

COUNTY OF LOS ANGELES
GENERAL PLAN
IMPLEMENTATION CHAPTER

IMPLEMENTATION CHAPTER

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INTRODUCTION

Implementation means carrying out or realizing the intent of the Plan. It involves focusing all of the powers of government on carrying out Plan policies and realizing its goals. While Plan preparation is primarily the responsibility of the planning agency, Plan implementation is the responsibility of the entire governmental organization.

A key objective of Plan implementation is to encourage all public agencies (local, regional, State and federal) active in the County to cooperate in carrying out the Plan. The cities of Los Angeles County have participated in the development of this Plan and are encouraged to assist in its implementation by relating development programs, zoning decisions and major capital budgeting decisions to the policies set forth in the County General Plan.

Other levels of government also have the opportunity to participate in the Plan's implementation. Regional agencies may assist by relating regional policies, regulatory actions and service delivery programs to County Plan policy. State and federal agencies may participate in Plan implementation by relating capital investment decisions to Plan intent and by providing financial support through grant or other assistance programs.

This Chapter defines basic Plan implementation concepts, summarizes the major implementation powers available to the County and notes limitations on the County's capability to carry out the Plan. It also identifies the strategies for Plan implementation; recommends criteria for establishing priorities for urban revitalization, new urban expansion and centers development; and sets forth a system for Plan monitoring and feedback designed to evaluate the effectiveness of the implementation strategies employed. The Chapter also contains specific implementation actions recommended for the various elements of the Plan.

Plan and Implementation Consistency

The need to maintain consistency between Plan policy and implementation actions stems from the State Planning and Zoning Law and Subdivision Map Act that require existing zoning, rezoning actions and land division decisions to be consistent with a general plan. In order to ensure consistency in day-to-day decision making relative to rezoning, land division, and other development permits, it is necessary to make the land control mechanisms consistent with the adopted plan.

The overall intent of the General Plan is the critical factor in determining the consistency of specific development proposals. The intent is established by examining all relevant expressions of goals and policy in the Plan, starting with basic countywide policy statements and maps and proceeding to more specific plan components, including areawide, community and specific plans. Since all Plan policies cannot be mapped, the mere examination of land use and other policy maps is insufficient to determine consistency.

To achieve greater compatibility with the General Plan, land management tools should provide a process for decision making which facilitates the consideration of cumulative impacts and can be easily related to ongoing planning functions at the countywide and community levels. In addition, new tools will be required to facilitate future development in keeping with the goals and policies of the Plan. For example, new ordinance provisions are recommended to put into effect a system of incentives for the encouragement of development and investment which is compatible with Plan policy. Also recommended are developmental review procedures for special management areas including hillsides, significant ecological areas, scenic highway corridors and potential agricultural preserves.

In developing new tools and amending existing ones, such as the zoning ordinance, to carry out the policies of the Plan, the function of the countywide Chapters and Elements should be carefully considered. The Plan deals with factors of countywide significance and is not designed to regulate land use on a parcel by parcel basis. Small isolated parcels could be appropriately developed to uses compatible at the neighborhood, community or areawide scale even though they are not shown on the countywide Land Use Policy Map.

GENERAL IMPLEMENTATION POWERS

The County of Los Angeles possesses a wide range of existing and potential capabilities for carrying out Plan policies and furthering the public interest. The following pages summarize the major powers the County has available to implement the Plan. The recommended action programs at the end of this Chapter elaborate upon implementing tools as they relate to the particular elements.

Citizen Participation

State and federal statutes provide the authority for citizen participation during the planning process. Public involvement was a major feature of every phase of Plan development. Citizen participation and support for Plan implementation activities is essential if Plan goals and objectives are to be realized.

Interagency Coordination

The authority to coordinate with other agencies is a major implementation capability. It has the potential of encouraging other governmental agencies to support the General Plan through their authority to raise and expend revenues; legislate and regulate; deliver services; acquire, dispose of and manage land; enter into contracts; investigate and take positions on issues; and conduct reviews.

Legislation

The power to enact and influence legislation is an important capability. The County not only enacts codes and ordinances, but also sponsors and takes positions on State and federal legislative proposals.

Review Authority

The County and its constituent agencies possess significant review authority. City general plans are referred to the County for review and comment and, of course, city review of County plans occurs routinely. The County participates in the Federal Office of Manage-

ment and Budget A-95 project reviews, relating to the federal allocation of various grant monies to local and regional agencies. Another example is the review of environmental impact reports (EIRs) prepared by other agencies. These and other types of reviews are important implementation instruments.

Regulation

The authority to regulate the conduct of various activities, such as land use through the zoning and subdivision ordinances, has been traditionally recognized as an important plan implementation instrument in unincorporated areas. However, in addition to land use regulation, there are many other regulatory ordinances, such as the building, fire and health codes, which can help carry out Plan policy.

Impact Analysis

The California Environmental Quality Act of 1970 (CEQA) requires the preparation of environmental impact reports for all projects which may have a significant effect on the environment. The EIR is an informational device but acts indirectly as a useful tool for encouraging development in accord with the Plan.

Land Acquisition, Disposal and Management

The County is the owner and manager of thousands of acres of land, and numerous facilities and buildings. The authority to acquire and dispose of property is a significant tool for implementing the Plan.

Raising Revenues*

Another implementation power is the authority to raise (or forego) revenue through such activities as issuance of bonds, collection of fees, levying of taxes and grant or loan applications. Like the power to spend, the power to raise revenue has countywide impact and is not limited to unincorporated areas.

*Authority to raise and to expend revenues is limited by State constitutional provisions, especially those imposed in 1978 by Proposition 13 and in 1979 by Proposition 4.

Expenditure of Revenues

One of the most important implementing powers is the authority to spend money which is embodied in the capital and annual budgets. The opportunity exists to more directly link this capability to carrying out Plan intent.

Delivery of Services

County agencies provide numerous public services many of which are allocated directly to the residents of cities. Even those services which are provided only in unincorporated territories (and the manner in which they are provided) can have influence in cities. Services delivery policy represents a powerful capability for realizing the Plan intent.

The Authority to Contract

The power to enter into contracts and agreements with individuals, firms and other public agencies is another important implementation device. Joint powers and mutual aid agreements are examples of the use of the authority to make contracts. The County provides many basic services to cities under contractual arrangements.

The County as an Employer

The County can use its position as a major employer to implement Plan policy, particularly social and economic policy. The County affirmative action program is an example of an activity which supports Plan policy.

Investigative Authority

The power to investigate problems and issues and take positions on them is a significant capability for carrying out the Plan. An example is the power to conduct hearings on issues of public concern.

Research and Information Dissemination

County agencies collect, analyze and disseminate information which influences public attitudes and opinions on key issues. The availability and use of information can contribute significantly to Plan implementation.

Summary

The above powers demonstrate that the County possesses a very credible capacity to implement the Plan. The Plan policies embody the commitment to use the powers. The implementation strategies discussed later in this chapter are an approach to coordinating these powers.

MAJOR CONSTRAINTS

Although County government possesses a wide range of powers to implement its General Plan, there are also significant constraints on its ability to act. Major constraints are identified and discussed below.

Limited Resources

Development of major new urban centers in urban fringe areas will require large commitments of public funds for both construction and long term maintenance of various service systems. Likewise, revitalization of inner city areas requires significant public investments. The County cannot provide public facilities for major new developments and also meet urban revitalization needs without significant new revenues. The Plan is structured to reduce public costs over the life of the Plan but it must be recognized that the initial public investment needed to fully attain the benefits of Plan may not be available when needed. Continued efforts to insure that Los Angeles County and its cities receive their full share of Federal Assistance programs are of the greatest urgency.

Dispersal of Responsibility

A serious constraint is the dispersal of responsibility among a large number of County agencies. Within County government dispersal of responsibility and authority can create coordination problems and reduce its ability to focus quickly its full capacity on the realization of the Plan. Even more difficult to deal with is the dispersal of authority and responsibility which stems from the presence of several hundred special districts; numerous regional, State and federal agencies; and 81 cities. This fragmentation of responsibilities with attendant conflicting priorities is a major limitation on the capability to implement the Plan. However, the area planning councils and many cities, representing local viewpoints, have made a major input to the Plan; this presents an opportunity for improving future city-County coordination.

Lack of Authority

Changing trends and conditions are bringing new needs into prominence. Public institutions can experience a lag in responding to new needs. In some cases, the County has neither the authority to act nor has it evolved institutions that can adequately cope with new problems.

Related to this is the inertia of old policy. Where policy has been reversed or an emphasis has been shifted, a transitional period is needed to change or replace related policies in both the public and private sectors.

A third facet of the lack of authority is the current trend toward the transfer of some authority to the State or regional jurisdictions. For example, the adoption of a constitutional amendment limiting property tax (Proposition 13), a traditional local revenue source, has resulted in a significant shift of authority from local to State government.

Summary

These constraints have not been, nor will they be in the future, easily overcome. Some constraints have beneficial functional considerations, such as their role as checks and balances. Others are deficiencies which must be addressed. The constraints outlined above should be viewed as challenges to County government to act in a concerted and coordinated manner in order to promote the public interest.

GENERAL STRATEGIES

An implementation strategy is a coordinated general pattern of public actions structured to achieve the goals and to impact positively the problems addressed in the Plan. The strategy establishes priorities and emphases among the various policies, and indicates how the policies are interrelated and how they support each other. It provides a framework for coordinating short and medium term actions, and for focusing them on the solution of specific problems. It recognizes the general capabilities and constraints that affect the implementation of the Plan.

The general strategies for implementing the Plan are identified below. The discussion is organized around the key concerns of the Plan: urban development; environmental protection and resource conservation; and, economic and human resources development.

URBAN DEVELOPMENT STRATEGIES

Historically, the major urban development emphasis in Los Angeles County has been new urban expansion at the fringes of existing urban areas. Maintenance of the existing housing stock and revitalization of older urban areas has been a subordinate strategy in terms of its priority for public resources. Urban expansion will continue to play a major role in the years just ahead. However, over the Plan period, emphasis is placed -- as it must be if the Los Angeles area is to avoid the devastation that has jeopardized the older metropolitan areas of the eastern United States -- on the maintenance and/or revitalization of existing urban areas.

Revitalization Strategy

Urban revitalization may emphasize either rehabilitation (the repair and conservation of existing neighborhoods and facilities) or recycling (replacement of one building by another, or the substantial clearance and rebuilding of a neighborhood). Each

approach may be applied selectively or in combination. The Plan rejects the concept of wholesale recycling of older urban areas. Rehabilitation is the major urban revitalization strategy, especially in residential neighborhoods. Recycling is regarded as a subordinate strategy in residential areas because of the Plan's intent to avoid disrupting neighborhoods. It is to be applied only on a selective basis where essential to the realization of residential revitalization, or to replace unrepairable, unsafe structures. However, larger scale recycling might well be suitable in the revitalization of older, obsolete commercial and industrial areas.

Urban revitalization strategies may seek either to eliminate blight by concentrating on improving neighborhoods in the worst condition, or to contain the spread of blight by concentrating resources on neighborhoods which are only beginning to show signs of decline and obsolescence. It is clear that sufficient public resources will not be available in the short term to be applied over the more than 300 square miles of urban development threatened by obsolescence and blight. Accordingly, they are mixed strategies of both eliminating and containing blight by focusing public resources on key locations where a successful revitalization effort will have a catalytic effect in stimulating private reinvestment in surrounding areas.

New Development Strategy

The new development strategy includes the infilling of by-passed vacant urban lands and new expansion into previously non-urban land. Major urban expansion is required to provide the needed land resource for pressing housing needs; however, over the life of the Plan increasing emphasis should be placed on infill and revitalization. Although both new expansion and infill are required to meet the future needs of residents, the emphasis for allocating public resources is placed on infilling. Public investment in infill areas can play a particularly important catalytic role in revitalizing some older urban areas.

Regional Centers Strategy

A key facet of the urban development strategy is the development of activity centers. The Plan, in recognition of the established multi-centered character of Los Angeles, supports the development and enhancement of a system of regional centers to conveniently serve a large population spread over an extensive urban area. Although the need for both single function and multi-purpose centers is recognized, the strategy emphasizes the development of multipurpose regional centers.

Transportation Strategy

Transportation strategies support the emphasis on urban revitalization and multipurpose centers development. The Plan emphasizes maintenance of existing roads, closing of freeway and highway gaps and improvement of public transportation. It stresses more effective van-pooling and car-pooling, a countywide rapid transit system with major utilization of existing freeway rights-of-way, and the development of community transit systems linking key multi-purpose centers with their service areas and providing feeder services for the countywide rapid transit system.

Housing Strategy

Housing supply strategies support the revitalization approach. A major thrust of the strategy is to preserve and prolong the life of the 2,600,000 sound or rehabilitable housing units in the County as the principal resource for meeting housing needs. In the early years of the Plan -- during the 1980s -- emphasis is placed on increasing the housing supply in all income ranges. This is designed to take the pressure off of rapidly inflating home prices and provide a relocation resource for future revitalization programs. Construction is expected to supply about 630,000 new units by 2000; about 285,000 of these units should be built by 1985. New construction emphasizes moderate density twinhomes and townhouses with somewhat less emphasis on very low density. Only limited amounts of high density residential development are anticipated and these would be clustered in or adjacent to regional centers, where appropriate.

The low and moderate income housing strategy is to encourage the supply of such housing throughout the urban area. This requires not only geographic dispersion but also avoidance of major concentrations of low income housing in any single locality. Where a surplus of potential sites are available, preference should be given to locations with convenient services (shops, transit, recreation, etc.) and with proximity to suitable job opportunities.

ENVIRONMENTAL PROTECTION AND RESOURCE CONSERVATION STRATEGIES

The environmental protection strategies support the Plan's major emphasis of resource conservation. Key environmental protection strategies are those dealing with pollution control, hazard area management and resource conservation. Historically, crisis-oriented strategies have been applied to the problem of environmental protection. Pollution control has thus emphasized the abatement of air and water quality problems after undesirable conditions posed serious health or safety threats. In the short run, it is necessary to retain an emphasis on pollution abatement. In the long run, however, the pollution control strategy places an emphasis on the prevention of environmental pollution.

