

EDERSTEIN

CENTERS IMPLEMENTATION PROJECT VOLUME I, SECTION II

CENTERS DEFINITION REPORT



LOS ANGELES CITY PLANNING DEPARTMENT
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Introduction



Introduction

Los Angeles is evolving into a City distinguished by many areas of major development. These areas, consisting of a mixture of residential, commercial, and industrial uses, are called "centers". This trend is making Los Angeles very different from other American cities. Rather than having only one major clustering of development - typically in a downtown area - Los Angeles, a city with an area of over 450 square miles, is becoming a unique metropolitan area of several dozen major concentrations of mixed use centers under a single jurisdiction. This is a desirable pattern of development which creates many advantages for the health and welfare of the citizens of Los Angeles. For this trend to continue, it will be necessary for the private and public sectors to work cooperatively. Without close cooperation, Centers will be prevented from developing in a way that protects and enhances our famous Southern California lifestyle. Instead, we will be facing a serious threat to our lifestyle that could hurt our quality of life.

What constitutes a center and how it functions have been described in general terms in

Concept Los Angeles. (1) However, more detailed understanding of centers is necessary if Los Angeles is to fully realize the benefits of centers development. Describing the ideal center is a necessary preliminary step in the implementation of the Concept Plan.

There are numerous benefits from describing the ideal center. One of the primary benefits of such a description is that it provides a long-range goal towards which to direct municipal efforts over the next several decades. Establishing such an idealized long-range goal using the definition is especially important because much of the emphasis in this report is on program-oriented objectives. Moreover, all of the following reports in this study will have an almost exclusively pragmatic and relatively short-range emphasis.

The more immediate purpose of the Definition Report is to provide an ideal-type standard to measure development within existing candidate centers now and in the future. This will permit rational and objective goals to be established for growth features in particular candidate centers based on discrepancies between them and the ideal. It also will permit measuring progress in implementing centers as this program is monitored in future years. This report provides the terms of definition and comparison that will be used in the Centers Profile Report to assess current conditions in candidate centers.

It is unlikely that any area in the city presently has every desirable function characteristic, and activity described in this report. However, it is necessary to evaluate existing centers to determine what specific features are lacking. Evaluation of these candidate centers will suggest actions that will induce appropriate public and private sector development. With proper incentives, an area with the potential of becoming a center can be brought closer to being an ideal center and, therefore, be made more economically and socially viable than is presently the case.

Subsequent sections of the Centers Implementation Program will describe and analyze the factors that facilitate the development of components of centers. These "facilitators" will be used to suggest incentives that can be utilized to stimulate the

(1) Concept Los Angeles, with its emphasis on developing urban centers, was adopted by the Mayor and City Council in 1974 to provide overall long-range guidance to the development of Los Angeles. This plan was chosen as the most desirable of four possible future development options to maintain the unique lifestyle that people find so attractive in Los Angeles. It is through the Concept that centers "with high intensity of varied urban activities..." have become a fundamental part of the City's General Plan.

development of missing components needed in particular centers. Actual implementation of centers will occur incrementally and will entail ongoing cooperation between the public and private sectors.

WHY CENTERS?

Our unique Los Angeles lifestyle is the most attractive feature about this city. The emphasis on personal freedom is typified by the mobility provided by our freeway system, our single-family homes, and the convenient mix of cultural amenities and outdoor recreation.

However, the continuation of the city's lifestyle faces serious threats. Its continuation in the face of present continuing growth is doubtful at best.

Without careful planning for growth, Los Angeles will experience continued harmful air pollution, increased congestion on the roads and freeways, and further diminution of our present high mobility. Continued unmanaged new growth threatens this Los Angeles lifestyle unless future development is channeled into areas where growth can best be accommodated.(2)

Directing growth into centers is consistent with the expressed goal of *Concept Los Angeles*, which was based on a citywide Goals Project, and included four alternatives to guide future development.(3) The citizens and elected officials ultimately chose to concentrate future development in centers as the best alternative for protecting our existing lifestyle.

