobility, and signage art & branding ideas for the District, as well as write their general ideas and comments on large “share your ideas” poster boards. Community members were also able to fill out the 405 Gateway to Culver City Hospitality and Entertainment District Community Survey, which allowed for more open responses about the District (results described below).



On the General “Share Your Ideas” boards, five or more community members supported the addition of a museum, a bookstore or coffee shop, an open skating rink, and a shuttle system throughout the District. Some of the most popular (and some contested) ideas on those boards also included parks and open space (22 green, 7 red), a transit center opportunity (24 green, 4 red), Culver City Gateway Signage (24 green, 6 red), Hospitality & Entertainment Improvements (25 green, 21 red). The least popular idea was Hotel Signage, which received 48 red dots (and 16 green).



Specifically related to land uses, community members suggested “to improve/protect the Fox Hills Park with upgrades/landscaping (12 green),” “native plants which promote zeroscaping and low water use (8 green),” “Bicycle paths on Sepulveda (7 green),” “a bookstore/café (8 green),” “edible gardens & fruit trees (8 green), and to “redo the CVS strip mall adding a Starbucks and other state of the art shops (5 green 2 red).” The least popular land use idea was the addition of more hotels to the area, with 9 red dots and 4 green.

As for mobility, preferred ideas included bike lanes/path (8 green), bicycle rentals (8 green, 1 red), walking paths (11 green), light rail (6 green, 3 red), more crosswalks (5 green), and to reduce the speed limit on Green Valley Circle from 35 to 30 mph (5 green). Community members also preferred a hatched crosswalk in regards to pedestrian improvements for the area (10 green, 1 red), better accessibility (16 green), wave entry art (9 green), the rainbow light underpass lighting (9 green, 5 red), and the red carpet lighting (9 green, 2 red).

For signage, art, and branding, most community members supported landscaping (drought tolerant/native) (18 green, 1 red), a “Welcome to Culver City” sign (9 green, 2 red), heart of screenland branding (8 green, 2 red), freeway underpass enhancements (7 green, 1 red), and **no** billboards (16 green).



COMMUNITY SURVEY

City Responses

From approximately March 1, 2015 to March 27, 2015 the City of Culver City posted the 405 Gateway to Culver City Hospitality and Entertainment Community Survey to the City's website (<http://culvercity.org/>). The survey took approximately 2 minutes to complete, and received **64 responses**. Most respondents stated that they visited the District on a daily (55%) or weekly (27%) basis. Community members stated that they would like to see **bike lanes/path, walking paths, and light rail** as alternative modes of transportation in the area, in addition to a shuttle for disabled /senior citizens and a pedestrian overpass. In regards to entertainment uses for the district, community members would like to see additional **bookstore/coffee shops, restaurants, a brewery or beer garden, a performing arts theater, and an ice skating rink**. As for hospitality uses, most members supported **additional housing (multifamily), a bakery, a micro-vineyard, yoga/spin studios, bike rental, and a spa**. 70% of respondents liked the idea of **landscaping** as District identification and branding method, and 43% supported the use of lighting and art. Through open comments, many community members urged that no more billboards be added to the District, as the area "already has too much signage", and the need to preserve the residential areas. Many community members also stated that not much else is needed within the District, as they are within walking or short driving distance to many of the land uses mentioned in the survey. However, many respondents would like to see the area more pedestrian friendly, with security lighting under the freeway overpass, and landscaped with Native drought-resistant plants. The community survey was not intended to be scientific, it does, however provides a "snapshot" into the opinions of community members.

Chamber Responses

From approximately March 1, 2015 to March 27, 2015 the City of Culver City's Chamber of Commerce participated in the 405 Gateway & Entertainment District Survey, which received a total of **78 responses**. 40% of respondents stated that they visited the area on a weekly basis, and 33% on a daily basis. Most Chamber members supported additional walking paths (55%), light rail (50%), and bike lanes/path (40%) as additional modes of transportation for the area, in addition to a local shuttle, a community Dash Bus, car share programs, and electric car charging stations. Many chamber members selected: "**bookstore/coffee shop, restaurants, a brewery/beer garden, retail/shopping, a performing arts theater, an ice skating rink and a bowling alley,**" as additional entertainment uses they would like to see in the area. Other suggestions made by chamber members include a **movie theater, a golf course, and dance studios**. As for hospitality uses, many Chamber members preferred to see a **bakery, conference facilities, hospitality/cooking training facilities, a micro-vineyard, multifamily housing, bike rental, yoga-spin studios, and a spa**. Other respondents suggested an **event facility** such as a YMCA or a community multi-purpose room for school fund raisers or club events that could hold about 500 people. Chamber respondents preferred **landscaping** (71% of respondents) as the District identification and branding method, and over 50% also supported signage, art, and lighting. Other comments included the need for a general update with new or independent-type businesses (i.e., small business coffee shops, specialty restaurants, unique clothing, etc). The community survey was not intended to be scientific, it does, however provides a "snapshot" into the opinions of chamber members.