The major hazard management strategy of Los Angeles County has been the abatement of environmental hazards including fire, flood and geologic/seismic threats. This has involved attempts to solve environmental problems by massive investments in mitigation technology. This practice has become increasingly expensive. It will also be increasingly expensive to "manufacture" prime buildable land from marginal land in order to offset the rapid disappearance of naturally prime land in south Los Angeles County. Because of the growing cost and detrimental environmental impacts of abatement approaches, the hazard area management strategy emphasizes efforts to direct urban development to avoid severe hazard areas.

The Plan emphasizes the saving or conservation of resources. Conservation involves rational consumption or preservation of resources. The preservation of unique and irreplaceable resources is emphasized. Although the resource conservation strategy calls for resources to be consumed in a more rational manner than in the past, it also supports recycling efforts and development of technologies to use alternative resources.

ECONOMIC AND HUMAN RESOURCES DEVELOPMENT STRATEGIES

The revitalization of declining urban areas and the conservation of resources cannot be achieved without strong supporting actions in the closely related spheres of economic and human resources development. The economic development and human resources strategies have two major thrusts. First, they emphasize the revitalization of declining industrial and commercial areas through renewal or rehabilitation and through the expansion of existing industry and active recruitment of new employers in the County. Second, they place high priority on the improvement of job opportunities in areas of high unemployment.

Public services delivery can strongly influence urban, economic and human resources development. The strategy is to emphasize the provision of incentives for revitalization by anticipating service needs in declining urban areas.

Urban, economic and human resources development strategies strongly influence population distribution. In general terms, the Plan seeks to create a more concentrated, moderately higher density pattern of population which is consistent with the Plan emphases on urban revitalization and resource conservation. Recent trends indicate that public preferences have anticipated this direction.

RECOMMENDED PLAN ACTION PROGRAM

The Plan action program is a statement of the coordinated short and medium range recommended actions which are focused on the interrelated strategies of urban revitalization, resource conservation, environmental protection, economic development and human resources development.

The Plan action program is comprised of three major recommendations and the specific action recommendations of each Plan element. Discussed in this section are recommendations for the identification of high priority urban activity centers and target areas for the use of public resources; the establishment of criteria for urbanization and development of a Plan monitoring system. These recommendations deal with issues not readily addressed in any one of the Plan elements and, in addition, are supplemented by some of the specific action programs of the elements.

1. PRIORITIES

INITIATE A COUNTYWIDE COMMUNITY DEVELOPMENT PROGRAM WHICH ESTABLISHES PRIORITIES FOR THE EXPENDITURE OF PUBLIC RESOURCES IN SELECTED HIGH ACTIVITY CENTERS AND IN SELECTED COMMUNITIES OR NEIGHBORHOODS IN SUPPORT OF THE URBAN REVITALIZATION STRATEGY.

Priorities are guidelines which indicate how Plan actions should be ranked for maximizing the use of limited public resources in various parts of the County. Their application is most appropriate in a large mature urban area such as Los Angeles County, which is characterized by numerous decision-making centers, complex infilling and urban revitalization activity, and established service systems.

As a first step in the countywide community development program, priorities must be established to guide public investment and provide

for urgent common needs. The general identification of priorities is a key component of the general strategy of the Plan. However, the establishment of general long term priorities is subject to several constraints. First, difficult choices must be made among valid but competing needs and interests. Second, while setting priorities involves emphasizing certain needs and interests over others, balance among priorities must be achieved to ensure that all legitimate public needs receive some degree of consideration. Third, priorities must be adaptable to changing or unforeseen circumstances, and should be periodically revised.

General Priorities Among Urban Development Strategies

Those actions which support urban revitalization should command high priority for the use of public resources. Implementation would protect and extend the life of the tens of billions of dollars of public and private investment already made in the declining areas of Los Angeles County. Moreover, the necessity for public expenditures to develop outlying areas would be reduced. Finally, this priority promotes equity by enhancing the quality of life and general welfare of people in blighted and deteriorating areas.

Of equal priority are those programs aimed at conserving and maintaining sound urban areas and neighborhoods. They are indispensable to the prevention of blight. Moreover, conservation actions would protect and extend the useful life of additional billions of dollars invested in developed urban areas.

Infilling vacant urban land relates directly to revitalization and conservation. Infilling is important because it rarely requires new roads, water, sewer lines and other public facilities. Thus, it promotes a more effective use of existing services and prior investments while minimizing environmental costs. Public intervention might therefore be cost effective when it helps to mitigate certain environmental hazards which caused the land to

be by-passed. As a short term strategy, infilling warrants the highest priority to meet housing needs since extensive revitalization in the short run is unlikely. Attractive new developments carefully fitted into the fabric of existing neighborhoods can provide an impetus for the rehabilitation and/or improvement of surrounding properties.

Major new urban expansion is essential in the short term to meet the burgeoning housing needs of Los Angeles County residents and to contain the skyrocketing cost of homes. The housing supply must be expanded beyond immediate market needs to provide a relocation resource for future revitalization efforts. Of course, new urban expansion would require the fewest public resources since it is largely a function of private investment. New urban expansion could receive some priority for public investment where a favorable public cost/revenue relationship has been identified or where a significant social or economic benefit to the public would be generated, e.g., provision of low and moderate income housing; contribution to improved public transportation; provision of valuable public open space; or significant expansion of the employment base.

Center Priority

In support of the major strategies and priorities of the Plan, selected multipurpose centers and their environs should be identified in the community development program as high priority targets for the investment of public resources. Their selection can be based on proximity to revitalization areas shown on the General Development Policy Map or to heavy maintenance areas shown on the Housing Development and Neighborhood Conservation Policy Map. Selected centers may be key locations where the investment of public resources may stimulate private investment, not only in the centers, but in surrounding areas. Also, the Centers' status as symbols of identity for major ethnic communities, or their status as providers of key services (e.g., medical

and educational services) for areas threatened by decline, would be factors in setting priorities.

The identification of selected high priority centers must involve wide-ranging dialogues with citizens, city officials and representatives of other local and State governmental agencies. Most importantly, these decisions have to be made within the context of an ever increasing need to stem the spread of urban blight as well as the need to gain maximum benefits from diminishing local public resources. These designations should be regularly reviewed and adjustments made where appropriate to recognize changed conditions.

High Priority Communities or Neighborhoods in Revitalization Areas

Community development priorities should also be established for revitalization areas where public policy would be established to support major changes strengthening the existing urban pattern. This identification should clarify general development policy by specifying target communities and neighborhoods where the public interest is best served by use of public resources. In effect, it would identify areas which have high priority for future large scale public investment or have high priority for the protection and full use of previous public investments. These would also include high priority heavy maintenance areas as part of the containment strategy outlined above (see the Housing Element for a discussion of maintenance areas).

The criteria for selecting high priority revitalization areas would be based on an analysis of such characteristics as: housing with below average assessed value; above average quantities of pre-1940 housing; above average overcrowding; high proportions of deficient plumbing; and other indices of social pathology. Many candidate areas may have already been designated as community development projects or are shown in city plans and studies as needing improvement.

Criteria to identify high priority heavy maintenance areas would be similar to those which define priority revitalization areas. However, the emphasis should be on areas experiencing recent changes in those characteristics which may indicate the onset of obsolescence or blight.

Infill and Expansion Priorities

As noted earlier, public investment to help remove impediments which had earlier discouraged development of by-passed parcels would be cost effective in avoiding the costly extension of services to new development areas. Infill areas are already provided with or are in close proximity to water and sewerage services. Infill at somewhat higher intensities than adjacent uses can be encouraged where it is sensitively designed to fit with and benefit those areas. The intent is to save public resources by encouraging development on lands which will minimize the need for further public investment, promote a more efficient use of existing capital investments and minimize the pressure to expand the urban area into marginal lands with associated private and public costs.

Public support for new urban expansion would normally be directed to the lands most suitable for development that are already provided with or in close proximity to urban infrastructure. This would not include lands subject to unmitigatable severe natural hazards. The intent is to promote full use of previous public investments and direct new development to areas where environmental costs will be low.

2. URBANIZATION CRITERIA

INSTITUTE A DEVELOPMENT QUALIFICATION PROCEDURE TO ENSURE THAT NEW DEVELOPMENT WITHIN URBAN EXPANSION AREAS WILL OCCUR IN A MANNER CONSISTENT WITH STATED PLAN POLICIES AND WILL PAY FOR THE MARGINAL PUBLIC COSTS (ECONOMIC, SOCIAL AND ENVIRONMENTAL) THAT IT GENERATES.

The intent of this recommendation is to ensure that new development within urban expansion areas does not generate costs that ultimately must be borne by taxpayers outside of the specific proposed development. Such a procedure is recommended to implement the mandate of the electorate, which overwhelmingly voted in favor of a State constitutional amendment limiting property taxes (Proposition 13). The message was clear -- in the future, public costs are to be controlled and, if possible, reduced. Moreover, this recommendation is intended to avoid the adverse economic, social and environmental impacts of premature (unnecessary) development.

The criteria to be developed may include such factors as:

- . Costs of providing urban services such as police, fire, sewage disposal, schools, etc.;
- . Avoidance or mitigation of hazards to acceptable levels;
- . Compatibility with preservation of significant natural resources;
- . Proximity to local commercial goods and services;
- . Proximity to job opportunities;
- . Impact on publicly held or privately dedicated open space; and
- . Existence of unique circumstances which make urbanization undesirable.

Although the proposed recommendation is pertinent to urban expansion areas throughout the unincorporated areas of Los Angeles County, it is of special value to the Antelope Valley. Due to the anticipated development of a regional airport at Palmdale, handling up to 12 million passengers annually, along with related industrial and commercial activity, the projected population has been estimated at around 218,000. However, if a local airport (of less than 100,000 annual passengers) were to be the case, the corresponding population projection would be considerably less, or about 141,000.

Accordingly, until such time as the new Palmdale Airport is completed, it is essential that decision-makers carefully evaluate new development proposals within the Antelope Valley's urban expansion areas to avoid premature investments in major new public service systems and minimize related costs to taxpayers. In particular, areas designated as urban expansion, presently outside of water and sewer service areas, should be carefully evaluated with regard to the marginal public costs they may generate. The proposed recommendation will be of major assistance in ensuring that such factors are considered prior to making land use decisions.*

3. MONITORING

- a) DEVELOP A PLAN MONITORING SYSTEM WHICH WOULD PROVIDE DECISION MAKERS WITH INFORMATION ABOUT CHANGES IN URBAN DEVELOPMENT TRENDS AND SOCIAL OR ECONOMIC CONDITIONS, IN ORDER TO ENABLE COUNTY GOVERNMENT TO ADJUST FOR CONTINGENCIES SUCH AS UNANTICIPATED IMPACTS OF PAST URBAN DEVELOPMENT DECISIONS OR FAILURE OF SOME PLAN POLICIES AND PROGRAMS TO ACHIEVE DESIRED OBJECTIVES.
- b) AS PART OF THE MONITORING SYSTEM, DEVELOP PROCEDURES, AS FEASIBLE, BY WHICH ADJUSTMENTS COULD BE MADE TO COUNTYWIDE AND AREAWIDE/COMMUNITY URBAN/NON-URBAN DESIGNATIONS. SUCH PROCEDURES WOULD UTILIZE A SET OF CLEARLY ARTICULATED CRITERIA TO EVALUATE PROPOSED ADJUSTMENTS IN ORDER TO ENSURE THAT THE COSTS (SERVICE, SOCIAL, ENVIRONMENTAL, ETC.) OF NEW DEVELOPMENT ARE PAID FOR BY THAT DEVELOPMENT.

Monitoring is a key component of the Plan implementation effort. It involves gathering and analyzing information about decisions, trends, conditions and events affecting a planning jurisdiction and determining its significance relative to the Plan. The recognition and management of change that is significant for the realization of the Plan is its fundamental concern. Monitoring

*A description of the major components of the proposed Development Qualification Procedure may be found in Technical Supplement "D-II".

enables decision makers to respond to change by periodically adjusting the Plan to keep it relevant to unanticipated forces and conditions. It also helps decision makers evaluate to what extent Plan goals and objectives are being achieved and assess the effectiveness of implementation strategies and programs.

In addition to providing an objective measure of the ongoing effectiveness of the strategies of the General Plan, monitoring can provide essential information to the Regional Planning Commission and the Board of Supervisors on such key subjects as:

1. Market demand for housing as compared to the land supply;
2. Environmental factors such as natural resources and hazards;
and,
3. Cumulative impact of individual development proposals.

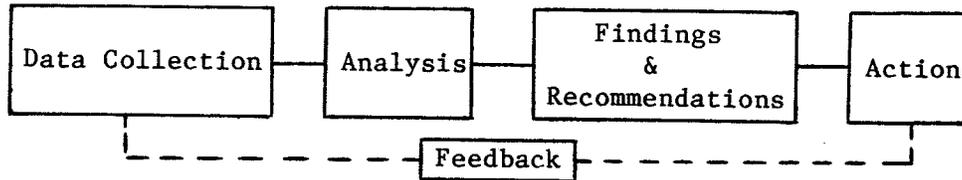
Plan monitoring will not duplicate the detailed, specialized monitoring systems which other agencies already operate. Wherever possible, information from other more specialized monitoring activities will be collected and used in order to conserve scarce resources. Nevertheless, development of comprehensive, computer-assisted plan monitoring for an area as dynamic and complex as Los Angeles County is a major undertaking requiring commitment of substantial resources over a period of several years.

This section sets forth the general concept and approach to Plan monitoring.* An interim system will be developed initially and should evolve into a more comprehensive computer-assisted system as dictated by the balance between needs, available resources and the technical feasibility of specific monitoring activities. Because of the nature of the county planning function, the interim monitoring system will consist of two separate but interrelated sub-systems, the countywide and the unincorporated area systems.