The following objectives of the General Plan included in *Concept Los Angeles* form the fundamental basis for the implementation of centers and their emphasis on preserving our lifestyle.

OBJECTIVES OF THE GENERAL PLAN (4)

1. *Preserve the low-density residential character of Los Angeles, except where higher density centers are encouraged*; protect stable single-family residential neighborhoods from encroachment by other types of uses; rehabilitate and/or rebuild deteriorated single-family residential areas for the same use; help make single-family housing available to families of all social and ethnic categories.

2. Provide maximum convenience for the occupants of high and medium density housing; *locate the bulk of such housing within, or near concentrations of urban facilities and employment opportunities*; help make high and medium density housing available to persons of all social and ethnic categories.

3. *Provide employment opportunities and commercial services at locations convenient to residents throughout the city; reserve suitable and adequate lands for industrial and commercial uses; help make Los Angeles a desirable location for industry and business.*

4. *Provide adequate transportation facilities for the movement of people and goods*; provide a choice of transportation modes; alleviate traffic congestion; optimize the speed and convenience of all transportation modes; achieve economy and efficiency in the movement of goods.

5. *Provide needed public services to all persons and businesses*; achieve economy, flexibility, and efficiency in the provision of services, both those furnished by the City of Los Angeles and those furnished to Los Angeles

citizens by other governmental jurisdictions; provide suitable sites for public facilities at locations convenient to their users.

6. *Provide facilities for leisure time activities at locations readily accessible to all persons*; furnish local recreational services; develop specialized recreational facilities; preserve the ocean shoreline and other comparable recreational resources for public use.

7. Conserve the city's natural resources and amenities; preserve open space; protect outstanding geographical features; *minimize all forms of environmental pollution*, including air pollution, water pollution, noise, and visual pollution.

8. *Enhance the quality of the city's physical environment*; integrate all aspects of the City's development through the application of urban design principles; *establish the identity of the various communities of the city*; preserve historical and cultural features; control the placement of commercial signs; provide landscaping where it serves or enhances the physical environment.

9. *Balance population growth with available facilities, services and amenities for a productive, healthy, and desirable environment.*

(2) The USC Center for Futures Research recently evaluated likely future conditions in this city. Their study confirms our own findings and indicates that a serious drastic deterioration of the quality of life in Los Angeles is a distinct possibility. The USC researchers projected current land use trends into the near future. The results of this projection suggest that in the absence of concerted public action, extensive and unmanageable increases in density, with consequent unacceptable congestion and pollution, loom prominently in the future of Los Angeles.

(3) These four alternatives were:

- 1) Limited growth
- 2) Uniform distribution of growth (sprawl)
- 3) Strip development along major highways
- 4) Concentrated development in centers.

(4) *Concept Los Angeles*, p. 1, 1974



CONCEPT LOS ANGELES

The most important advantage of implementing *Concept Los Angeles* is the preservation of our existing lifestyle. In addition, close public/private cooperation in developing centers could bring about a number of additional benefits. These advantages were the reason why the centers alternative was selected in 1974:

- Urban *sprawl* is *reduced*;
- Valuable *open space* is *preserved*;
- *Energy* is *conserved* by building higher density, mixed use and more energy efficient projects, thereby minimizing the need to travel;
- Greater reliance on *public transit* is *encouraged*;
- *Diversity of choice* with regard to housing, employment, and leisure activities is *enhanced* by the unique mix of land uses in centers;

- *Air quality* is *improved* by the use of less private and more public transit service available to link centers and outlying suburban areas;
- *Mobility* is *expanded* as greater density in centers makes improved public transit feasible;
- Provision of *government services* is made *more efficient* by economies of scale;
- *Social interaction* between different ethnic and income groups is *expanded* because of the broad drawing power of various activities and job opportunities in centers;
- Necessity for *daily commuting* is *reduced* by the existence of employment and housing within the same center;
- *Urban design* is *improved* because the scale and concentration of development in centers make it feasible to better integrate pleasing design amenities into most major new construction.
- *Accessibility* to important municipal *services* and *facilities* is *increased* by centralization of new development.