Open House Responses

On Thursday, March 19th from 6:00 pm to 8:00 pm we held a Community Open House at the Culver City Veteran's Memorial Building Multi-Purpose Room, where participants were given the option to fill out the 405 Hospitality &

Entertainment District Survey. At the event, 26 surveys were filled out, with the majority of respondents (58%) visiting the area on a **daily basis**. Most community members stated that they would like to see additional **walking paths and bike lanes/path** in the area, in addition to a **small loop bus** or **trolley**, and more **charging stations for electric vehicles**. Community members stated that they would like to see a **bookstore/coffee shop**, a **museum**, **restaurants**, a **performing arts theater**, a **brewery/beer garden**, and **cooking class** as additional entertainment land uses in the area. Other suggestions included low key uses in keeping with the residential neighborhood, a **wine gallery**, **non-chain restaurants**, and **green space**. As for hospitality uses: **bike rental**, a **bakery**, and **yoga/spin studios** were the most popular. Most respondents preferred **landscaping** as the District identification and branding method, followed by lighting and art. Many respondents expressed concerns over billboards and signage throughout the district, as the “lighting and signage have a Disneyland/corporate feel.” Community members stated that they would like to see innovative uses of public spaces (e.g., parklets, public art, green space), limited signage/electronic billboards, an updated feel (70s strip mall is outdated), more bikeability and walkability, smaller, independent businesses (such as boutique stores and gourmet coffee shops), all keeping with Culver City’s cinematic history and low key, residential neighborhoods. The community survey was not intended to be scientific, it does, however provides a “snapshot” into the opinions of open house attendees.



HOSPITALITY & ENTERTAINMENT DISTRICT PHASE 2. SPECIFIC PLAN & EIR

TASK 1 PREPARE DRAFT PLAN

Using Phase 1 and 1b (Visioning) as a starting point, PlaceWorks will prepare a Draft Specific Plan for the City's review and comment in collaboration with the business stakeholders. This Draft Specific Plan will also be a starting point for further community discussions about the types of use, development standards, design guidelines, mobility, streetscape, and infrastructure improvements, arts and cultural amenities and types and locations of branding, wayfinding, and signage that will guide further development throughout Phase 2 of the planning process.

The draft plan will be formatted and organized for consistency with comparable policy and regulatory documents prepared for the City of Culver City. Consistent with requirements of section 65451 of the Government Code, the Culver City Hospitality and Entertainment District Specific Plan will incorporate maps, text and diagrams guiding the distribution, location, and extent of elements of the built physical environment and the implementation and funding measures associated with these elements. The PlaceWorks team will meet with the City to review and receive feedback on each element of the Draft Specific Plan.

3.1 Hospitality & Entertainment District Specific Plan Structure

PlaceWorks will meet with City staff to discuss the proposed organization and content of the Specific Plan. Prior to the meeting, we will prepare a detailed draft outline of the Plan for review by the City. The intent of the meeting will be to receive confirmation on the direction of the Plan and set the stage for an iterative process throughout the preparation.

Deliverable(s):

- 1 electronic copy of draft and final Plan outline, summary notes from meeting with staff.

3.2 Preparation of Land Use Plan

We will prepare a land use plan defining categories of place/use typologies comprising the Hospitality and Entertainment District planning area, differentiated by use, development scale, and character. For each, we will describe intentions for permitted uses; development intensity (FAR) and/or density (units per acre); parcels targeted for reuse, infill, and/or intensification.

The land use and urban form concepts will be developed in consultation with property owners and City staff to develop and test a preliminary concepts for properties on which land use changes may be considered (change of use, change of density). Recommendations from Phase 1 (Vision) will be incorporated into the Land Use Plan

PlaceWorks will meet with City staff to discuss the proposed Land Use Plan. Prior to the meeting, we will prepare a detailed draft Land Use Plan for review by the City. The intent of the meeting will be to receive confirmation on the direction of the Plan and establish a framework for the technical studies to work within.

**Deliverable(s):**

- 1 electronic copy of draft and final Plan project description (including associated maps and graphics), summary notes from meeting with staff.

3.3 Preparation of Draft Development Standards & Design Guidelines

We will prepare Draft Development Standards & Design Guidelines that will further articulate the Land Use Plan (Task 3.2) This section will translate Vision (Phase1 and 1b) into the development standards and new mixed use overlay that will enable implementation and provide the flexibility needed for future decision making.

This Development Standards will address building form and placement, open space, landscape, and other requirements. Permitted uses will be defined. Building envelope standards may include minimum or maximum building setbacks, maximum building heights, massing, and building orientation and frontage. Open space standards may address open space retention and maintenance, new active and passive open spaces, and activities. Landscaping standards may include the landscaping of surface parking lots, streets, walkways, and landscape screening requirements. Lighting standards may include the location, height, direction, and illumination standards for parking lots, walkways, entryways, and security lighting, as well as lighting elements of branding efforts. Signage standards may include entry signage location, size, type, design, and illumination.

Design guidelines will also address site planning, streetscape and landscape design, entry treatments, major signage, screening techniques, lighting, and other general guidelines. The guidelines will provide a flexible framework to ensure a cohesive aesthetic appropriate to each part of the planning area and promote the character and identify of the Hospitality & Entertainment District. This section will be highly illustrated, with sketches and photos to demonstrate the desired intent.

The draft Development Standards & Design Guidelines will be developed in consultation with property owners and City staff to develop and test a preliminary concepts for properties on which improvements may be considered. Recommendations from Phase 1 (Vision) will be incorporated into the draft Development Standards and Design Guidelines.

PlaceWorks will meet with City staff to discuss the Administrative Draft Development Standards & Design Guidelines. Prior to the meeting, we will prepare the Administrative Draft Development Standards & Design Guidelines for review by the City. The intent of the meeting will be to receive confirmation on the direction of the Plan and discuss any comments by City staff.

Deliverable(s):

- 1 electronic copy of the Administrative Draft Development Standards & Design Guidelines (including associated maps and graphics), summary notes from meeting with staff.