*A more complete discussion of the proposed concept of the monitoring system is contained in Technical Supplement "D-I".

The monitoring process for both sub-systems involves five major steps: data collection; analysis; findings and recommendations; action; and, feedback. (See Figure 8.1)

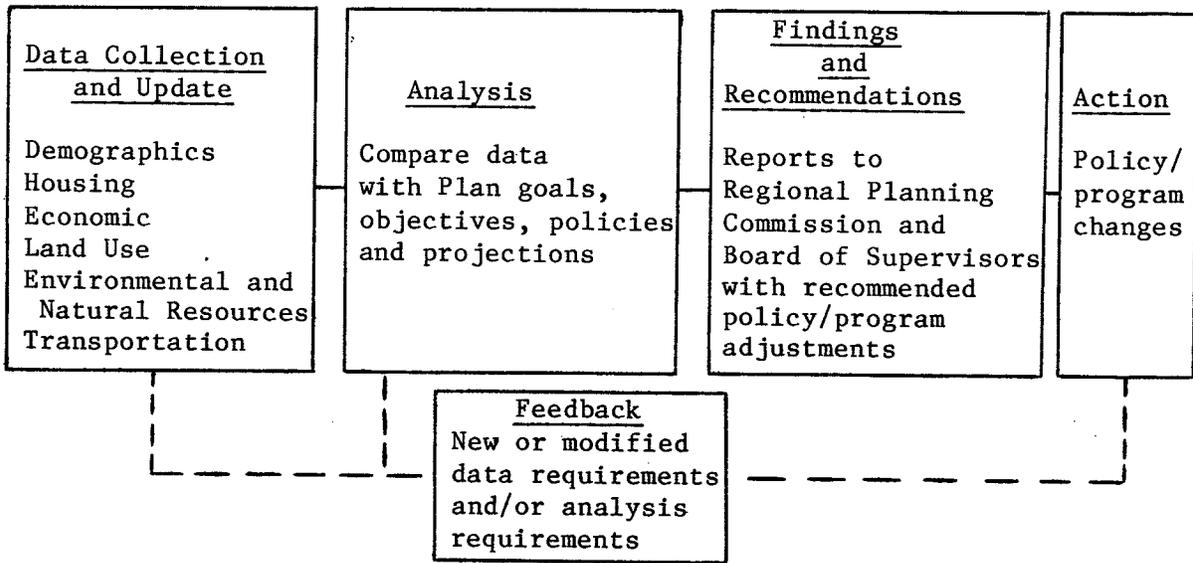
FIGURE 8.1
THE MONITORING PROCESS



Sub-System I: The Countywide Monitoring System

The countywide monitoring sub-system will be designed to facilitate strategic decision making on issues of countywide significance. It will emphasize measuring the effectiveness of General Plan policies and implementation strategies in meeting goals and objectives. (See Figure 8.2)

FIGURE 8.2
COUNTYWIDE MONITORING SYSTEM



The data categories of the countywide monitoring sub-system will be structured around the Plan's strategies of urban development; resource conservation and environmental protection; and, economic and human resource development. Monitoring the effectiveness of these strategies requires the interpretation of selective key data. Six broad data categories will be included in the countywide sub-system: (1) demographics; (2) housing; (3) economic; (4) land use; (5) environment and natural resources; and, (6) transportation.

Data will be collected and analyzed at the countywide level and, where relevant, by the 14 planning areas. This approach will provide the capacity to evaluate and periodically update population, housing, employment and land use (PHEL) projections for the year 2000 contained in the Plan. Tables 8.1 and 8.2 contain PHEL projections for 1985 which are intended to serve as intermediate guideposts, and to provide the required information for housing distribution targets as well as the input to the regional air quality management and waste treatment plans. It should be stressed, however, that these projections are only approximations in that the state of the art does not permit precise quantification of the future. They will be reviewed annually and revised, if necessary, every two years. Therefore, rigid application of these projections should be avoided.

Sub-System II: The Unincorporated Area Monitoring System

The functions of unincorporated areas monitoring are to facilitate decision making on specific development proposals including requests for zone changes, variances, permits, and land divisions; and to translate the experience gained into general policy and program recommendations aimed at keeping the Plan relevant to unincorporated

TABLE 8.1
 PROJECTED POPULATION, EMPLOYMENT AND HOUSING UNIT CHANGES
 BY PLANNING AREA, 1975-85

	<u>Population Gain</u>	<u>Employment Gain</u>	<u>New Housing Construction</u>
San Fernando	68,000	42,000	46,000
Burbank/Glendale	15,000	14,000	16,000
West San Gabriel Valley	7,000	12,000	14,000
East San Gabriel Valley	60,000	45,000	43,000
Malibu/Santa Monica Mtns.	22,000	7,000	11,000
West	14,000	20,000	20,000
Central	24,000	24,000	28,000
East Central	32,000	15,000	21,000
Southeast	11,000	18,000	14,000
South	11,000	28,000	17,000
Southwest	18,000	24,000	21,000
Santa Clarita Valley	40,000	20,000	16,000
Antelope Valley	23,000	11,000	12,000
Channel Islands	*	*	*
LOS ANGELES COUNTY**	345,000	280,000	281,000

*Less than 1,000.

**Planning area sums do not necessarily equal LOS ANGELES COUNTY total because of rounding.

Source: Los Angeles County Department of Regional Planning

TABLE 8.2

PROJECTED URBAN LAND USE CHANGES

BY PLANNING AREA (IN ACRES)

1975 - 1985

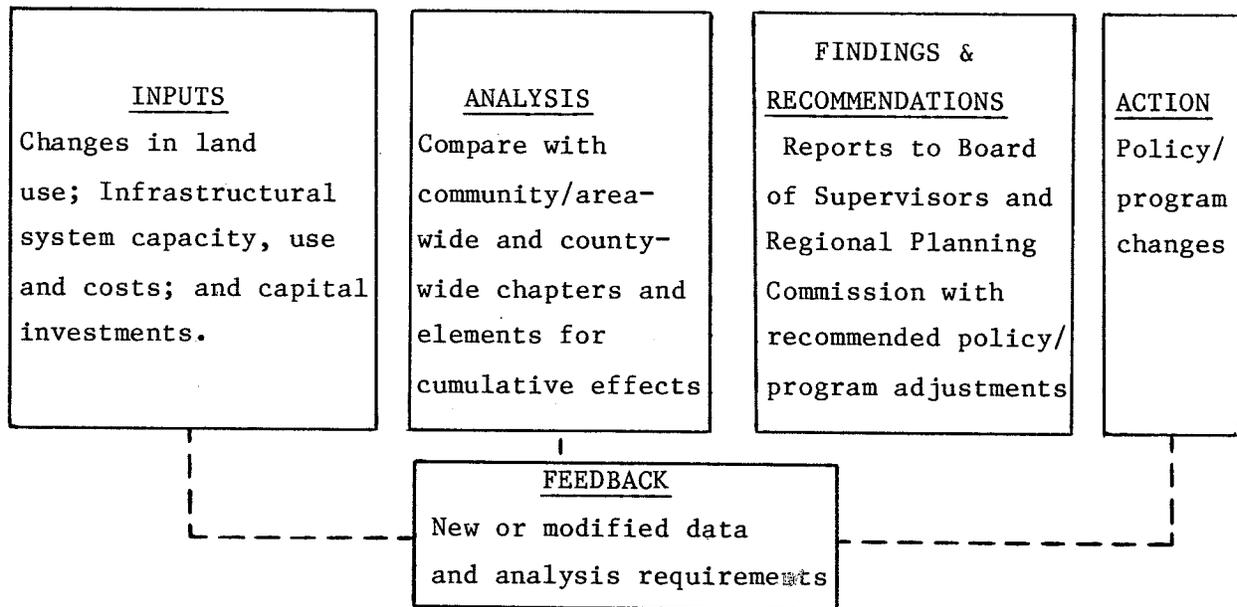
	<u>Recycle*</u>	<u>Infill</u>	<u>Urban Expansion</u>
San Fernando	900	3,800	1,600
Burbank/Glendale	1,000	800	200
West San Gabriel Valley	1,000	1,000	200
East San Gabriel Valley	600	6,800	5,000
Malibu/Santa Monica Mtns.	Negligible	400	2,600
West	1,200	500	700
Central	1,400	800	0
East Central	1,200	1,000	0
Southeast	900	2,800	200
South	900	3,000	0
Southwest	800	3,000	0
Santa Clarita Valley	100	1,000	3,500
Antelope Valley	100	800	4,500
Channel Islands	Negligible	Negligible	Negligible
LOS ANGELES COUNTY	10,100	25,700	18,500

Source: Los Angeles County Department of Regional Planning.

*Includes recycling by the private market.

area needs. Monitoring unincorporated areas will emphasize identifying the cumulative effects of construction activity, zoning, land division and capital programming and investment in the context of short range population projections (see Figure 8.3 and Table 8.3).

FIGURE 8.3
UNINCORPORATED AREA MONITORING SYSTEM



Review Process

The results of Plan monitoring will be reviewed by advisory groups to the Regional Planning Commission and the Board of Supervisors. The Countywide Citizens' Planning Council (CCPC), General Plan Policy Review Board (GPPRB) and Area Planning Councils all have contributed to the formulation of the Plan and implementation recommendations. These groups will continue to play an essential role by assisting the Commission and the Board in developing the actions necessary to respond to data generated by Plan monitoring.

TABLE 8.3
 UNINCORPORATED AREA
 POPULATION PROJECTIONS
 BY PLANNING AREA
 1975-2000

	<u>1975</u>	<u>2000</u>	<u>Change</u> <u>1975 - 2000</u>
San Fernando	1,000	2,000	1,000
Burbank/Glendale	19,000	20,000	1,000
West San Gabriel Valley	89,000	91,000	2,000
East San Gabriel Valley	234,000	284,000	50,000
Malibu/Santa Monica Mtns.	42,000	77,000	35,000
West	11,000	13,000	2,000
Central	145,000	152,000	7,000
East Central	108,000	113,000	5,000
Southeast	84,000	86,000	2,000
South	22,000	25,000	3,000
Southwest	86,000	88,000	2,000
Santa Clarita Valley	63,000	165,000	102,000
Antelope Valley	37,000	76,000	39,000
Channel Islands	400	500	100
LOS ANGELES COUNTY*	941,000	1,192,000	251,000

*Planning area sums do not necessarily equal LOS ANGELES COUNTY total because of rounding.

Source: Los Angeles County Department of Regional Planning.

Note: These projections treat those incorporations and annexations between 1975 and 1978 as having occurred by 1975.

In addition to these advisory bodies, the proposed Committee on Affordable Housing and the recently established Economic Development Council will be asked to review the Plan monitoring reports and make recommendations within their areas of expertise.

Future Development of Plan Monitoring

It is the intent of this implementation program that the monitoring system ultimately be transformed from a manual operation to a computer-assisted operation, covering a much wider range of social, economic and environmental factors within a more fine-grained geographic framework. Cities, major unincorporated communities, and census tracts will be used as geographic monitoring units where appropriate. More emphasis will be placed on monitoring decisions, changes and trends in incorporated areas to provide an improved basis for city/County coordination. Interim monitoring will concentrate on easily accessible, quantitative information relating to changes in population, housing, employment and land use. Future refinement of the system will give increasing weight to such factors as the composition and structure of the population and the economy, demand for various housing types and shifts in housing quality. Increasing attention will be given to environmental quality factors, such as changes in air quality. In addition, County sponsored capital improvements and capital spending by cities and other levels of government should ultimately be included in the data base. Finally, public opinion surveys should be conducted so as to keep abreast of shifts in attitudes, values, and lifestyles, and to ensure that the General Plan remains relevant to changing public needs.

There are many issues that the on-going monitoring system cannot address. Specially designed, in-depth studies will be needed to provide answers to questions that are important for public policy guidance. The following questions have surfaced during the General Plan discussions and are recommended for specific study as part of Plan implementation:

1. Does development in outlying areas of Los Angeles County discourage infill and revitalization? (This question could be approached by using past development approved in an outlying area and formulating what alternative private investment choices would have been present if that development had been prohibited.)
2. How do various levels of development in outlying areas, particularly hillside areas, affect public service costs and revenues for the County taxpayer?
3. How would reinvestment in older areas affect auto and public transit usage? (Impact analysis could include costs of travel, average travel time, energy and air quality.)
4. What would be the impact of zoning incentives (e.g., reduced parking requirements, increased densities) on reinvestment in older urban areas?
5. What are the economic impacts (jobs, regional product, etc.) of public land investment decisions?
6. Given that Proposition 13 is in effect, what impact would regional property and sales tax sharing have on reinvestment in older urban areas?
7. How many undocumented aliens are in the County, where are they located and what are the specific demographic characteristics of this population that may uniquely impact the planning for land use, housing, and human resources (including health, education and welfare)?

PLAN ELEMENT ACTION PROGRAMS

Action programs evolved from the objectives and policies of each Plan element. They are organized in the same manner as the elements are in the Plan. The notations after each program listing indicate the lead County agency or agencies responsible for implementation and the policy or policies from which the program evolved.

The action programs are intended to provide direction and a course of future action for the various County departments and/or other agencies. They are not intended to mandate the commencement of new programs, or the expansion of existing ones, which may require the expenditure of man-hours or funds. Any such action programs identified in this Chapter (including those involving proposed studies, committee formations, new staff positions and/or transfer of staff to other agencies), requiring additional funding by any County department or other agency, must have such funds approved through the appropriate budgetary process, as fiscal resources permit.

Because of the limited availability of public resources, the hundreds of Plan element action programs proposed by the staff were sorted on the basis of the Plan strategies. Those which follow were selected on the basis of the following supplemental criteria: urgent need expressed by the public; threat to the public health and safety; significant threat of damage to natural or other public resources; and, critical deficiencies in urban areas, especially those in need of revitalization.