The development of centers as seen in *Concept Los Angeles* will have some negative effects. Developers and residents could be affected in the future. Whenever possible, efforts will be made to mitigate any negative effects associated with the development of centers.

- Clustered vertical development will increase as more growth occurs in centers. Adjacent low density areas will experience some changes in their existing conditions and may lose skyline views. Access to maximum sunlight may be restricted by new high-rise development.
- Available public facilities and services may not be adequate to support the proposed development.
- New efforts to encourage desirable private sector development in centers will be necessary to ensure that missing features eventually will be incorporated.
- There will be public and private costs involved in providing amenity features that must be incorporated into new centers development. This will ensure an attractive setting to balance against increased noise, air pollution, and lack of open space.



Typical Community Center, a low-rise cluster of mixed-use buildings.

6



Typically, an Intermediate Center stands out clearly from its adjacent hinterland.

TYPES OF CENTERS

There are several ways to describe different urban centers. Centers can be described in terms of their size and functions. Function, as used here, includes the diversity of activities that occur within a center. Each type of center exhibits its own special features and characteristics that distinguish it from others. Ultimately, the population, employment, dwelling unit size, and mix of different activities will help distinguish various types of centers from one another.

As this study progressed, the existence of a hierarchy of three distinct types of centers emerged. They have been designated as community, intermediate, and primary centers. The first of these is the small neighborhood center serving basic community needs. The second, intermediate center, is somewhat larger and serves certain regional needs, as well as those basic functions of the community center; it also has unique characteristics that distinguish it from community and primary center types. The largest and most functionally diverse type is the primary center, which provides services for the entire city and a mixture of activities distinct from those in the other center types. Each of these types is defined in greater detail in the following section.

Community Center

Widely distributed throughout the city, the community center represents the smallest area in which the benefits of concentrating urban activities will occur. Typical new development will be low- to mid-rise in scale. Community centers will be more concentrated and will contain a greater diversity of activities than existing strip commercial areas. Residents of community centers therefore will have better access to all of the goods and services available. The goal for a community center is to become as self-contained as possible so that the need for travel outside the center would be lessened. All daily activities and services, such

as barber shops, child-care facilities, and grocery stores, will be readily available because community centers will be designed to serve the general and special needs of the people living and working in the center and adjacent neighborhoods. Both intermediate centers and primary centers will function at the level of community centers for people in those centers and immediate neighborhoods.

The typical community center will contain at least one focus of concentrated activity, in which there may be a good deal of intermixing of land uses. Activity levels and development intensities will decline toward the peripheries, where low-medium density residential areas will prevail.

Intermediate Center

Intermediate centers will serve a broad range of daily needs, but with a considerably greater diversity of activities than offered in community centers (e.g., movies with several theatres to choose from). Development will be mid-rise in scale. Intermediate centers generally will have more than one node of high activity and intense commercial development. Some growth of specialty districts within the center will occur as related functions begin to group themselves together for convenience. Examples of typical specialty districts would include medical complexes, theater districts, multi-agency public service districts, and shopping centers. Land uses supported by a large number of people, but with goods and services that rely on maintaining low overhead, such as discount stores, will most likely be found in intermediate centers.

Housing densities will range from low-medium to medium at the periphery of intermediate centers, with higher density residential development occurring in mixed use structures in the interior portions of the centers.

Primary Center

Primary centers will provide an extensive range of goods and services in a unique clustered setting. Thus, there might be several motion