3.4 Preparation of Draft Mobility, Streetscape, and Infrastructure Improvements Plan

We will prepare an Administrative Draft Mobility, Streetscape & Infrastructure Improvements Plan for the Hospitality and Entertainment District planning area. Streetscape improvements developed in Phase 1 (Vision) will be refined and will be cross-referenced to an area-wide map and illustrated with cross-sections and relevant photographs, along with a list of improvements. Preliminary results of the Traffic and Parking Analysis (Task 4) will be included in the draft. We will also assess the phasing and capacity of



the proposed infrastructure for the proposed land uses including appropriate systems, including sewer and water.

The mobility, streetscape and infrastructure concepts will be developed in consultation with property owners and City staff to develop and test a preliminary concepts for properties on which improvements may be considered. Recommendations from Phase 1 (Vision) will be incorporated into the draft Mobility, Streetscape, and Infrastructure Improvements Plan.

PlaceWorks will meet with City staff to discuss the Administrative Draft Mobility, Streetscape and Infrastructure Improvement Plan. Prior to the meeting, we will prepare the Administrative Draft Mobility, Streetscape and Infrastructure Improvement Plan for review by the City. The intent of the meeting will be to receive confirmation on the direction of the Plan and discuss any comments by City staff.

Deliverable(s):

- 1 electronic copy of the Administrative Draft Mobility, Streetscape and Infrastructure Improvement Plan (including associated maps and graphics), summary notes from meeting with staff.

3.5 Preparation of Draft Arts & Cultural Amenities, Branding, Wayfinding and Signage Plan

We will prepare an Administrative Draft Arts & Cultural Amenities, Branding, Wayfinding and Signage Plan (including Signage District Standards) for the Hospitality and Entertainment District planning area. Arts & Cultural Amenities, Branding, Wayfinding and Signage developed in Phase 1 (Vision) will be refined and will be cross-referenced to an area-wide map and illustrated with cross-sections and relevant photographs, along with a list of options.

The mobility, streetscape and infrastructure concepts will be developed in consultation with property owners and City staff to develop and test a preliminary concepts for properties on which improvements may be considered. Recommendations from Phase 1 (Vision) will be incorporated into the draft Mobility, Streetscape, and Infrastructure Improvements Plan.

PlaceWorks will meet with City staff to discuss the Administrative Draft Arts & Cultural Amenities, Branding, Wayfinding and Signage Plan. Prior to the meeting, we will prepare the Administrative Draft Arts & Cultural Amenities, Branding, Wayfinding and Signage Plan for review by the City. The intent of the meeting will be to receive confirmation on the direction of the Plan and discuss any comments by City staff.

Deliverable(s):

- 1 electronic copy of the Administrative Draft Arts & Cultural Amenities, Branding, Wayfinding and Signage Plan including Signage District Standards (including associated maps and graphics), summary notes from meeting with staff.

3.6 Preparation of Draft Implementation Plan

We will prepare an Administrative Draft Implementation Plan for the Hospitality and Entertainment District planning area. This section will include a phasing and maintenance plan for development and infrastructure construction, potential financing mechanisms, and provisions for development review. The ideas to be developed in Phase 1 (Vision) will be evaluated for their feasibility and costs and alternative sources of financing will be identified. Findings from the economic analysis (Task 5.0) and the transportation analysis (Task 6.0) will be included in this section. The administration section will include



provisions for plan amendments, interpretation, development tracking and monitoring, and other aspects of plan administration.

Administrative Procedures. We will the stakeholders and City staff in writing procedures to be followed in implementing the updated Specific Plan. To the extent necessary, supplementary procedures that are uniquely applicable to the project area will be identified. These are anticipated to address:

- » Development review and entitlement.
- » CEQA review of proposed projects.
- » Specific Plan Amendments.
- » Coordination of Capital Improvements Programs.

Implementation Tracking, Reporting, and Adjustments. We will collaborate with stakeholders and City staff to develop tools to monitor the plan's performance on implementation. Indicators will be identified based on input received during the planning process, including such elements as new construction, economic activity, land value changes, parking adequacy, acres of public and green spaces, and number of bicycle users. A process will be defined to enable expeditious amendments to the Specific Plan to address issues identified as it is monitored (what is working? what is not working?) as well as changing community conditions and values. For comparable plans, we have incorporated innovative tools that establish thresholds based on findings of significance of the EIR, allowing flexibility in use, density, urban form, and improvements provided that any changes do not trigger impacts exceeding these.

PlaceWorks will meet with City staff to discuss the Administrative Draft Implementation Plan. Prior to the meeting, we will prepare the Administrative Draft Implementation Plan for review by the City. The intent of the meeting will be to receive confirmation on the direction of the Plan and discuss any comments by City staff.

Deliverable(s):

- 1 electronic copy of the Administrative Draft **Implementation** Plan (including associated maps and graphics), summary notes from meeting with staff.

3.7 Prepare Draft Specific Plan

Upon receipt of comments from City staff from in preceding sub-tasks, PlaceWorks will prepare a Draft Specific Plan that will be used in Task 4 to solicit feedback and public input on the Hospitality and Entertainment District.

Deliverable(s):

- 1 electronic copy and 5 hard copies of the Draft Specific Plan.

TASK 4 PUBLIC OUTREACH & ENGAGEMENT

4.1 Meeting(s) with Property Owners

PlaceWorks will work with the City staff to plan and facilitate up to three meetings with property owners who reside in or around the proposed Hospitality & Entertainment District to discuss the specific plan and EIR process and solicit input.

**Deliverable(s):**

- Predetermined list of questions for property owners; PowerPoints, boards, or handouts to illustrate various topic areas and solicit comments; summary notes from up to three meetings.