Among the element action programs, key recommendations include:

- County ordinance amendments to provide development standards in areas requiring special management;
- An accelerated program of community and neighborhood plans within the unincorporated area;

- Comprehensive revitalization plans and programs for unincorporated areas in South Central Los Angeles, and the Compton area;
- Major increases in public resources directed at lower income housing needs and residential rehabilitation efforts;
- A countywide industrial and commercial revitalization program to strengthen the economy and provide jobs;
- An intensified effort to reduce unemployment by improving job skills, attracting new employers and improving access to job centers;
- A coordinated public capital improvement effort to stimulate private reinvestment in older urban areas;
- Balanced improvements in public transportation, highway and other transportation facilities to increase efficiency and safety;
- Major public open space acquisitions, including the Santa Monica Mountains National Recreation Area; and
- High quality water and waste management based on public health, safety and resource considerations.

CONSERVATION AND OPEN SPACE ELEMENT
RECOMMENDED ACTION PROGRAM*

- II-1. Amend the County Zoning and Subdivision Ordinances and Building and Grading Codes as necessary to carry out the intent of the open space and special management area policies for agricultural protection, significant ecological areas, mineral resources and mines reclamation, scenic highway corridors, flood prone areas, and hillside management. (Regional Planning, County Engineer-Facilities, Flood Control District, Forester and Fire Warden, Road Department) (Policies 6 - 8, 12, 14, 15, and 22 - 25)
- II-2. Implement the California Land Conservation Act (Williamson Act) and initiate contracts with farmers in order to continue the viability of commercial agriculture. Encourage and seek funding for demonstration projects related to: a) crop production for energy fuel substitutes, b) development of new water-conserving irrigation methods, and c) use of reclaimed water. (Agricultural Commissioner, Assessor, Board of Supervisors) (Policies 4 and 6)
- II-3. Periodically review and make recommendations to the Regional Planning Commission on the areas depicted as Potential Agricultural Preserves, in response to changing conditions on water supply and pricing, market demand, current farming practices and requests initiated by farmers for inclusion into, or deletion from Potential Agricultural Preserves. (Agricultural Commissioner, Regional Planning) (Policy 6)
- II-4. Actively seek funding at all governmental levels to acquire Significant Ecological Areas. Give priority

* No priorities are implied in the numbering of recommended actions.

to areas of regional importance and areas containing habitats of rare and endangered species. (Parks and Recreation, Regional Planning, Chief Administrative Officer, Small Craft Harbors Beaches) (Policies 7 and 13)

II-5. Actively pursue alternative methods to full fee public acquisition for preserving natural resources and open space (such as purchase-leaseback agreements, open space conservation, scenic or access easements, and dedications for acquiring land). Publicize available tax incentives whereby individuals or corporate entities convey land gifts to public agencies, cooperating closely in this effort with non-profit groups such as the Trust for Public Land and the Nature Conservancy. (Parks and Recreation, Regional Planning, Chief Administrative Officer, Beaches) (Policy 13)

II-6. Actively pursue State Coastal Conservancy grants for the following priority coastal restoration and enhancement projects: (Beaches, Parks and Recreation) (Policies 8, 9 and 33)

Ballona Wetlands (W)*

Los Cerritos Area (W)

Malibu Lagoon (W/U)

Malibu Bluff Line (SC/SD)

Malibu Coastal Trail - various lateral easements (SBIS)

Point Dume (SC/RI)

Santa Catalina Island (W/U)

II-7. Incorporate new local parks into the design of neighborhood revitalization plans, wherever possible. (Parks and Recreation, Community Development) (Policy 28)

*W - Wetland

W/U - Wetland/Upland areas

SC/SD - Sea Cliff/Sand Dunes

SC/RI - Sea Cliff/Rocky Intertidal

SBIS - Sandy Beach Interconnect System

- II-8. Support State legislation which would enable counties to impose a new dwelling unit construction fee for local park purposes. (Parks and Recreation, Chief Administrative Officer, Board of Supervisors) (Policies 27 and 28)
- II-9. Propose or support amendments to the Quimby Act (Park Dedication Enabling Act) which would provide more flexibility in use of fees in the acquisition and development of local parks and trail rights-of-way. (Parks and Recreation, Beaches, Chief Administrative Officer, Board of Supervisors) (Policies 27, 28, and 30)
- II-10. Give priority to the public acquisition of the following regional recreation areas. Actively pursue federal and State financial assistance in this effort (see the Major Recreation Areas Map and legend for a general depiction and discussion of these sites*). (Parks and Recreation, Small Craft Harbors, Beaches, Regional Planning, Chief Administrative Officer) (Policies 26, 27 and 30 - 33)

New County Recreation Areas

Ramirez Canyon Park
Zuma Canyon Park

Expansion to Existing County Recreation Areas

Baldwin Hills Regional Park
Beach Accessways
Boating Facilities
Charmlee Connector
Regional Trail Systems
Urban River Corridors

*The Major Recreation Area Map, including a description of the legend, may be found in the pocket of the Plan.

Major Federal and State Acquisitions

Santa Monica Mountains National Recreation Area*

Backbone Trail Right-of-way
Caballero Canyon area
Cahuenga Peak area
Chesebro Canyon-Palo Comado area
Franklin Canyon-Cross Mountain Park
Leo Carrillo State Park-Nicholas Flats area
Malibu Canyon area
Malibu Creek State Park area
North Benedict Canyon
Old Paramount Ranch area
Runyan Canyon
Saddle Peak area
Saddle Rock Ranch area
Solstice Canyon area
Tuna Canyon area
Zuma Canyon area

Other Federal and State Acquisitions and Expansions

Airport Dunes
Antelope Valley California Poppy Reserve
Antelope Valley Indian Museum
Ballona Wetlands
Beach Accessways (where appropriate)
Bouquet Reservoir
Chino Hills
El Matador Beach
El Pescador Beach

*The subareas listed under the National Recreation Area are recommended by the Santa Monica Mountains Comprehensive Planning Commission (see the Santa Monica Mountains Comprehensive Plan, Final Report, August 1979). In addition, the County recommends the Old Paramount Ranch area for federal acquisition. See the Conservation and Open Space Policy Map for a general depiction of the National Recreation Area.

Encinal Beach/Lechuza Point
Escondido Beach
Fryman Canyon
Hungry Valley State Vehicular Recreation Area
La Costa Beach
La Piedra Beach
Lopez Basin
Malibu Lagoon State Beach
Malibu Pier and Beach
Morris Reservoir
National Forests (private inholdings)
Otterbein State Recreation Area
Pan Pacific State Recreation Area
Paradise Cove Beach
Point Dume State Beach
Ritter Ridge Aquatic Park
Rowher Flats off-road vehicle area
San Antonio Wash
San Gabriel Canyon off-road vehicle area
Santa Susana Mountain State Park
Trails System
Verdugo Mountains - San Rafael Hills
West Corral Beach

Landfill Site Conversions

Calabasas Regional Park
La Puente Regional Park
Mission Canyon Regional Park
Rustic Canyon Regional Park
Spadra Recreation Area
South Coast Regional Park and Golf Course

In addition to the Open Space Action Program, the following actions are necessary to carry out the intent of the Conservation and Open Space Element:

- II-11. Ensure that General Plan policy is reflected in the implementation of, and future amendments to, the Areawide Waste Treatment Management Plan for the South Coast area and the Air Quality Management Plan for the South Coast and Southeast Desert Air Basin. (Regional Planning, Road Department, Flood Control District, County Engineer-Facilities, Chief Administrative Officer, Mechanical, Health Services, Sanitation Districts, Probation) (Policy 1)
- II-12. Complete and adopt an Energy Element of the General Plan which emphasizes energy, conservation and local energy production. Evaluate and develop methods for protecting solar rights. (Regional Planning, County Counsel, Energy Commission) (Policies 2 and 3)
- II-13. Adopt appropriate criteria to use in environmental assessments relative to solar energy. (Regional Planning) (Policies 2 and 3)
- II-14. Undertake the following energy programs that emphasize conservation strategies:
- a. Prepare a solar subdivision design manual to implement the California Solar Rights Act of 1978;
 - b. Prepare a transportation energy contingency plan;
 - c. Evaluate the local applicability of a variety of energy conservation and local energy production programs; and
 - d. Develop a set of passive solar design standards.
- (Regional Planning, County Counsel, Energy Commission, County Engineer-Facilities) (Policies 2 and 3)

- II-15. Support stronger tax and cost-saving incentives to encourage greater use of alternative energy sources such as solar energy and wind power. (Regional Planning, Board of Supervisors) (Policies 2 and 3)
- II-16. Amend the Building and Grading Code to provide standards resulting in greater water and energy savings in new structures. (County Engineer-Facilities) (Policies 2 4)
- II-17. Modify the Los Angeles County Building and Fire Codes to ban shake roofs and provide greater brush clearance protection in designated high fire hazard areas (Fire Zone 4). (Forester and Fire Warden, Regional Planning) (Policy 25)
- II-18. Establish a Significant Ecological Areas Technical Advisory Committee to the Regional Planning Commission consisting of scientists knowledgeable of the County's biological resources to assist in protecting vegetation and wildlife within Significant Ecological Areas. (Regional Planning, Museum of Natural History, Parks and Recreation, Beaches) (Policy 7)
- II-19. Continue to coordinate on land use issues with the U.S. Forest Service for areas within and adjacent to national forests. When completed, integrate the Forest Plan into the County General Plan. (Regional Planning) (Policy 11)
- II-20. Continue to update and expand the land capability/suitability data system as an information source for Plan monitoring and for preparation and review of environmental impact reports. (Regional Planning) (Policies 4, 6, 7, 9, 11, 12, 15 - 17, 21, 22, 24 and 25)
- II-21. Complete and adopt a Local Coastal Program consistent with and carrying out the intent of the Coastal Act of 1976. Coordinate this effort closely with other coastal jurisdic-

tions within the County. Upon adoption of the Local Coastal Program, include it as the Coastal Element of the County General Plan. (Regional Planning, Small Craft Harbors, Beaches) (Policies 8 - 10 and 33)

- II-22. Support fish habitat improvement and protection programs which maintain and improve breeding and spawning grounds within marine environments and inland waters. (Museum of Natural History, Regional Planning, Board of Supervisors) (Policy 14)
- II-23. Add the position of staff archeologist/paleontologist to the Department of Regional Planning. Responsibilities will include reviewing archeological/paleontological sections of environmental documents received by the County, evaluating archeological/paleontological surveys submitted by developers, and supervising the disposition of these resources in accordance with County policy. (Regional Planning, Chief Administrative Officer, Museum of Natural History, Board of Supervisors) (Policy 17)
- II-24. Restructure the County Historical Landmarks Committee as a Cultural Heritage Committee and by ordinance delegate to it the following powers and duties:
- a. Update the inventory of historic places and structures;
 - b. Nominate additional historic places and structures for inclusion on the National and State Registers of Historic Places;
 - c. Review building and/or demolition permits as they may affect historic places and structures;
 - d. Make recommendations to the Regional Planning Commission where zoning requests may impact historic places or structures; and

e. Recommend to the Board of Supervisors an ordinance to protect historic places or structures.

(Regional Planning, Museum of Natural History, Board of Supervisors) (Policies 17 - 20)

II-25. Conduct a recreation preference study to provide goals, objectives and up-to-date public input for the Recreation Element of the General Plan. (Parks and Recreation, Beaches, Small Craft Harbors Regional Planning) (Policies 26 - 33)

II-26. Completely revise and update the Recreation Element of the General Plan, to include a revised plan of riding and hiking trails, a cultural heritage resources plan, a recreational boating plan and a specific park acquisition and program development direction. In updating the Plan of Riding and Hiking Trails, consider:

a. The designation of environmentally non-sensitive areas that would be appropriate for off-road vehicle use; and,

b. The preparation of an ordinance to govern use of trails and trail easements. This ordinance should contain provisions such as: (1) mapping of trail alignments, (2) restrictions on trespassing beyond trail areas; (3) appropriate buffers to ensure separation of trails from existing or proposed structures and private open space; (4) trail maintenance agreements, and (5) guidelines by which parties may terminate easement agreements.

(Regional Planning, Parks and Recreation, Small Craft Harbors, Beaches) (Policies 26 - 33)

II-27. Continue to support existing joint use of public facilities, sanitary landfills and flood prone areas for recreation purposes, wherever feasible. (Regional Planning, Parks and Recreation, Sanitation District, Flood Control District) (Policies 23 and 31)

- II-28. Prepare and adopt Scenic Corridor District Ordinances for Mulholland Highway and other first priority routes.
(Regional Planning, Road Department) Policies 16 and 30)
- II-29. Establish a County Task Force to advise State and federal agencies in the planning and development of the Santa Monica Mountains National Recreation Area (NRA). This task force will participate in preparing a general management plan for the NRA, and will perform the following roles:
- a. Advise on the appropriate functions and uses of the NRA (such as identifying natural areas, recreation areas, and the types of facilities to be developed);
and
 - b. Advise on site selection for acquisition.
(Beaches, Parks and Recreation, Forester and Fire Warden, Regional Planning, Small Craft Harbors, Museum of Natural History) (Policy 26)

LAND USE ELEMENT
RECOMMENDED ACTION PROGRAM

- III-1. Complete and adopt community and/or areawide plans now being developed for the following unincorporated communities:
- a. Antelope Valley
 - b. Malibu/Santa Monica Mountains
 - c. Rowland Heights
 - d. West Hollywood
 - e. Santa Clarita Valley update
(Regional Planning) (Policies 7 - 16)
- III-2. Prepare Local Coastal Programs for Malibu, Marina del Rey, El Porto, Los Alamitos, and Santa Catalina Island, coordinating closely with the Coastal Commission, affected cities and County departments. (Regional Planning, Small Craft Harbors) (Policies 7 - 16)
- III-3. Complete a community planning study in the Diamond Bar area with the assistance of the Diamond Bar Municipal Advisory Council and the Diamond Bar Homeowners Association. Coordinate this study with the City of Pomona and San Bernardino County. (Regional Planning) (Policies 7 - 16)
- III-4. Prioritize, adopt, and effectuate detailed plans and programs for the following neighborhoods in East Los Angeles (Belvedere, Belvedere Gardens, City Terrace, Eastmont, Laguna, Marvilla, Montebello Park) as a major step in implementing the adopted community plan; (Regional Planning) (Policies 7 16)
- III-5. Assist in the development and implementation of a specific plan for an East Los Angeles Cultural Theme Center with the assistance of community advisory groups and organizations. (Regional Planning) (Policies 7 - 16)

III-6. Develop a coordinated process for the preparation, adoption and implementation of local land use and revitalization plans for communities within the noise impact area of Los Angeles International Airport. Such plans will:

- a. Encompass portions of the communities of Lennox, Del Aire and Watts/Willowbrook, as well as portions of the Cities of Inglewood, Hawthorne, El Segundo and Los Angeles;
- b. Be prepared in close cooperation with local city representatives and the Los Angeles Department of Airports; and,
- c. Constitute refinements of General Plan land use and development policy.