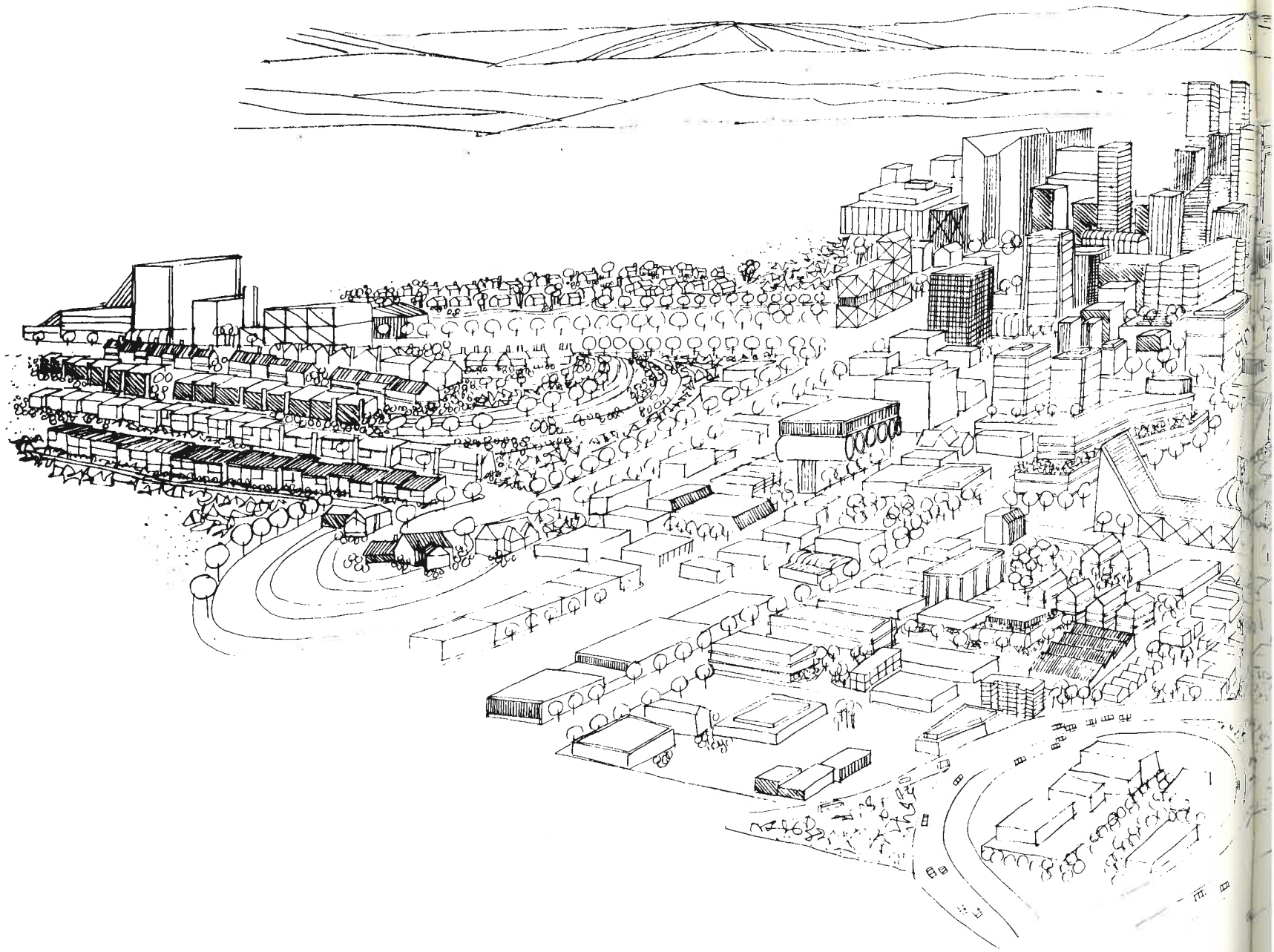
A Primary Center, the scale of which is obviously larger than that of its adjacent hinterland. A mixture of residential and commercial uses is clearly evident.