4.2 Community Open House on Draft Specific Plan

PlaceWorks will conduct up to four Open Houses or “pop ups” on aspects of the draft specific plan in order to solicit input and receive initial feedback from representatives of the stakeholders, other land owners, the business community and residents. The Open Houses will focus on:

- Review of the land use plan section of specific plan.
- Review of Draft Development Standards and Design Guideline section of specific plan.
- Review of Draft Mobility, Streetscape and Infrastructure Improvement Plan section of specific plan.
- Review of the Draft Arts & Cultural Amenities, Branding, Wayfinding and Signage Plan section of specific plan.
- Review of the Draft Implementation Plan section of specific plan.
- Review of the initial traffic and economic analyses.
- Review of technical studies and potential mitigation.

Deliverable(s):

- PowerPoints, boards, or handouts to illustrate various topic areas and solicit comments, summary of input.

4.3 Elected Official Working Session on Draft Specific Plan

PlaceWorks will facilitate up to four working sessions with elected officials to discuss the specific plan and EIR process and solicit input. Working Sessions will focus on:

- Review of the land use plan section of specific plan.
- Review of Draft Development Standards and Design Guideline section of specific plan.
- Review of Draft Mobility, Streetscape and Infrastructure Improvement Plan section of specific plan.
- Review of the Draft Arts & Cultural Amenities, Branding, Wayfinding and Signage Plan section of specific plan.
- Review of the Draft Implementation Plan section of specific plan.
- Review of the initial traffic and economic analyses.
- Review of technical studies and potential mitigation.

Deliverable(s):

- PowerPoints, boards, or handouts to illustrate various topic areas and solicit comments; meeting agendas and summaries.

4.4 Community Open House on Final Draft Specific Plan



PlaceWorks will conduct up to two Open Houses or “pop ups” on the Final Draft Specific Plan in order to solicit input and receive initial feedback from representatives of the stakeholders, other land owners, the business community and residents. The Open Houses will focus on any changes made based on input received on the Draft Specific Plan.

Deliverable(s):

- PowerPoints, boards, or handouts to illustrate various topic areas and solicit comments, summary of input.

TASK 5 ECONOMIC ANALYSIS

In Task 3.6, the PlaceWorks team will prepare a program of implementation actions designed to identify the necessary programs, capital improvements, investments, and financing programs to achieve the visions and development opportunities for the Hospitality and Entertainment District. The following economic analysis will inform the implementation plan as well as the Specific Plan process as a whole.

5.1 Marketing and Economic Development Programs

The PlaceWorks team will collaborate with City staff in defining programs to inform, stimulate interest, and promote development in the proposed Hospitality & Entertainment District, in particular focusing on the identifying and/or confirming land uses that would be viable in the District

5.2 Capital Improvements

A key component to successful implementation of the Hospitality & Entertainment District will be the identification of viable improvements to the physical environment of the areas that will enhance existing assets, support a sense of place, and attract or enable private sector investment. From a physical perspective, this process will be manifested to a large degree through a Capital Improvement Plan that defines the type and costs of streetscape and infrastructure improvements, facilities, and other physical amenities, as well as a process for achieving them. This will include an assessment of the type of public investments likely to enhance economic competitiveness and value capture.

5.3 Financing Strategies

While the market study will assist in defining an overall land use pattern that reflects market demand, there is also a need to assess the financial feasibility of potential building types in each of the station areas. As part of this task, we will prepare a static pro forma financial analysis of up to three building types, ranging from residential to commercial uses. We will work closely with the designers on the PlaceWorks team to derive key inputs such as unit/building sizes, parcel sizes, densities, parking ratios, etc. In addition to testing financial feasibility, the pro forma analysis will also allow PlaceWorks to test the role of regulatory and policy interventions such as height, density and parking ratios on a project’s bottom line, and to qualitatively evaluate the potential for new development to generate community benefits, such as affordable housing or community facilities. The outcome of the analysis will be an identification of the building types that are currently feasible in the District, as well as recommendations regarding land use policies that could accelerate development in the District in the short to medium term.

5.4 Economic Impacts

The PlaceWorks team will assess competitiveness effects both quantitatively and qualitatively, specifically identifying how the Hospitality & Entertainment District might improve the standing of the City of Culver City for other economic development and land use investments. This may occur, for example, if the District creates more demand for workforce housing and/or supporting retail along Sepulveda north of



the District. In addition, related professional office and support services may seek proximity to the new District, creating opportunities for new investment.

5.5 Sign Revenue Sharing

In conjunction with proposed establishment of a sign district and the preparation of the Draft Arts & Cultural Amenities, Branding, Wayfinding and Signage Plan (Task 3.5), sign revenue sharing will be evaluated including the precise method for calculating sign revenue, the method for distribution of sign revenue proceeds, and any associated legal issues.