(Regional Planning, Community Development) (Policies 7 - 19 and 30 - 31)

III-7. Prepare neighborhood development plans and programs for unincorporated areas in South Central Los Angeles and the Compton area. These programs will emphasize improving neighborhood design; increasing the supply of adequate housing; increasing job opportunities and accessibility to employment centers; and, improving the effectiveness of service delivery. Consideration should also be given to coordinating this program with the cities in the area.

(Regional Planning, Community Development, Housing Authority) (Policies 7 - 16 and 30 - 31)

III-8. Prepare a detailed plan and program for the design and development of the Santa Monica Boulevard corridor in West Hollywood in close cooperation with the Cities of Beverly Hills and Los Angeles. (Regional Planning)
(Policies 7 - 16 and 30 - 31)

- III-9. Assist in the preparation of a program to encourage agricultural production within significant agricultural resource areas in cooperation with farming interests, resource conservation districts, the County Agricultural Commissioner and interested State and federal agencies. (Regional Planning, Agricultural Commissioner) (Policies 18 and 19)
- III-10. Establish the land use component of the General Plan Monitoring System. The objectives of this component shall be: (1) to evaluate the cumulative effects of development proposals in unincorporated areas; and (2) to evaluate new development, infilling and revitalization activity in relation to Plan objectives and strategies. (Regional Planning, Data Processing) (Policies 23 - 25)
- III-11. Initiate an inventory of existing lots of record within unincorporated areas designated as Non-Urban by the County of Los Angeles General Plan, and evaluate the potential cumulative impacts associated with future development of such existing parcels. (Regional Planning) (Policies 7 - 19)
- III-12. Review alternative programs designed to mitigate potential adverse impacts associated with the development of existing substandard parcels. (Regional Planning) (Policies 7 - 19)
- III-13. Adopt and implement appropriate regulatory mechanisms designed to ensure that development proposed for existing substandard parcels occurs in a manner consistent with General Plan policy. (Regional Planning) (Policies 7 - 19)
- III-14. Ensure that potential cumulative impacts are considered and mitigated where feasible in the issuance of Conditional Certificates of Compliance. (Regional Planning) (Policies 7 - 19)

- III-15. Investigate the feasibility of employing a Transfer of Development Rights concept as a means of implementing General Plan policies pertaining to the conservation of agricultural and open space lands, the preservation of environmentally sensitive areas, the protection of cultural and historical sites, and the mitigation of potential cumulative impacts associated with the development of existing substandard parcels. (Regional Planning) (Policies 7 - 19)
- III-16. Investigate the exercise of the community redevelopment authority in addressing and resolving the substandard lot subdivision problem, which would include the identification of candidate redevelopment areas and preparation of specific redevelopment plans. (Regional Planning, Department of Community Development, County Engineer-Facilities) (Policies 7 - 19)
- III-17. Amend the zoning ordinance to provide appropriate development standards for unincorporated areas with clusters of substandard lots. First priority should be given to Twin Lakes and Monte Nido. (Regional Planning) (Policies 7 - 16)
- III-18. Initiate a comprehensive review and update of the County's development codes (zoning and subdivision ordinances) and make appropriate amendments to the building and grading codes. (Regional Planning, County Engineer-Facilities) (Policies 23 25)
- III-19. Achieve and maintain consistency between zoning and the goals, objectives, policies, and programs of the General Plan. In order to accomplish this objective, the following measures are recommended:
- a. Adopt enabling ordinances to implement the open space and special management provisions of the Plan;

- b. If necessary, apply urgency zoning to properties falling within the open space and special management designations;
- c. Undertake necessary amendments to the zoning map to bring it into consistency with adopted current community and areawide plans; and,
- d. As new community and areawide plans are adopted, amend the zoning map to achieve consistency.

(Regional Planning) (Policies 23 - 25)

III-20. Amend the County regulations (including the zoning ordinance) to allow increased densities as a means of encouraging low and moderate income housing. (Regional Planning) (Policy 23)

III-21. Amend the zoning ordinance to provide for reduced parking requirements when employers provide for van and carpooling, private transit or other measures which reduce the need for employee parking. (Regional Planning) (Policy 21)

III-22. Amend the zoning and subdivision ordinances and building and grading codes to implement the intent of the special management areas policies (see Recommended Action II-1 of the Conservation and Open Space Element). (Regional Planning, County Engineer-Facilities, Road Department, Flood Control District) (Policies 7 - 16, 17 - 23)

III-23. Amend the zoning ordinance to allow for mixed residential, commercial and/or industrial uses in appropriate locations subject to design and environmental review by the Regional Planning Commission. (Regional Planning) (Policy 23)

III-24. Mount a major effort to enforce the zoning ordinance giving high priority to areas in need of revitalization and heavy maintenance. (Regional Planning) (Policies 1 - 6)

- III-25. Review and revise as necessary the subdivision ordinance to assure that minor land division procedures provide for the identification of potential cumulative effects and establish the necessary conditions and safeguards to mitigate adverse environmental impacts. (Regional Planning) (Policy 16)
- III-26. Support the review of State legislation and initiate revisions as necessary to modernize the regulations pertaining to land divisions. (Regional Planning) (Policy 16)
- III-27. Expand the procedure for County review and evaluation of proposed city tax increment redevelopment projects. In addition to evaluating the fiscal impact on taxing jurisdictions, the procedure should include guidelines for determining whether the project furthers the goals and objectives of the County General Plan. (Regional Planning, Chief Administrative Officer) (Policies 30 - 31)
- III-28. Establish a process within adopted city spheres of influence whereby affected cities would be able to input directly into the land use decision making process. This process could include:
- a. Amending the Subdivision Ordinance to include a city representative as an ex officio member of County Subdivision Committee when a proposed land division falls within that city's adopted sphere of influence; and,
 - b. Amending the Zoning ordinance to require that a finding be made as to a city's plan policy and zoning for projects subject to rezoning, variance or permit within that city's adopted sphere of influence.
- (Regional Planning) (Policies 30 - 31)

III-29. Develop in cooperation with League of California Cities, the Contract Cities Association, the Independent Cities Association, the area planning councils and adjacent counties, a program for improving interjurisdictional coordination of planning.

This program should address such matters as:

- a. Defining planning issues of countywide or regional significance;
- b. Determining an appropriate process for resolving inter-jurisdictional land use conflicts.
- c. Identifying planning projects where maximum benefit would be achieved by joint city/County participation; and,
- d. Developing agreements whereby development proposals of countywide or regional significance would be voluntarily submitted to affected jurisdictions for review and comment.

(Regional Planning) (Policies 30 and 31)

HOUSING ELEMENT

RECOMMENDED ACTION PROGRAM

The Housing Element identifies problems and opportunities as a basis for establishing action recommendations that can make adequate and affordable housing available for all residents of Los Angeles County. The following actions emphasize incentives and inducements, rather than restrictive regulatory controls, as the means of stimulating increased private investment in both the development and maintenance of low- and moderate-income housing. Successful implementation of these actions will be highly dependent upon the availability of Federal and State housing assistance as well as the mutual cooperation of local governments and the private sector.

Housing Quantity

- IV-1. Investigate the feasibility of issuing tax-exempt revenue bonds, such as the Marks-Foran Residential Rehabilitation Act and Senate Bill 99, to provide low-interest rehabilitation and construction loans. This investigation should include an analysis of institutional mechanisms to administer and monitor the effectiveness of these bonds, such as a County Housing Finance Agency. (Chief Administrative Officer, Community Development, Housing, Authority, Treasurer and Tax Collector, Regional Planning) (Policies 1, 2, 4, 5, 7 and 8)
- IV-2. Undertake a coordinated search for suitable sites for low- and moderate-income housing. This should include: (1) surplus and abandoned schools sites, (2) other surplus or abandoned public and institutional properties, and (3) tax-delinquent properties. (Community Development, Housing Authority, Regional Planning) (Policies 1, 6 and 15)

- IV-3. Develop a procedure for selling or leasing land at less than market value for the purpose of developing low- and moderate-income housing. (Community Development, County Engineer-Facilities, Housing Authority, Small Craft Harbors, County Counsel, Regional Planning) (Policies 1,2,15, 19, 24 and 26)
- IV-4. Encourage savings and loan associations to pursue joint venture housing developments with local non-profit and limited dividend housing sponsors. (Community Development, Regional Planning) (Policies 2, 8, 23 and 25)
- IV-5. Work with HUD to establish a funded program to provide mortgage insurance for construction of affordable multi-family housing. (Community Development) (Policies 1, 17 and 24)
- IV-6. Investigate the possibility of utilizing sites within older commercial strips for the location of new housing units. While imaginative design would be necessary to mitigate noise, these new units could break up the strip commercial pattern, provide convenient access to shops and stores, and strengthen the economic viability of the commercial areas. (Community Development, Housing Authority, Regional Planning) (Policies 1 and 6)
- IV-7. Consider amendments to County ordinances and policies for the inclusion of significant amounts of both low- and moderate-income housing in some or all residential developments through inclusionary zoning and/or other comparable measures. (County Counsel, Regional Planning) (Policies 1, 2, 3, 21, 31 and 33)
- IV-8. Support increased mortgage limits and extended loan terms for the Cal-Vet loan program. (Chief Administrative Officer, Community Development, Regional Planning) (Policies 1, 7 and 17)

- IV-9. Support use of eminent domain to foster re-use of abandoned housing units. (Community Development, County Engineer-Facilities, County Counsel, Regional Planning) (Policies 5, 7 and 20)
- IV-10. Modify necessary codes and ordinances to facilitate the conversion of obsolete non-residential structures to residential uses, wherever appropriate. (County Engineer-Facilities, Forester and Fire Warden, Health Services, County Counsel, Regional Planning) (Policy 6)
- IV-11. Encourage the use of pension program funds as investments in construction and rehabilitation of affordable housing. (Chief Administrative Officer) (Policies 2, 8 and 32)
- IV-12. Continue to support a Los Angeles County interdepartmental technical advisory group (Housing Task Force) which develops and expedites County housing programs and provides technical information to non-profit, limited dividend or individual sponsors of low- and moderate-income housing (new construction or rehabilitation). (Community Development, Housing Authority, Regional Planning) (Policies 2, 14, 15, 16, 19, 21, 26, 30 and 33)

Housing Quality

- IV-13. Modify or add provisions to existing County codes and standards, that would facilitate rehabilitation and revitalization activities, thereby encouraging reinvestment in older urban areas. (County Engineer-Facilities, Health) (Policies 8, 9, 20 and 33)
- IV-14. Develop a flexible code enforcement program based on the needs of individual communities. Such enforcement should be accompanied by financial assistance programs for low-

and moderate-income persons. (County Engineer-Facilities, Health Services, Forester and Fire Warden, Regional Planning) (Policies 5, 8, 10 and 33)

- IV-15. Increase the share of Community Development funds to Los Angeles County for low- and moderate-income housing and residential rehabilitation and provide bonus funds to local communities (particularly smaller cities) that actively commit themselves to the provision of low- and moderate-income housing. (Community Development, Housing Authority, Chief Administrative Officer, Regional Planning) (Policies 7, 17 and 22)
- IV-16. Use Community Development Block Grants funds to provide direct cash rebates to low- and moderate-income households for major repairs of owner-occupied structures. (Community Development) (Policies 5, 8, 17, 20 and 33)
- IV-17. Determine and implement the most productive method of utilizing deposits of Community Development Block Grant funds, in addition to other local, State and federal funds, as leverage to increase private funds available for housing development and rehabilitation loans. (Chief Administrative Office, Community Development) (Policies 2, 8, 17, 24 and 26)
- IV-18. Coordinate capital improvement plans, placing a priority on providing improvements in older, deteriorating areas as a means of stimulating private reinvestment. (Chief Administrative Officer, County Engineer-Facilities, Community Development, Regional Planning) (Policies 8, 11, 13 and 14)
- IV-19. Support establishment of local housing improvement programs that would employ neighborhood youth, retired and unemployed persons to provide maintenance, repair, and landscaping services to low- and moderate-income owner-occupants at minimal cost. The program could be financed by CETA, Community Develop-

ment Block Grant and/or general operating funds. (Community Development) (Policies 8, 12, 18 and 27)

IV-20. Promote programs to provide rehabilitation loans for rental apartment buildings with interest rate and repayment schedule based on owner's income. These loans should be contingent upon the owner making a specified number of units available to low- and moderate-income persons. (Community Development) (Policies 7 and 33)

IV-21. Seek implementation of the Urban Homesteading Program in Los Angeles County as a means of encouraging reinvestment in older urban areas. (Community Development) (Policies 5, 7, 8 and 17)

Housing Opportunity

IV-22. Aggressively pursue all available housing assistance funds from both Federal and State agencies in order to maximize the potential of those programs (In 1980, the major programs active and successful in addressing housing needs are Section 8 new construction and rental assistance, Section 312 rehabilitation loans, and Section 202 elderly or handicapped housing financing, as well as CDBG and CHFA funding. Housing Authority, Community Development) (Policies 7 and 17)

IV-23. Establish an information and counseling program that will advise and assist low- and moderate-income homeowners and renters in the areas of money management, housing selection, affirmative marketing and lending requirements, purchase procedures, property care and maintenance, home management, buying/renting, lease provisions, energy conservation and availability of housing subsidy programs. (Consumer Affairs, County Counsel, Community Development, Housing Authority) (Policies 12 and 27)