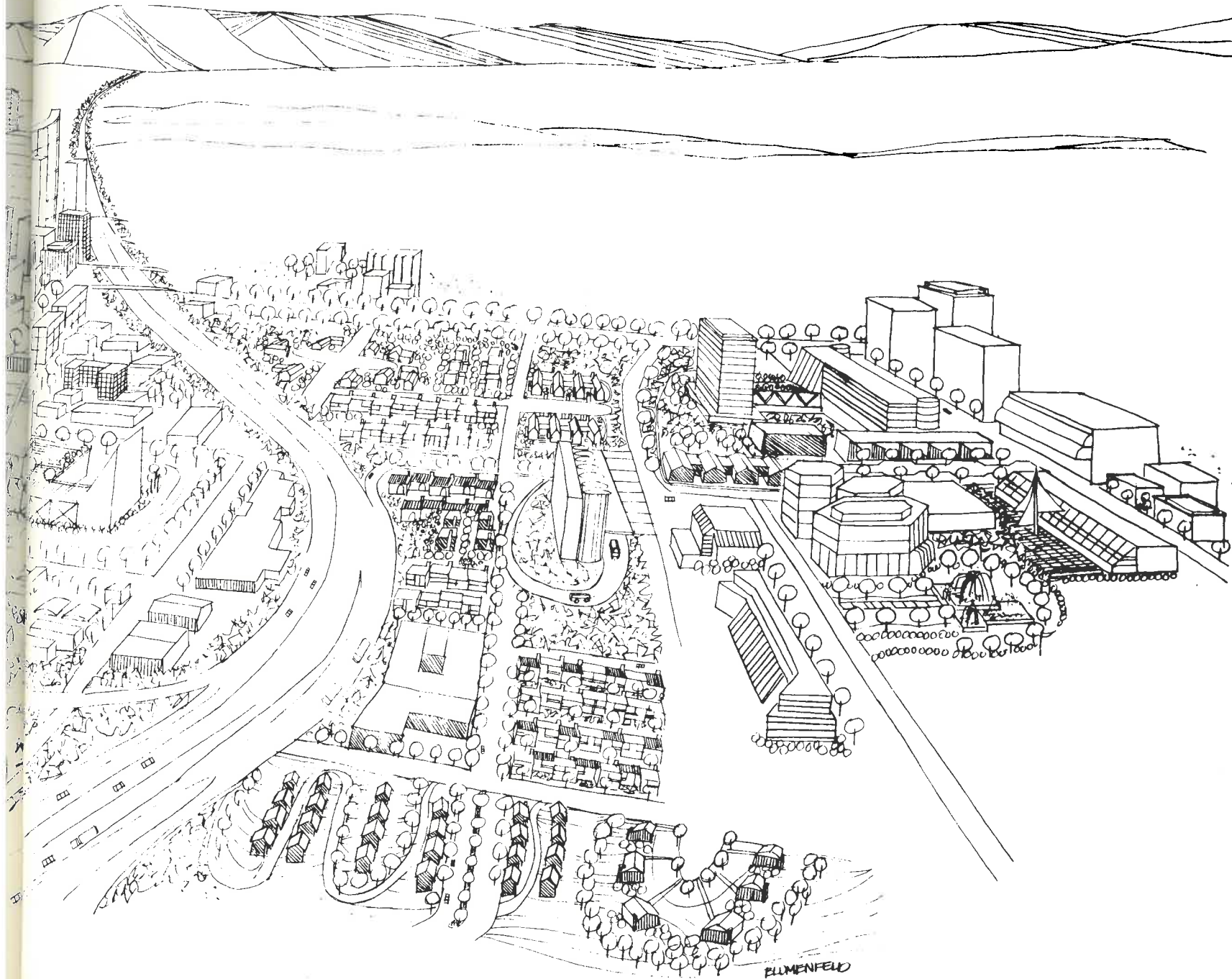
picture theaters; public and private art galleries; a large number and variety of stores including, not only major department stores, but also specialty shops selling such things as rare books, specialized handcraft and hobby supplies, dance and theatrical supplies; and numerous large and small eating establishments. There would be a variety of service establishments, ranging from lawyers' offices to health clubs. Primary centers typically will have activity and development concentrated in several nodes that contain diverse mixed-use projects. Typical new development will be mid-to high-rise in scale. Primary centers will be unique and special because of their physical form and the particular quality of the design of their buildings.

Primary centers will provide almost every experience or activity to be found within the city. They will attract land uses requiring large numbers of users or customers to support a high volume of turnover of goods and services.