Deliverable(s):

Five (separate or combined) technical memorandums: 1) market, 2) capital improvements, 3) Financing Strategies, 4) Economic Impacts, and 5) Sign Review Sharing



TASK 6. TRAFFIC STUDY (FEHR & PEERS)

A transportation study will be prepared per Culver City's traffic study guidelines. The analysis will include details on the traffic-related impacts and mitigation proposed to minimize those impacts. At the outset of the study, the scope of the traffic study—including analyzed intersections and street segments—will be negotiated with the City's Traffic Engineering staff. This will be our basis to estimate the cost of conducting the study. Following is a brief summary of anticipated subtasks:

6.1 Memorandum of Understanding with City Staff

- » Conduct site reconnaissance involving surveys of existing physical characteristics of the project site, surrounding road network, verification of existing cross-sections, traffic signal locations, turn restrictions, lane assignments, site access, etc.
- » Estimate preliminary project trip generation, including an estimate of applicable trip credits related to existing use, trips on alternative modes of travel, internal capture, pass-by trips, etc.
- » Prepare preliminary project trip distribution and assignments. The distribution will account individual components of the project and will be dependent on characteristics of the street system serving the project site, the level of accessibility of routes to and from the project site, and the locations of residential and commercial centers in the region.
- » Select 20 intersections and 4 street segments for analysis. The number of intersections and street segments for analysis may change as part of the scoping negotiations with the City.
- » Prepare Draft MOU and submit to City staff for review.
- » Respond to comments and finalize MOU. Submit MOU to City staff for approval.
- » Confirm MOU with City of Los Angeles for intersections under its jurisdiction.

Any changes from the above assumptions, as required by City staff, may require changes to the scope of work and associated budget.

6.2 Prepare Traffic Impact Report

- » Conduct manual weekday morning and evening peak hour traffic counts at study intersections and 24-hour automatic counts along study segments. Traffic data may be available for some of the study locations. Fehr & Peers will verify with City staff regarding use of data collected recently (typically within the last two years).
- » Collect data on:
 - Historical, existing, and future traffic.
 - Other major land use development proposals within the study area.
 - Proposed roadway and transportation system improvements in the vicinity of the project.
- » Conduct existing conditions analysis. This task will involve conducting intersection capacity calculation. Intersection capacity calculations will indicate existing levels of service and volume-to-capacity ratios at each of the key study intersections. For intersections in Culver City, the Intersection Capacity Utilization (ICU) level of service calculation methodology will be used. For intersections in Los Angeles, the Circular 212 (CMA) level of service calculation methodology will be used.



- » Develop project traffic generation, distribution, and assignment to street network. Weekday morning and evening peak hour traffic volumes will be assigned to the roadway network serving the site using trip distribution assignment percentages agreed upon as part of the MOU.
- » Analyze existing plus project scenario, consistent with the recent Sunnyvale court case law.
- » Conduct analysis of future scenarios:
 - Opening year without project
 - Opening year with project
- » Conduct neighborhood street segment analysis. This task includes conducting neighborhood street segment significant impact analysis per guidelines and criteria required by Culver City.
- » Conduct regional Congestion Management Program (CMP) analysis for intersections, freeway segments, and transit facilities that meet the requirement for CMP analysis.
- » Summarize existing vehicular, transit, bicycle, and pedestrian access and provide information of specific project features facilitating access.
- » Develop mitigation measures. Based on the aforementioned tasks, the impacts of project traffic will be quantified. If the project traffic creates significant impacts (according to Culver City and City of Los Angeles significant impact criteria), physical and/or operational improvements necessary to accommodate project trips will be investigated.
- » Construction analysis is not included as part of the analysis for this scope.
- » Conduct a trip generation analysis and a qualitative analysis for up to three EIR alternatives.
- » Submit draft Traffic Impact Report for project team review. Make revisions and submit report for Culver City review. Respond to Culver City comments and revise report. Also submit draft report to City of Los Angeles for review and confirmation
- » Attendance at up to three project team meetings.
 - This scope of work does not include the following tasks:
 - Construction Analysis
 - Response to comments on DEIR
 - Assistance on the FEIR
 - Public Hearings/Meetings

6.3 General Support during Development of the Project Description

Fehr & Peers will provide advice/input on circulation issues/constraints, potential access schemes, internal coordination with project team, and external coordination with Culver City staff. The tasks may involve analysis of localized issues involving traffic and parking distinct from the DEIR. Following is a brief summary of anticipated tasks:

- » Review proposed site plan and project mix of two parcels. The parcels under development will be analyzed as one project.



- » Prepare preliminary vehicular trip generation estimates. These estimates will account for credits attributable to existing use, trips on alternative modes of travel, internal capture, pass-by trips, etc.
- » Review proposed parking supply and layout and design of parking facility using the City Code. Provide recommendations on parking circulation.
- » Conduct site circulation and access analysis for all modes to travel to identify potential constraints (or fatal flaws) and provide recommendations.
- » Attendance at one team meeting.

The above anticipated tasks may require changes as the project description is developed or altered. Any changes to the proposed project description may require changes to the scope of work and associated cost.

TASK 7 CALIFORNIA ENVIRONMENTAL QUALITY ACT (CEQA) COMPLIANCE

Approach to CEQA Analysis

The scope of environmental review and processing to comply with the California Environmental Quality Act (CEQA) will be dependent upon the ultimate project description. The initial plans for a signage/lighting district overlay have evolved into a potential Hospitality and Entertainment Specific Plan which may encompass land use changes. Such changes are envisioned to include high density mixed use and/or housing uses. The PlaceWorks environmental team will work closely with the client and our planning team to understand the objectives and description of the project. We will assist in preparing existing conditions (opportunities/constraints) information, summarizing regulatory requirements, and advising the team on the processing requirements for various project options. For example, it is likely that CEQA compliance for a project limited to a signage/lighting district would not require an Environmental Impact Report, but instead a Mitigated Negative Declaration, and potentially even be eligible for a Categorical Exemption (e.g., Class 8 – Regulatory Requirements to Protect the Environment). Land use changes, and particularly the introduction of housing in proximity to freeways, however, would likely require an EIR.