- IV-24. Establish a central point within the County for the collection, maintenance and evaluation of data on housing development patterns to aid in the distribution of low- and moderate-income housing throughout the County. (Regional Planning) (Policies 1, 15, 16, 19, 21, 24, 26, 31 and 33)
- IV-25. Urge the financial sector to develop and test new mortgage instruments, such as graduated monthly payments and mortgages or rehabilitation/purchase combination loans, that can increase the opportunity for homeownership. (Chief Administrative Officer, Community Development, Regional Planning) (Policy 23)
- IV-26. Include in the "General Plan Monitoring System" measures both to evaluate the effectiveness of housing policies and programs and to provide background for updating the Housing Element. Incorporate the following measures: demolitions, construction, rehabilitation, densities, assisted units, loans, costs, abandonment, incomes, housing and community conditions and vacancy rates. (Community Development, Housing Authority, Human Relations, County Engineer-Facilities, Assessor, Treasurer and Tax Collector, Regional Planning) (Policies 16 and 19)
- IV-27. Support legislation placing a constitutional amendment on the General Election ballot to repeal Article 34 (requiring referendum approval for government-owned low-income housing). Until Article 34 is repealed, initiate referenda sufficient to authorize public ownership of additional low-income, elderly and family housing. (Chief Administrative Officer) (Policies 1, 17, 24 and 26)
- IV-28. Encourage the cities of Los Angeles County to establish and maintain Housing Authorities or to contract with the County's Housing Authority for services. (Housing Authority) (Policy 22)

- IV-29. Monitor the effectiveness of the County policy ("Resolution Concerning Fair Housing in the County of Los Angeles," adopted November 9, 1976) to eliminate discrimination in sales, rental, and financing of housing; amend if necessary. (Human Relations, County Counsel) (Policies 19 and 25)
- IV-30. Continue to enforce the current rent control measure that provides emergency relief from the combined effects of a highly speculative housing market and abnormally low vacancy rate, until the supply and price of housing returns to normal market conditions. (Community Development, Small Craft Harbors, County Counsel, Regional Planning) (Policy 24)
- IV-31. Modify the County Subdivision Ordinance No. 4478 and Zoning Ordinance No. 1494 as necessary to establish specific standards for condominiums and stock cooperatives, and to include special criteria for review of conversion applications and provisions for tenant relocation assistance, during periods when there is a severe shortage of rental apartments. In the process of preparing ordinance modifications, the Department of Regional Planning will consider other possible methods for addressing this problem, such as:
- a. Prohibiting conversion of structures currently rented to a significant proportion of lower income households;
 - b. Prohibiting all conversions during the time periods when the estimated vacancy rate is below a specified percentage of all housing; and,
 - c. Limiting the number of converted units to the number of assisted housing units produced during a specified time period.
- (County Counsel, Regional Planning) (Policy 29)

Housing Cost

- IV-32. Amend County regulations to permit increased housing density bonuses as a means of encouraging development of deconcentrated low- and moderate-income housing that is compatible with adjacent development. Establish provisions to maintain this housing for low- and moderate-income persons. (County Counsel, Regional Planning) (Policies 21 and 33)
- IV-33. "Pre-package" project approvals and provide separate and expedited processing for projects containing low- and moderate-income housing. (County Engineer-Facilities, Community Development, Housing Authority, Road Department, Parks and Recreation, Flood Control, Regional Planning) (Policy 30)
- IV-34. Review County zoning, subdivision and building ordinances for possible modification to remove provisions that add to the cost of construction without making a significant contribution to health, safety and welfare; consider relating requirements to the environmental characteristics of coast, inland, mountain, desert and hazard areas. Imaginative design should be encouraged with built-in incentives. (County Engineer-Facilities, Health Services, Road Department, Forester and Fire Warden, Regional Planning) (Policies 30 and 31)
- IV-35. Establish a "Los Angeles County Committee on Affordable Housing" drawn from both the public and private sectors, including public agencies, builders, citizen groups, financial institutions and non-profit housing groups. Such a group could be advisory to the Regional Planning Commission and facilitate effectuation of the Housing Element by coordinating all affected parties and serving as a "clearing-house" for information on funding and available sites. (Regional Planning) (Policies 2, 8, 15, 16, 19, 23, 28, 32 and 34)

- IV 36. Support the establishment of a State level building materials and methods testing laboratory to encourage innovative construction techniques. (Chief Administrative Officer, County Engineer-Facilities) (Policy 34)
- IV-37. Support legislation to eliminate the limits on loans insured under federal mortgage insurance programs. (Chief Administrative Officer, Community Development, Housing Authority, Regional Planning) (Policy 17)
- IV-38. Support efforts to amend the California Environmental Quality Act to exempt residential development in built-up urban areas that is consistent with an adopted plan for which an Environmental Impact Report has been prepared. (Chief Administrative Officer) (Policies 30 and 31)
- IV-39. The County will consider the feasibility of increasing the tax on profits from the sale of real property held by an owner for only a short period of time and simply for speculative purposes. (County Counsel, Treasurer-Tax Collector, Regional Planning) (Policies 8 and 28)
- IV-40. Study means of establishing energy conservation standards (heat gain/loss and energy budget) for residential construction. (County Engineer-Facilities, Road Department, Regional Planning) (Policy 34)
- IV-41. Adopt design guidelines to be used in encouraging passive solar use in new subdivisions. (County Engineer-Facilities, Regional Planning) (Policy 34)

TRANSPORTATION ELEMENT
RECOMMENDED ACTION PROGRAM

- V-1. Review transportation-related capital improvement programs for consistency with General Plan policies. (Regional Planning) (Policies 1 and 5)
- V-2. Continue to plan, design and construct bikeway facilities for recreational and transportation needs. (Regional Planning, Road) (Policy 3)
- V-3. Establish ongoing liaisons with community groups to identify transportation needs and problems and assist in their resolution. (Regional Planning) (Policy 4)
- V-4. Promote centers development that integrates residential, commercial and industrial land use; and encourages a reduction in the frequency and length of trips. (Regional Planning) (Policies 1, 5 and 25)
- V-5. Initiate a study to evaluate the joint development potential around proposed transitway stations. (Regional Planning) (Policy 5)
- V-6. Amend existing implementation ordinances to incorporate public transportation facility standards for new development including bus turn outs, shelters, etc. (Road Department, Regional Planning) (Policy 5)
- V-7. Amend zoning and subdivision ordinances to make proximity to public transportation service one of the criteria in the evaluation of high density or transit dependent proposals. (Regional Planning) (Policies 2, 5 and 9)

- V-8. Support efforts by transit operators to expand the existing bus fleet, replace aging buses and renovate and expand fixed facilities. (Regional Planning) (Policy 7)
- V-9. Work toward the development, adoption and implementation of a consensus regional transit development program that is within the ability of the region to finance and operate. (Board of Supervisors, Regional Planning, Road) (Policies 6, 10 and 11)
- V-10. Urge transit operators to maintain a minimal transit fare structure by maximizing federal and State operational subsidies and by encouraging financial support by local jurisdictions. (Board of Supervisors) (Policy 10)
- V-11. Support efforts of the County Transportation Commission's Service Coordination Committee to improve interjurisdictional transfer service and coordination among transit districts. (Board of Supervisors, Regional Planning) (Policies 15 and 41)
- V-12. Encourage transit operators to expand cost-effective park-and-ride programs in an attempt to persuade auto commuters to switch to public transportation. (Board of Supervisors, Regional Planning, Road) (Policies 7 and 25)
- V-13. Encourage transit operators to improve and coordinate public transit passenger information systems and services. (Board of Supervisors, Regional Planning, Road) (Policy 7)
- V-14. Support the Los Angeles County Transportation Commission's program to perform periodic performance audits of transit operators in an effort to maximize services at minimum costs. (Board of Supervisors) (Policy 10)
- V-15. Improve bus movement on urban streets by such means as signal preemption devices, preferential lanes and restricted auto turning movements. (Road) (Policy 7)

- V-16. Assist cities and communities in their planning and development of local circulation transit systems. (Regional Planning, Road) (Policy 8)
- V-17. Support policies adopted by transit operators to provide specialized bus service for the handicapped and elderly, including procedures and programs to reduce or eliminate barriers and increase the number of fully accessible vehicles in the transit and paratransit fleets. (Board of Supervisors) (Policies 2 and 9)
- V-18. Endorse bus programs to provide more efficient service and greater coverage by improved scheduling and routing. (Board of Supervisors) (Policies 2 and 7)
- V-19. Encourage commercial enterprises to offer off-peak transit usage incentives, including subsidized fares, special merchandise discounts, etc. for transit riders. (Board of Supervisors) (Policies 7 and 10)
- V-20. Encourage agencies to seek demonstration project funds to determine the feasibility of jitney, group taxi and paratransit service. (Board of Supervisors) (Policy 8)
- V-21. Encourage employers to give free or discounted bus passes to their employees to promote greater use of public transit for home-to-work trips. (Board of Supervisors, Regional Planning) (Policies 10 and 25)
- V-22. Support rail transit or exclusive bus/HOV lane facility improvements in high demand corridors. (Board of Supervisors) (Policies 6 and 11)
- V-23. Promote a cooperative agreement with Caltrans and Amtrak to utilize existing railroad lines for commuter rail service. (Board of Supervisors) (Policies 13, 15 and 27)

- V-24. Encourage the expansion of existing intercity rail passenger service, including new equipment, expanded schedules, weekend express service, station improvements, reduced travel times and special fares. (Board of Supervisors) (Policy 27)
- V-25. Study the feasibility and organizational structure required to establish an appeal body for citizen inputs concerning bus service, etc. (Board of Supervisors) (Policy 4)
- V-26. Support high occupancy vehicle (HOV) programs such as:
- Computerized carpool, vanpool, club buses and subscription bus match-ups. (Board of Supervisors) (Policies 13 and 25)
 - Employer sponsored programs to encourage ridesharing, such as preferred carpool parking. (Board of Supervisors) (Policies 13 and 25)
 - Preferential freeway ramp meter bypass lanes for high occupancy vehicles. (Board of Supervisors) (Policies 13 and 19)
- V-27. Support implementation of programs to spread peak traffic hours, such as staggered work hours and flextime, particularly where it would impact heavily traveled corridors. (Board of Supervisors) (Policies 13 and 18)
- V-28. Continue implementation of the Uniform Traffic Control program to increase highway uniformity, capacity and safety. (Road) (Policies 13 and 19)
- V-29. Implement a traffic management program to obtain maximum efficiency of the existing system with such programs as areawide interconnected traffic signal systems and necessary street improvements to reduce traffic bottlenecks. (Road) (Policies 13 and 19)

- V-30. Develop coordinated parking management plans, including provision for off-street parking in high activity centers such as central business districts, places of public assembly and congested beach areas, and restrictions on street parking on heavily traveled routes during peak periods. (Regional Planning, Road) (Policies 13, 17 and 19)
- V-31. Support Caltrans' program to construct Route 105 (Century) (with provisions for a transitway facility) and Route 30 (Foothill Extension) freeways. (Board of Supervisors, Regional Planning, Road) (Policy 14)
- V-32. Instruct Caltrans to construct Routes 138 (Metropolitan By pass), 48 (Lancaster), 126 (Santa Clara River) and Palmdale Airport access, in stages, utilizing expressway standards and existing facilities wherever appropriate. Full freeway conversion should follow as the need develops. (Board of Supervisors) (Policies 14 and 16)
- V-33. Support Caltrans' program to complete the missing links of the Routes 91 (Artesia), 7 (Long Beach), 47 (Industrial) and 90 (Marina) freeways. (Board of Supervisors, Regional Planning, Road) (Policy 14)
- V-34. Encourage employers to remove parking cost subsidies provided to their auto-commuting employees. (Board of Supervisors, Regional Planning) (Policies 17 and 25)
- V-35. Restrict peak hour truck deliveries in heavily congested areas. (Regional Planning, Road) (Policy 19)
- V-36. Investigate the implementation of parking surcharges in highly congested areas in an attempt to encourage increased ridesharing. (Regional Planning, Road) (Policies 17 and 25)

- V-37. When implementing highways in Significant Ecological Areas and Hillside Management Areas, emphasize environmental and ecological sensitivity in the design and consult with all appropriate County departments and agencies. (Road) (Policies 21, 22 and 23)
- V-38. Prior to the undertaking of any new construction on existing or proposed highways in Significant Ecological Areas: (a) review and substantiate the need for construction and (b) investigate alternative alignments or appropriate mitigation measures and implement if feasible. If no feasible alternative alignment or measure exists, and the highway is deemed essential, the project shall be performed in the most environmentally sensitive manner practical. (Regional Planning, Road) (Policies 21, 22, and 23)
- V-39. Amend existing implementation ordinances to reflect the new Limited Secondary Highway classification. (Regional Planning) (Policies 1 and 22)
- V-40. Develop public information and education programs on transportation-related actions which people can take to make air quality, noise and energy improvements through individual effort. (Regional Planning) (Policies 4, 21 and 26)
- V-41. Support noise mitigation measures identified in the Noise Element including noise abatement adjacent to airports, freeways and rail lines. (Regional Planning, Road) (Policies 21 and 32)
- V-42. Develop transportation facilities that are consistent with the Scenic Highway Element; give special emphasis to esthetics in the planning, design and construction of public facilities within scenic corridors. (Regional Planning, Road) (Policy 21)
- V-43. Monitor and report on countywide vehicle miles traveled (VMT), vehicle speed, vehicle emissions, average auto occupancy,

vehicle accidents, carpool participation and transit ridership.
(Regional Planning, Road) (Policies 21, 25 and 26)