However, specialized land uses frequented by a limited number of people with individualized interests will be attracted to primary centers. Specialized districts will coalesce around schools; government offices; medical facilities; and establishments devoted to entertainment, communications, retailing, research and development, and manufacturing.

Housing will range from medium through high densities with the higher densities occurring primarily in mixed use structures in core areas. Primary centers will be most extensively developed in the regional core area extending westward along Wilshire Boulevard from the Central City area. A secondary concentration of primary centers will be associated with the Ventura Boulevard corridor, both east and west of the San Diego Freeway.





PHASED DEVELOPMENT OF CENTERS

The development of centers is an evolutionary process that may not be apparent for many years. Areas selected for study are those which exhibit the greatest potential to become community, intermediate, or primary centers as defined in this report. Implementation methods will be designed to work in concert with the natural forces of the market. However, declining revenues and the resultant diminution of the ability of the city to finance improvements may limit the carrying capacity and, therefore, the growth potential of certain centers.

Growth, however, is not the overriding consideration in determining the viability of a center. More important is whether the center is functioning at the optimum level to serve its neighboring community. In this respect, some centers may continue to evolve over time from a community to an intermediate or primary center, while others may experience social and economic equilibrium. Either course would result in viable centers if the needed minimum functions occur.

Many factors influence whether or to what extent a particular center will experience growth. Among these are various city actions alluded to throughout this report. The nature and extent of city actions undertaken in a particular center will in considerable measure depend upon the wishes of local residents and their elected representatives.

An important product of the centers implementation study is to identify which areas of the city are likely to become one of the three types of centers over the next 20 years.

The city is concerned with how development in one center influences other surrounding centers. Ideally, the future growth in various centers should occur so that all centers in an area have a reasonable chance to develop and prosper. The actual development of centers will occur at different rates based on private sector market

plans, available public facilities and services, and key amenity considerations, such as air quality standards.

In spite of the goal of encouraging maximum feasible new development in centers, the lack of adequate public facilities could limit future center expansion or intensification. It will be necessary to determine the "carrying capacity" of centers in order to balance development and services. This finding may lead to limited or phased development in some centers and unlimited growth in others. Evaluation of the growth potential for centers will enable the amount and type of new development that occurs in centers to best result in the goals of *Concept Los Angeles*. Evaluating future development in centers also will enable the city to phase its construction of infrastructure and better plan for capital improvements. Future availability of new public transit is an important example of coordinating new growth with provision of necessary public support facilities. These important considerations all must be studied to produce the best possible understanding of rates and timing of future centers growth.

HOW CENTERS FUNCTION

The overall function of a center as stated in *Concept Los Angeles* is to "provide a healthy and desirable environment for living and working which serves as a focal point for adjacent communities." The *Concept* describes centers as having a high intensity of development and activity, including employment, housing, retail services, business services, government services, and entertainment. Centers, therefore, are envisioned as self-contained urban environments serving as the economic and social hubs of adjacent communities.

It is important that the term "center" not be confused with the more common usage of the word in referring to single purpose areas, such as shopping centers, financial centers,

transportation centers, and medical centers. Centers, as depicted in *Concept Los Angeles*, are areas with combinations of varied and interrelated land uses. Single-function areas in proximity to each other may be combined to form centers, or a regional shopping mall can serve as the nucleus for the development of a future center, but they are not in themselves "centers". Additionally, a university may be a dominant element in a center, but to be more than an educational complex, an area will need to provide additional functions.

The intent of this centers definition report is to define a prototypical center to serve as a desirable model for guiding the development of candidate centers. To do this, it is necessary to analyze the basic components of centers. Moreover, it is necessary to expand considerably upon the generalized definition adumbrated in *Concept Los Angeles*. *Concept Los Angeles* states that "all centers function as a healthy and desirable environment for living and working, and serve as a focal point for the adjacent communities." The plan also indicates that centers will "vary in size, shape, and intensity". Such characteristics, especially intensity, are determining factors of scale and market area, as greater size is usually the result of the need to attract a greater number of people to a broader range of specialized goods and services. Additional important traits include diversity, variety, and specialization.