For cost and schedule planning purposes, a conservative approach to the environmental scope of work has been prepared. The following scope, therefore, reflects preparation and processing of a Program EIR for a Specific Plan. Although not prepared at a parcel-specific level for specific development proposals, the Program EIR would be structured to limit subsequent environmental review. Detailing performance standards and existing regulatory requirements, CEQA processing for subsequent development consistent with the Specific Plan would be minimized or potentially eliminated (relying on preparation of only site-specific studies, e.g., geotechnical, drainage, etc.).

Also note that our cost estimate includes an estimate of direct costs and assumptions for document reproduction (notices, EIR, Final EIR, etc.). At this time detailed information is not available, but costs have been conservatively estimated. It has also been assumed that the project applicant (and not the City) will be responsible for these costs.

Environmental Scope of Work

7.1 Project Initiation

This task includes the environmental Project Manager's participation in the project kick-off meeting to discuss the project's objectives, potential CEQA processing options, and timelines. Prior to this meeting,



our team will also review available materials and be prepared to inform the client and planning team of potential environmental constraints or requirements that could impede the project (from a cost, schedule, or impact standpoint).

7.2 Initial Study/NOP

The Initial Study will include a comprehensive project description and analyze each topical area of the CEQA Appendix G checklist:

- Aesthetics
- Agricultural and Forestry Resources
- Air Quality
- Biological Resources
- Cultural Resources
- Geology and Soils
- Greenhouse Gas Emissions
- Hazards and Hazardous Materials
- Land Use and Planning
- Mineral Resources
- Noise
- Population and Housing
- Public Services
- Recreation
- Transportation and Traffic
- Utilities and Service Systems

Findings will be clearly substantiated for each checklist question to conclude that impacts are less than significant or less than significant as mitigated. At this time, it is anticipated that some topics will be eliminated through the Initial Study (not carried through to the EIR), including agriculture and forestry resources and mineral resources. We will defensibly eliminate any of the topics for which the project would not result in impacts to focus the EIR.

PlaceWorks will prepare the draft Notice of Preparation (NOP) and submit it for review and approval by the City. We will coordinate with the City to determine their preference for reproduction and distribution of the NOP. For conservative cost estimate purposes, this scope of work assumes that PlaceWorks will copy and distribute the NOP and Initial Study to state and local agencies, surrounding property owners, and other special interest groups or individuals identified by the City.

7.3 Screencheck EIR

A Program-level EIR will be prepared and include the following sections in accordance with the CEQA Guidelines:

- Executive Summary
- Introduction
- Project Description
- Environmental Setting
- Discussion of Existing Conditions, Environmental Impacts, and Mitigation Measures
- Cumulative Impacts
- Consideration of Significant Effects
- Project Alternatives
- Organizations and Persons Consulted
- Other CEQA-Mandated Sections

Our scope of work assumes that quantified analyses will be included for our technical studies, including air quality, greenhouse gas emissions, health risk assessment, noise, and traffic.

Each topical section of the document will: (a) describe existing environmental conditions and pertinent regulatory policies and programs that apply to this project, (b) define the criteria by which impacts will be determined to be significant, (c) determine the environmental changes that would result from the project, (d) evaluate the significance of those changes with respect to the impact significance criteria (thresholds), (e) define mitigation measures to reduce or avoid all potentially significant adverse impacts, and (f) provide a conclusion as to whether significant impacts would remain, even after successful



implementation of recommended mitigation measures. A conservative-scenario approach will be followed for all analyses in the EIR.

Analysis and findings of technical studies will be incorporated into the EIR. Technical study scopes are summarized under Tasks 7.9 and 7.10, below. Detailed scopes of work for these studies are attached. Complete technical studies (for stand-alone reports) and supporting modeling information (Air Quality, Noise, GHG inventory, Traffic) will be included in the EIR appendices.

Consideration of Significant Effects. As required by CEQA, the EIR will identify and focus on the significant effects of the project and include the following discussions, as required by CEQA Guidelines Section 15126.2:

- » Significant Unavoidable Adverse Impacts
- » Impacts Found Not to Be Significant
- » Significant Irreversible Changes
- » Growth-Inducing Impacts

Alternatives to the Proposed Project. Alternatives to the proposed project will be defined and analyzed in compliance with Section 15126(d) of the CEQA Guidelines and in consultation with City staff. Alternatives will be selected on the basis of their ability to: (1) avoid or reduce one or more of the project's significant impacts; and (2) feasibly attain most of the basic objectives of the project.

Definition of the alternatives will be largely dependent upon the ultimate project description and the degree of land use changes proposed. Logical alternatives to be analyzed in the EIR may be proposals that have evolved through the design process and Specific Plan process. Alternatives may relate to avoidance of impacts associated with the site's proximity to the freeway (e.g., health risk, etc.). Based on the unique components of this project and on preliminary review of the potential issues, potential project alternatives may include:

1. Reduced Intensity Alternative
2. Design Alternative(s) to address the existing community character, adjacency, and land use compatibility.

Alternatives considered but eliminated from further consideration will also be documented. The environmentally superior alternative will be identified; if it is the No Project Alternative, then one of the development alternatives will be identified as environmentally superior to the others.

7.4 Public Draft EIR and Noticing

PlaceWorks will incorporate client and City comments from review of the Screencheck DEIR. Upon approval of the revisions, we will forward the Preprint Draft EIR for final review before publication. Upon approval we will prepare the Notice of Completion (NOC) for City approval and signature. We will also prepare the Notice of Availability (NOA) for City approval, for distribution by the City, and publish and distribute the DEIR per the mailing list to be developed in consultation with the City.