- V-44. Encourage the South Coast Air Quality Management District (SCAQMD), Air Resources Board (ARB) and Environmental Protection Agency (EPA) to establish emission controls for off-road vehicles, aircraft, railroads and marine vessels. (Board of Supervisors) (Policies 22 and 24)
- V-45. Support mandatory vehicle inspection and maintenance programs for light-duty vehicles as one method of achieving the objectives for air quality improvements. (Board of Supervisors) (Policies 22 and 24)
- V-46. Create a coordinating committee of beach cities, the County and other governmental agencies for the purpose of establishing effective planning, legislative, informational and other programs to deal with the increasing recreational activities along the coast. (Board of Supervisors, Beaches, Parks and Recreation, Regional Planning, Road, Sheriff, Small Craft Harbors) (Policies 20, 22 and 41).
- V-47. Study the feasibility of auto control zones in high activity centers such as central business districts, places of public assembly and congested beach areas which are served by public transit. (Regional Planning, Road) (Policies 13, 20 and 25)
- V-48. Provide fair and adequate compensation and relocation assistance for persons and businesses displaced by the expansion or construction of transportation facilities. (Road) (Policy 22)
- V-49. Support continuation of the 55 miles per-hour speed limit in an effort to conserve energy and reduce traffic accidents and fatalities. (Board of Supervisors, Road) (Policies 13 and 26)

- V-50. Develop a transportation contingency plan, outlining energy saving strategies to be implemented in the event of an energy crisis. (Regional Planning, Road) (Policies 26 and 29)

- V-51. Direct the County purchasing agent to minimize energy consumption and air pollution characteristics of the vehicle fleet by obtaining high fuel economy and low polluting vehicles. (Mechanical, Purchasing and Stores) (Policies 24 and 26)

- V-52. Monitor the progress of advanced technology propulsion systems and vehicles, such as the electric car, hydrogen car, steam, gas turbine, diesel and stratified charge engines, etc., and acquire selected vehicles for demonstration and evaluation. (Mechanical, Regional Planning) (Policies 12, 24 and 28)

- V-53. Initiate a vanpooling program for County employees. (Personnel, Mechanical) (Policies 13, 25 and 26)

- V-54. Initiate educational programs to make the general public aware of energy conserving driving habits. (County Energy Commission) (Policies 4 and 26)

- V-55. Encourage major railroads to explore means of improving intermodal transfers at railroad terminals, particularly with truck transport including containerized cargo handling. (Board of Supervisors) (Policies 15 and 27)

- V-56. Locate future industrial land reserves adjacent to railroad spur lines so that direct service by rail becomes feasible. (Regional Planning) (Policies 5 and 27)

- V-57. Encourage increased and safe use of pipelines for the efficient and economic shipment of appropriate goods and commodities. (Board of Supervisors) (Policy 26)

- V-58. Urge transportation agencies to include safety and security as major considerations in the design of transit, highway, bicycle and pedestrian facilities. (Board of Supervisors, Regional Planning, Road) (Policies 15, 21 and 30)
- V-59. Encourage the Metropolitan Transportation Engineering Board to maintain the Disaster Route Plan to provide for coordinated resumption of vehicular access throughout the County following disasters. (Board of Supervisors, Road) (Policy 30)
- V-60. Continue to give emphasis to seismic safety considerations in the design and construction of transportation facilities. (Road) (Policy 30)
- V-61. Implement appropriate actions identified in the report on transportation of hazardous materials developed by the Los Angeles County Road Department such as revising traffic ordinances to insure that hazardous cargos are not parked in residential areas. (Board of Supervisors, Road) (Policy 31)
- V-62. Continue to support development of the Palmdale Airport by the Los Angeles City Department of Airports. (Board of Supervisors) (Policy 34)
- V-63. Support the Los Angeles City Department of Airports' plans to improve internal circulation and access at Los Angeles International Airport. (Board of Supervisors) (Policy 33)
- V-64. Encourage transit operators to provide adequate service to special purpose centers such as parks, sporting events, airports, beaches, etc. (Board of Supervisors) (Policies 20 and 33)
- V-65. Encourage the air transport industry to eliminate unnecessary duplication of services in an effort to increase airline loading factors. (Board of Supervisors, County Aviation Commission, County Engineer-Facilities) (Policy 26)

- V-66. Investigate the feasibility of acquiring Reeves Field as a general aviation airport. (County Aviation Commission, County Engineer-Facilities) (Policy 34)

- V-67. Encourage the decentralization of aviation passenger terminals and baggage handling facilities in an effort to reduce congestion at existing air terminals. (County Aviation Commission, County Engineer-Facilities) (Policy 34)

- V-68. Develop airport land use compatibility standards and administrative procedures and coordinate with the cities to assure conformance. (County Airport Land Use Commission, Regional Planning) (Policies 21 and 32)

- V-69. Investigate the feasibility and desirability of providing additional small craft harbors and utilizing existing harbor areas for expansion of recreational boat berthing and public landings. (Small Craft Harbors, Regional Planning) (Policy 37)

- V-70. Investigate the feasibility of developing a harbor of refuge on the Malibu coast for emergency mooring. (Regional Planning, Small Craft Harbors) (Policy 37)

- V-71. Support the efforts of the Los Angeles City Harbor Department and the Long Beach City Harbor Department to secure federal funding to deepen their ports in order to accommodate deep draft vessels. (Board of Supervisors) (Policies 35 and 36)

- V-72. Support the increased use of containerized cargo for the safe and efficient movement of goods. (Board of Supervisors) (Policies 26 and 36)

- V-73. Promote and support the amendment or elimination of those funding distribution formulas and special purpose transportation programs that perpetuate the donor status of Los Angeles County. (Board of Supervisors, Road) (Policy 40)

- V-74. Promote and support the establishment of direct federal aid program funding and post-audit review to eliminate unnecessary and costly delays in the development or operation of transportation facilities. (Board of Supervisors, Road) (Policies 38 and 40)

- V-75. Promote and support adjustment of the gasoline tax and other transportation-related revenues to provide sufficient funds to counter the effect of inflation on construction and maintenance costs. (Board of Supervisors, Road) (Policy 39)

- V-76. Investigate, in concert with the County Transportation Commission and other regional agencies, various funding mechanisms for financing a countywide transitway system, including bonding, value capture and benefit assessment. (Regional Planning) (Policy 39)

- V-77. Encourage the County Transportation Commission to reduce the number of special purpose agencies providing transportation services, in order to curtail duplication of effort and inefficient use of limited funds. (Board of Supervisors) (Policies 38 and 41)

- V-78. Encourage the federal government to delegate to the cities and County more authority for project selection, administration and implementation of federally-assisted transportation programs. (Board of Supervisors, Road) (Policy 41)

- V-79. Support the County Transportation Commission (CTC) in its efforts to finance the countywide multimodal transportation corridor system, in cooperation with the County, cities, SCAG and the State. (Board of Supervisors) (Policies 6 and 41)

WATER AND WASTE MANAGEMENT ELEMENT
RECOMMENDED ACTION PROGRAM

- VI-1. Initiate legislation which will permit the County to establish and enforce minimum levels of service and water quality applicable to all operating agencies within the County. (Board of Supervisors, Chief Administrative Office, County Counsel, County Engineer-Facilities, Flood Control District, Forester and Fire Warden, Health Services) (Policies 1 and 3)
- VI-2. Develop consistency among the State and federal regulatory agencies' water and waste standards and criteria, and attempt to eliminate overlapping authority. (County Counsel, County Engineer-Facilities, Sanitation Districts) (Policies 1 and 2)
- VI-3. Review for General Plan conformity all construction proposals for water and waste management facilities and reject those which are not consistent with the General Plan. (Chief Administrative Officer, Regional Planning) (Policies 13 and 14)
- VI-4. Request federal and State agencies to deny water and waste management grants or projects that encourage urban development inconsistent with the General Plan. (Board of Supervisors) (Policies 13 and 14)
- VI-5. Direct all County operating agencies to update and enforce criteria and standards for their services, facilities and products. (Board of Supervisors, County Engineer-Facilities, Sanitation Districts) (Policy 1)
- VI-6. Require County special districts and agencies providing urban services to annually submit five-year capital improvement programs including schedules for maintenance of facilities, in order that their cumulative effect can be evaluated and coordinated. (Board of Supervisors, Chief Administrative Officer) (Policies 2 and 13)

- VI-7. Encourage public agencies to obtain public input through such devices as community meetings, prior to Regional Planning Commission approval of site acquisition and/or final design of water and waste management sites and facilities. (Regional Planning) (Policy 22)
- VI-8. Monitor Plan effectuation approvals within the unincorporated area of the County and evaluate their cumulative impact on water and waste management service and facilities. (County Engineer-Facilities, Regional Planning, Sanitation Districts) (Policies 5, 13 and 14)
- VI-9. Require that all Environmental Impact Reports for proposed developments such as, but not limited to, requests for zone change and for approval of the division of land or structures, as defined by the Subdivision Ordinance, include projections for the consumption of potable and (where feasible) reclaimed water, and for the generation and disposal of liquid and solid wastes. (Regional Planning) (Policies 2, 13, 14, 15, 16, 19 and 25)
- VI-10. Establish criteria and standards of water availability for fire suppression, which recognize structural differences between industrial, commercial, residential and multi-residential buildings as well as variations in topography and natural vegetation, or lack thereof. Consideration should also be given to the use, storage, and transmission of reclaimed water for fire suppression, and to the chemical effect of reclaimed water, if any, on fire suppression equipment. (Forester and Fire Warden, County Engineer-Facilities, Flood Control District) (Policies 1, 3 and 13)
- VI-11. Seek funding for the acquisition of additional spreading grounds. (Flood Control District) (Policy 6)

- VI-12. Promote acquisition of additional water for aquifer replenishment. (County Engineer-Facilities, Flood Control District, Sanitation Districts) (Policies 2, 6 and 25)
- VI-13. Acquire for County ownership or operation only new vehicles that use unleaded petroleum fuels (to help protect water quality as well as air quality). (Board of Supervisors, Mechanical) (Policies 18 and 19)
- VI-14. Require the installation of low flow or restricted flow plumbing in all new construction. (Board of Supervisors, County Engineer-Facilities) (Policy 21)
- VI-15. Make available lists of native and domestic vegetation classified by the demand of plants for water. (Agricultural Commissioner, Arboretum) (Policy 25)
- VI-16. Establish a flood control and water conservation district for the northern portion of the County not within the existing flood control district. (Board of Supervisors) (Policy 25)
- VI-17. Identify storm water pollutants and their sources to improve water quality control. (Flood Control District) (Policies 18 and 19)
- VI-18. Require riparian property owners to restrict run-off and sheet overflow in a manner adequate to prohibit such flow from transporting the manure of domestic animals into water courses. (County Engineer-Facilities, Health Services, Regional Planning) (Policies 18 and 19)
- VI-19. Investigate alternate cost-effective means to: (a) remove debris from debris basins, and (b) diminish the quantity of debris. (Flood Control District) (Policy 19)

- VI-20. Investigate the use of check dams, peak flow restrictions, and other techniques and facilities for the retention of storm waters for ground water replenishment, with principal efforts directed to the Los Angeles basin. (County Engineer-Facilities, Flood Control District) (Policies 6, 20, 21, 22 and 25)
- VI-21. Evaluate and implement feasible programs to protect riparian habitats which may be affected by flood control or water conservation projects. (County Engineer-Facilities, Flood Control District, Regional Planning) (Policies 4, 13, 20 and 21)
- VI-22. Initiate flood plain management techniques wherever feasible, such as linear parks in lieu of channelization. (County Engineer-Facilities, Flood Control District, Parks and Recreation, Regional Planning) (Policies 5, 19, 20 and 25)
- VI-23. Identify mitigation measures for the protection or enhancement of riparian habitats in Environmental Impact Reports prepared for both public and private projects. (All County Departments) (Policies 20 and 21)
- VI-24. Evaluate all County owned or managed properties containing natural stream beds for possible retention in a natural state. (County Engineer-Facilities, Flood Control District, Parks and Recreation, Regional Planning) (Policies 20, 21 and 22)
- VI-25. Determine the feasibility of using flood plains as recreational areas. (Flood Control District, Parks and Recreation) (Policy 4)
- VI-26. Seek funding sources to improve water impoundment areas for recreational uses. (Flood Control District, Parks and Recreation) (Policy 4)

- VI-27. Utilize levees adjacent to water channels for hiking and bicycle trails where feasible. (Flood Control District, Road) (Policy 4)
- VI-28. Where feasible, require that subdivision plans for hillside development provide for the limitation of storm water runoff to the peak flow anticipated in the absence of development. (County Engineer-Facilities, Flood Control District, Regional Planning) (Policies 21 and 22)
- VI-29. Investigate the potential for greater use of reclaimed water by industry and residences as well as for ground water replenishment wherever such use will not endanger public health. (Agricultural Commissioner, Flood Control District, Health Services, Parks and Recreation, Sanitation Districts) (Policies 6 and 25)
- VI-30. Require the installation of dual water systems when and wherever feasible to achieve the maximum use of reclaimed water. (County Engineer-Facilities, Health Services, Regional Planning) (Policy 25)
- VI-31. Investigate the use of reclaimed water for hydroponic farming. (Agricultural Commissioner, Health Services) (Policy 25)
- VI-32. Accelerate planning and construction of water reclamation facilities to serve existing sewerage systems. (County Engineer-Facilities, Flood Control District, Sanitation Districts) (Policies 13, 17, 18, 19 and 25)
- VI-33. Pursue applications for federal and State funding to accelerate the upgrading of water reclamation and sludge removal facilities in the County. (Sanitation Districts) (Policies 17, 18, 19 and 25)

- VI-34. Restrict unsewered development, otherwise consistent with the General Plan, to densities related to the capacity of the soil to accept septic tank effluent. (County Engineer-Facilities, Regional Planning) (Policies 17, 18 and 19)
- VI-35. Initiate septic tank maintenance educational programs in unsewered areas. (County Engineer-Facilities, Health Services) (Policies 17 and 19)
- VI-36. Investigate, and if feasible implement, the formation and operation of septic tank maintenance districts as a viable cost-effective alternative to sewerage systems to prevent ground water degradation. (County Engineer-Facilities) (Policies 17 and 18)
- VI-37. Develop funding alternatives for the planning, development and operation of community sewerage systems when a need for the facility has been demonstrated. (County Engineer-Facilities) (Policies 5, 13, 17, 18 and 19)
- VI-38. Assist the State geologist in his research of the County to isolate the unique geological sites required for Class I Landfills. (County Engineer-Facilities) (Policy 12)
- VI-39. Initiate legislation which will minimize or eliminate the use of one-way containers of glass or metal. (Board of Supervisors, County Counsel, Sanitation Districts) (Policy 23)
- VI-40. Amend the zoning ordinance to require posting of property when acquired and/or approved as a potential landfill site. (Board of Supervisors, Regional Planning) (Policies 10, 12 and 22)
- VI-41. Initiate a revision of the zoning ordinance to update the current provisions and establish criteria related to waste

disposal facilities including special review procedures for all Class I Landfills, and consider the possibility of creating a special zone for Class I Landfills. (Board of Supervisors, Regional Planning) (Policies 15, 16 and 22)

- VI-42. Require recordation with the County Recorder on property acquired as a landfill site to designate such use. (Board of Supervisors, Regional Planning) (Policies 10, 12 and 22)
- VI-43. Require dust control treatment of all areas traversed by vehicles within the parcel boundaries, and offsite access roads, of waste disposal facilities. (Regional Planning) (Policies 19 and 22)
- VI-44. Condition ministerial and discretionary grants of use permits for Class I Landfills to restrict acceptance of materials other than hazardous wastes to the extent needed for absorption and dilution purposes. (Board of Supervisors, County Engineer-Facilities, Regional Planning) (Policy 7)
- VI-45. Restrict the depth of quarries to allow their subsequent use as landfills without ground water pollution. (County Engineer-Facilities, Flood Control District, Regional Planning) (Policies 4, 18 and 19)
- VI-46. Require, in the granting of Conditional Use Permits, that the design of landfill facilities include an on-site buffer zone for the protection of neighbors. (Board of Supervisors, Regional Planning) (Policy 22)
- VI-47. Require reclamation or permanent sealing of mineral extraction sites prior to abandonment to protect against pollution of ground or surface waters. (Board of Supervisors, Regional Planning) (Policies 5, 10, 18 and 19)

- VI-48. Continue to update the County's Solid Waste Management Plan. (County Engineer-Facilities, Sanitation Districts, Regional Planning) (Policies 5, 8, 9, 10, 11 and 12)
- VI-49. Seek funding for pilot facilities for the disposal or reduction of solid waste and the recovery of materials for recycling or for use as fuel in the field of energy production. (Board of Supervisors, Sanitation Districts) (Policies 5, 8, 9 and 24)
- VI-50. Continue to monitor, research, develop and investigate potential programs in the field of solid waste disposal which emphasize resource recovery (waste to energy). (County Engineer-Facilities, Regional Planning, Sanitation Districts) (Policies 5, 8, 9, 23 and 24)
- VI-51. Seek funding, and develop non air-polluting facilities, for the conversion of waste to energy. (County Engineer-Facilities, Sanitation Districts) (Policies 2, 5, 8, 9, 10 and 24)
- VI-52. Continue and expand the recovery of methane gas from completed landfills and sewage treatment plants. (County Engineer-Facilities, Sanitation Districts) (Policy 24)
- VI-53. Initiate source control and waste segregation, where feasible, at appropriate County facilities. (Board of Supervisors, County Engineer-Facilities, Mechanical, Sanitation Districts) (Policy 23)
- VI-54. Encourage County operating agencies to work with the private sector in the development of solid waste source control for industry, commerce and residential land uses. (Board of Supervisors, County Engineer-Facilities, Sanitation Districts) (Policies 1, 3, 5, 8, 9, 23 and 24)

- VI-55. Monitor and evaluate the City of Downey recycling program as a basis for developing recycling programs throughout the County. (County Engineer-Facilities, Sanitation Districts) (Policies 8, 10, 23 and 24)
- VI-56. Monitor and evaluate the Riverside and Orange Counties solid waste recovery/recycling licensee programs. (County Engineer-Facilities, Sanitation Districts) (Policies 8, 10, 23 and 24)
- VI-57. Prohibit curbside salvaging in districts with functioning recycling programs. (Board of Supervisors, Road, Sheriff) (Policies 8 and 24)
- VI-58. Develop hazardous materials spill prevention programs for all sites at which hazardous materials may be stored. (Board of Supervisors, County Engineer-Facilities, Flood Control District) (Policies 5 and 19)
- VI-59. Identify locations at which hazardous materials may be stored or used, and require the development of spill contingency plans for these sites, including the containment of water used for the suppression of fires which may be contaminated by such hazardous materials. (Flood Control District, Forester and Fire Warden) (Policies 1, 2 and 19)
- VI-60. Study the possibility of conflict within present State law which requires the County to prepare a General Plan including "...solid and liquid waste disposal facilities..." and also requires the County to prepare a solid waste management plan dealing with the same subject. Determine whether the Los Angeles County recommended State legislation program should include a modification in State law to eliminate any conflict or confusion within State law discovered in the course of the investigation. (County Engineer-Facilities, Sanitation Districts, County Counsel, Chief Administrative Officer, Regional Planning) (Policy 2)

VI-61. Request the appropriate agencies to consider the feasibility of conducting geological surveys through public or private funding (or a combination thereof) to identify suitable sites for Class I Landfills in unpopulated or sparsely populated areas. (County Engineer-Facilities, Sanitation Districts, Regional Planning) (Policies 11 and 12)

ECONOMIC DEVELOPMENT ELEMENT
RECOMMENDED ACTION PROGRAM

- VII-1. Work with the Transportation Commission and Southern California Rapid Transit District to review existing community level transit service and determine how such service can be improved to better link job and housing opportunities, particularly in areas with high unemployment levels. Investigate the potential for using a variety of modes of public transportation to improve access to job centers. (Road Department, Southern California Rapid Transit District, Transportation Commission, Southern California Association of Governments, Department of Transportation) (Policy 3)
- VII-2. Prepare monthly brochures on job opportunities for dissemination to those unemployed. Encourage business, when possible, to add unemployed individuals to their payroll, with the provision of appropriate incentives. (California Employment Development Department, Regional Planning, Community Development) (Policies 4, 5)
- VII-3. Develop criteria for identifying and ranking potential new employers on the basis of such critical factors as labor intensity of the firm's activity, stability of employment, income generation potential, air quality impact, and a number of other environmental and economic factors, including safe and healthful working conditions. (Regional Planning) (Policy 7)
- VII-4. Offer locational assistance to those firms found to conform with the above criteria (Program 4). Such assistance might include staff assistance in finding a suitable location, a package of financial arrangements, and other incentives developed through the revitalization strategy. (Regional Planning) (Policy 8)

VII-5. Prepare a countywide Industrial and Commercial Revitalization Program. Such a program should involve, among others, ethnic minorities and small businesses. The program should, with the assistance of the private sector, identify priority areas for revitalization, the nature of improvements that must be made and the mechanisms for encouraging private investment to implement the program. The following potential areas for public risk sharing, among others, should be included in this investigation:

- a. Exploring the cost-effectiveness of lease revenue bond financing, a county-level revolving fund pooling public financial resources, and other financial mechanisms for encouraging revitalization.
- b. The "pre-packaging" of development projects to expedite the granting of public approvals. Included might be the identification of minimum project requirements, conduct of prototypical engineering studies, and the amendment of ordinances or code that contain unnecessary requirements.
- c. Establishing a task force with other local jurisdictions to investigate the feasibility of modifying existing parking requirements in revitalization areas or utilizing off-site parking facilities.
- d. Improving the attractiveness of job-producing development projects to lenders through mortgage pools and cross-collateralization, loan guarantees and conversion of mortgage instruments to tax-exempt bonds.
- e. Establishing County guidelines on the proper use of tax increment financing.

(Regional Planning, Los Angeles Economic Development Council)
(Policies 9,11 and 12)

- VII-6. Prepare a Human Resources Element in cooperation with the Human Relations Commission, the Departments of Community Development, Public Social Services, Health Services, Senior Citizens, and other relevant agencies. The Element should include a list of priorities for public assistance to the unemployed, giving highest priority to those who need financial assistance or help in finding a job for individual or family survival. Include in the Element plans for utilizing maximum resources in the interest of quality, integrated education, and more closely related education and economic planning in order to maximize economic opportunities. (Regional Planning, Human Relations Commission, Public Social Services, Health Department) (Policies 5, 6)
- VII-7. Investigate the feasibility of establishing an Economic Development Corporation (EDC) in the County with broad development powers, including lease revenue bond financing and full or partial tax exemption on property it owns or leases on a long term basis. The EDC would have a core staff of experts in all aspects of the revitalization process and a revolving fund of capital for project financing. It would be able to operate in both incorporated only (at the invitation of cities) and unincorporated areas on industrial and commercial revitalization. The EDC Board of Directors should be comprised of members representing a variety of views to ensure that a wide range of concerns are dealt with. (Regional Planning) (Policy 9)
- VII-8. Investigate, develop and propose the establishment of zoning districts within which mixed residential, industrial, and commercial activities may be permitted. Such zones might be established through instituting zoning overlays coupled with a conditional use permit to insure that acceptable design and environmental standards are maintained. (Regional Planning) (Policy 10)

- VII-9 . Review the parking and building coverage requirements for industrial areas and reduce those requirements to the minimum necessary to satisfy actual demand by on-site employees (parking) and design and environmental needs (building coverage). (Regional Planning) (Policy 10)
- VII-10. Continue efforts to revise existing development permits, procedures and standards in order to reduce the time, uncertainty and costs associated with such development permit procedures and standards, where consistent with public safety and the protection of significant environmental resources. (Regional Planning, County Engineer-Facilities, Flood Control, Board of Supervisors) (Policy 12, 13, 14)
- VII-11. In formulating new codes, ordinances, and standards applicable for new development prepare cost/benefit analyses (including fiscal and economic impacts) relationship between costs, risks, and benefits. (Regional Planning, County Engineer-Facilities) (Policy 15, 18)
- VII-12. Prepare and annually update a comprehensive, 5-year capital improvement budget for all County agencies. The budget should include a section identifying and discussing those budget recommendations and expenditures which are designed to implement General Plan policies, including urban revitalization. (Regional Planning, Chief Administrative Officer) (Policy 17)
- VII-13. Within Los Angeles County government, examine the following measures:
- a. Enactment of "sunset laws" for the County and support their enactment by local city councils and the State Legislature.

- b. Issuance of annual financial reports which will be prepared for external public reporting purposes and will contain a single concise set of statements conveying financial position, tax and grant support expenses, changes in equity, and sources and uses of funds.
- c. Implementation of program budgeting in preparing the County's annual budget.
- d. Establishment of project accounting procedures in all County agencies.
- e. Minimization of force-account work and contracting out such work whenever possible.

(Board of Supervisors, Chief Administrative Officer) (Policy 17)

VII-14. Create a new County fund for Economic Development under which annual allocations for economic development (such as for tourist and visitor promotion) could be made. Conduct a study on the economic return the County and its citizens receive from public expenditures on tourist and visitor promotion, in order to determine whether it should reinstate its former level of financial support (\$525,000) for tourist promotion. (Board of Supervisors, Chief Administrative Officer) (Policy 19)

VII-15. Work with cities, universities and economic development agencies to identify specific markets to which the County's promotional efforts should be directed. (Regional Planning) (Policy 19)

VII-16. Prepare, cause to be prepared, or actively support proposed economic development legislation to be submitted to the State Legislature designed to:

- a. Modify the State Franchise Tax, eliminating its unitary application.

- b. Require fiscal and job impact statements on legislation and regulations proposed by the Legislature, commissions, and executive agencies at the State, County and local levels of government.
- c. Establish one or more foreign trade zones in the County.
- d. Encourage the State of California -- through cooperation of agencies such as the Office of Planning and Research, Department of Finance, the Board of Equalization, and California Council of Governments -- to study the advisability, equity, and feasibility of establishing property tax sharing districts in California's metropolitan regions.
(Board of Supervisors, Chief Administrative Officer) (Policy 16)

VII-17. Continue the operation of the Office of Business Development. This new office is responsible for: short range economic development programs; attracting new businesses through location, promotion and marketing efforts; and assisting existing businesses to encourage them to remain in Los Angeles County. (Chief Administrative Officer, Board of Supervisors) (Policies 19, 21, 22 and 23)

VII-18. Further develop, expand, and refine an urban information system to include regularly updated information which will provide the capability to generate statistical reports that identify the following for Los Angeles County and its subregions:

1. Unemployment rate and number by age, sex, educational level, work experience and family size.
2. Jobs by type and employee requirements.
(Regional Planning) (Policy 5)

- VII-19. Annually update, from the best available sources, unemployment rates by geographic locality, sex and by the following ethnic categories: Black, White, Hispanic, Asian, and American Indian. (Regional Planning) (Policy 5)
- VII-20. Prepare statistical reports which identify on a regular basis the vacant industrial land, industrial land values and land absorption rates. (Regional Planning) (Policy 11)
- VII-21. Prepare a statistical report which presents on a regular basis the firms which have moved into or out of Los Angeles County, those which have moved within Los Angeles County, and the critical locational factors associated with these moves. (Regional Planning) (Policy 9)
- VII-22. Produce pamphlets for promoting Los Angeles County's foreign and domestic markets including materials relating to each city or community within the County. (Regional Planning) (Policy 19)
- VII-23. Institute County programs for identifying firms having difficulty doing business in Los Angeles County, and assign staff to work with these and other prospective firms seeking locations in Los Angeles County. (Regional Planning) (Policy 21)
- VII-24. Institute a County program and assign staff to work with small businesses, particularly in areas of high unemployment, to assist them in obtaining general and locational information. (Regional Planning) (Policies 21, 22)
- VII-25. Develop programs and assign staff to work with the local office of the Federal Minority Business Enterprise Office in assisting Los Angeles County minority businesses. (Regional Planning) (Policy 2, 21, 22)