7.5 Final EIR

Response to comments received on the Draft EIR will be prepared in accordance with CEQA Guidelines Section 15089. Following receipt of all comments on the Draft EIR, written responses will be prepared for each comment. A Response to Comments section will be created for the Final EIR and will contain an



introduction describing the public review process for the Draft EIR, copies of all comment letters, and written responses to all comments. Responses will focus on comments that address the adequacy of the Draft EIR. Comments that do not address EIR adequacy will be noted as such and no further response will be provided unless deemed necessary by the City. Responses will be prepared by PlaceWorks with input from our technical specialists, as needed. The estimated budget assumes that no additional basic research will be required to respond to comments, and that the comments will be directed at the substance and technical adequacy of the EIR. Modification to the scope of work, budget, and time frame may be necessary if comments received from agencies or the general public requires substantially increasing the scope of impacts and issues addressed in the EIR.

PlaceWorks will revise the Responses to Comments based on revisions provided by the City. Responses to Comments from responsible agencies will be distributed a minimum of 10 days prior to consideration of the Final EIR by the City Council.

The Final EIR will also include any revisions, updates, or corrections needed to respond to comments or address minor errors in the Draft EIR.

7.6 Mitigation Monitoring and Reporting Program, /Findings of Facts/Statement of Overriding Considerations/NOD

Mitigation Monitoring and Reporting Program. A Mitigation Monitoring and Reporting Program (MMRP) will be prepared, pursuant to Section 21081.6 of the Public Resources Code. It will be presented in standard City format and will identify the significant impacts that would result from the project, proposed mitigation measures for each impact, the times at which the measures will need to be conducted, the entity responsible for implementing the mitigation measure, and the City department or other agency responsible for monitoring the mitigation effort and ensuring its success.

Findings of Fact/Statement of Overriding Considerations. The Findings of Fact (FOF) will be prepared consistent with the requirements of CEQA. The draft FOF will be distributed to the City for review and comment. If required, we will prepare a Statement of Overriding Considerations (SOC) for the project, consistent with the requirements of CEQA.

Notice of Determination. A draft Notice of Determination (NOD) will be prepared for review by the City. After the City takes action certifying the Final EIR and approving the project, the NOD will be filed with the Office of Planning and Research (OPR) and the Los Angeles County Clerk. PlaceWorks will prepare and file the California Department of Fish and Wildlife (CPDW) fee.

7.7 Environmental Project Administration/Management

This task includes ongoing coordination with the client, the City, the PlaceWorks team, and technical subconsultants. Project management responsibilities include: task scheduling and assignment; management of resources; monitoring of costs and schedule adherence, contract administration and accounting, and coordination with local and state entities relative the environmental review process. This task is based on an estimated number of hours/week for the projected schedule in this proposal.

7.8 Project Meetings and Public Hearings

In addition to the kick-off meeting in Task 7.1, our scope of work assumes the following attendance at meetings related to environmental documentation and processing:



- » 6 coordination meetings or conference calls to be attended by our environmental Project Manager, Asst. PM, and one technical specialist (AQ/GHG/Noise/HRA).
- » 4 Public Hearings to be attended by our environmental Project Manager, Asst. PM, and one technical specialist (AQ/GHG/Noise/HRA).

Additional meeting attendance by PlaceWorks or attendance by other members of the consultant team will be billed on a time-and-materials basis in accordance with our hourly rates.

7.9 Technical Studies: PlaceWorks

Following is a summary of the technical studies proposed by PlaceWorks to support the EIR. The complete scope of work for the respective studies is attached.

7.9.1 Air Quality/Greenhouse Gases (GHG)

An air quality and GHG emissions technical analysis will be prepared to evaluate potential project-related impacts. Modeling will be conducted using the California Emissions Estimator Model (CalEEMod), and impacts will be based on current methodology of the South Coast Air Quality Management District (SCAQMD) for projects within the South Coast Air Basin (SoCAB).

Air Quality. The environmental setting and emissions inventory will be developed based on existing land uses onsite and modeled using CalEEMod. Impact analysis will cover criteria air pollutant emissions forecasts, AQMP consistency, localized impacts and odors, air quality compatibility, and construction emissions.

Greenhouse Gas Emissions. The environmental setting and emissions inventory will be developed based on existing land uses onsite and modeled using CalEEMod. In addition, GHG emissions forecasts and project consistency with existing plans adopted to reduce GHG emissions will be analyzed to ensure consistency with regional and local sustainability goals.

7.9.2 Noise and Vibration

A noise analysis will be prepared to identify the project impacts on sensitive land uses. PlaceWorks will conduct field surveys of the project site to identify predominant sources of environmental noise (e.g., major transportation noise sources and stationary sources). Noise measurement surveys will consist of short- and long-term sampling in Culver City to establish the baseline, existing noise environments and will be used to calibrate traffic modeling conducted for the EIR. Transportation noise, stationary noise, noise and land use compatibility, and construction noise and vibration will be analyzed in the EIR.

7.9.3 Health Risk Assessment

An HRA will be required if the project proposes residential units within 500 feet of I-405 or SR-90. Our scope, therefore, includes a quantitative HRA to characterize potential hazardous air emissions in the project area using data provided by Caltrans and California Air Resources Board's EMFAC 2011 computer model. Dispersion modeling will be performed to determine ground-level concentrations of hazardous air pollutants, and cancer and toxicity data published by Cal-EPA will be used to estimate long-term health risks for onsite sensitive receptors. Mitigation measures will be proposed to reduce potentially adverse impacts from freeway and surrounding stationary sources air emissions.



7.10 Technical Studies: Subconsultants

Following is a summary of the technical studies proposed to be prepared by subconsultants to PlaceWorks. The complete scope of work for the respective studies is attached.

7.10.1 Cultural Resources (Cogstone)

A cultural resources assessment will be prepared to analyze potential impacts on historical, archaeological, and paleontological resources in the project area. The study will include background research, a record search at the South Central Coastal Information Center and the Natural History Museum of Los Angeles County, and a Sacred Lands record search from the Native American Heritage Commission (NAHC). Consultation with Native American tribes and individuals will also be conducted per SB 18. A full report and mitigation measures, if needed, will be provided.

7.10.2 Water/Sewer/Drainage (IBI)

IBI will assess existing infrastructure within the Specific plan boundary and determine the potential impact of any proposed land use changes on these services. Their report will evaluate water service and wastewater service and surface drainage systems, including availability capacity for both collection/distribution and treatment.

TASK 8. FINAL DRAFT SPECIFIC PLAN

8.1 Final Draft Specific Plan

We will prepare and submit a final draft of the updated Hospitality and Entertainment District Specific Plan incorporating revisions in response to comments received from stakeholders, City staff and the community.

Deliverable(s):

- 1 electronic copy and 5 hard copies of the Final Draft Specific Plan

TASK 9. PUBLIC HEARINGS

This task involves formal hearings with the Planning Commission and the City Council to adopt the Hospitality/Entertainment District Specific Plan and certify the EIR.

9.1 Public Hearings

PlaceWorks will attend up to two hearings with the Planning Commission and up to two hearings with the City Council. In these final hearings, the Planning Commission and City Council will review and adopt the Hospitality/Entertainment District Specific Plan and certify the EIR.

Deliverable(s):

- Attendance at up to four hearings.



TASK 10. PROJECT MANAGEMENT

10.1 Project Management

This task accounts for the ongoing operational and coordination activities that are essential for keeping a project on schedule and within budget for the duration of the project, including project/phase start-up, agendas and summaries, budget and schedule tracking, ongoing coordination with the team, ensuring quality control, and providing the daily point of contact for the client. The project manager will oversee the project from the beginning to end and provide the leadership at critical milestones in the process.

Schedule. PlaceWorks will prepare and maintain schedule to effectively manage and coordinate the project. The schedule will provide the critical path for studies and review schedules, as well as the critical deadlines and how those impact the event chain. This schedule will be updated regularly to track the project's progress, including all subconsultant tasks, the CEQA analysis, and review periods.

Invoices. The project manager will prepare and monitor billing of time and expenses for the project team. Projections of staff and consultants' time will be made and compared with actual billing and invoices to provide coherent, integrated progress reports.

Meetings/Calls. PlaceWorks has found that bimonthly conference calls are a helpful component of an overall quality control plan and help ensure that the schedule stays on track. We will participate in up to 16 half-hour bimonthly meetings with City staff to determine next steps and address any anticipated potential challenges in advance.

Deliverable(s):

- Electronic updates of project schedule, monthly invoices, and electronic agendas for up to 16 bimonthly conference calls.

Budget

The following budget is proposed by the PlaceWorks team for the Hospitality & Entertainment District Specific Plan and EIR. It includes all costs for labor and expenses, including reproductions, travel, communications, and materials and supplies.



INSERT BUDGET







Proposed Schedule

The following presents the schedule proposed by the PlaceWorks team for the Hospitality & Entertainment District Specific Plan and EIR. It reflects an aggressive eight-month time frame for the project and identifies work periods, community engagement, and client review periods. PlaceWorks will make every attempt to reduce the time of each task by front-loading and/or concurrently working on as many tasks as possible. To help ensure this schedule is achieved, it will be paramount for the client to be responsive and expedient during review periods.



INSERT SCHEDULE

From: Dave Kingery [<mailto:Dave.Kingery@carlyle.com>]
Sent: Thursday, April 30, 2015 10:32 AM
To: Nachbar, John; Blumenfeld, Sol
Cc: Tony Canzoneri; gmaleman@aol.com; Bill Reider
Subject: Entertainment/Hospitality District

John and Sol,

As we discussed in our meeting yesterday, I wanted to share with you and the members of the City Council that Carlyle Realty Properties IV has decided to put its property in Culver City on the market. This includes the DoubleTree Hotel, Pacifica Plaza Office Building and the parking lot where the Entrada project has been entitled as well as the parking across the street on Centinela.

CRP IV has owned this property since 2006, making significant investments in the hotel, including a more than \$10 million upgrade to the hotel's guest rooms in 2014, a \$2 million remodeling of the lobby area in 2008 and another \$7 million over the ownership period, starting as a Radisson and converting to a DoubleTree by Hilton.

We were excited to lead the way in creating a new vision for the Fox Hills area and spent a significant amount of time and money pursuing an Entertainment/Hospitality District specific plan overlay zone to allow for new uses and infrastructure improvements as well as to create new excess revenue streams for the city. The overlay zone will create value for all the property owners in the District. While we had hoped to have gotten the plan in place before selling, we encourage the city and other property owners to continue to make this vision a reality.

We believe the vision that will be presented to the Council on May 11 represents an incredible opportunity for Culver City to take advantage of the booming market of Playa Vista and enhance the entire Fox Hills area. We also expect that interested buyers will be contacting the City as part of their due diligence during the next two to three months and that when the sale of our property closes this summer, the new owners will bring new ideas and new investment capital to develop the site and participate in the overlay zone process.

Of course, if you have any questions, please do not hesitate to call me. Thank you.

David A. Kingery
Managing Director
US Real Estate

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