The common link among all centers is the manner in which they function. Seven significant functions characterize centers and help distinguish centers from non-centers. These functions constitute a basis for implementing centers. The significance of these seven centers functions is that while they exist separately throughout the city, it is the existence of *all seven in a concentrated area* that defines a center. Areas that possess some, but not all of these functions, while significant in their own right, are not centers based on this definition of seven functions. The seven include:

- 1) concentrating economic activity;
- 2) providing shelter;
- 3) optimizing the movement of people, information, goods, and services;
- 4) promoting social interaction;
- 5) providing personal development opportunities;
- 6) improving environmental quality; and
- 7) developing a "sense of place".

Each of the seven functions has a number of activities associated with it. The following chart gives examples of typical activities for each function. These activities are appropriate for and desirable in centers. While a center will contain activities corresponding to all seven functions, it need not necessarily contain all the activities comprising that function to be a center.

Activities in centers can further be determined by their characteristics. In this connection, characteristics are particular identifiable, distinctive qualities that make a center unique from non-center areas. This permits centers to be described in detail and in a way that permits comparisons among centers.

In summary, centers can be defined first by the manner in which they function. An area must have all seven functions to be a center. Second, each function contains a number of activities. Activities will vary from center to center, but a center must contain some of the activities described under each function. Third, the distinctive characteristics of the activities make centers unique both from non-centers and from each other. The seven functions appropriate to centers are described in greater detail below. This description will include the identification of those activities appropriate to each center and the characteristics that make them unique.

TABLE 1
CENTER FUNCTION/ACTIVITIES

FUNCTIONS		ACTIVITIES	
12	1) Concentrating Economic Activity	Exchange of goods and services and services related employment Retail - Essential Purchase of: Food for home preparation Household articles Clothing Auto services Personal care services Health/Medical services Entertainment Child-care services Financial services Retail - non-essential Wholesale Manufacturing Assembly of products Research and development	3) Optimizing the Movement of People, Information, Goods, and Services Movement within centers Movement from suburbs to centers Movement between centers Movement from centers to major regional transit locations 4) Promoting Social Interaction Recreation Active/Passive Entertainment Cultural events Public forum 5) Providing Personal Development Opportunities Learning and Training Healing/Counseling Exploring lifestyles Reflecting/Spiritual Experiences 6) Improving Environmental Quality Conserve land resources Conserve energy Minimize pollution 7) Developing of a "Sense of Place" Perceiving centers within the City Perceiving centers from non-centers Perceiving centers from centers
	2) Providing Shelter	Dwelling/Long-term residence Dwelling/Short-term residence (hotel, motel)	

Concentrating Economic Activity



Concentrating Economic Activity

Establishing the economic viability of centers will be necessary to achieve a functional balance among different land uses.

Implementation of the centers concept should concentrate future business development into mixed use areas. This will make it easier for shoppers and employees in nearby residential areas or residential-commercial buildings to minimize commuting for goods and services.

Historically, people have come to central locations to trade goods and services. The need for this exchange is increased in our economy, which is characterized by high technology, mass distribution of consumer goods, and specialized services. The importance of trade for centers development is underscored by the reciprocal relationship between the provision of goods and services to the consumer and the creation of jobs. Trade thus provides the fabric that holds urban centers together in a cycle that enables interdependent individuals to sustain themselves.

The economic activities most appropriate for centers are those which require a high degree of accessibility. Specific accessibility characteristics vary considerably depending on the type of product or service. Certain retail

activities, for example, require considerable pedestrian traffic, while others, such as business services, depend on proximity. Highly specialized goods and services usually are sold in prominent locations, accessible to large pools of employees or customers. Some types of wholesale activities are attached to central locations, where timely service to customers can be provided while distribution costs are minimized. Large-scale fabricating industries, while continuing to be a vital component of the economic base of the city, generally are not compatible with other centers uses and, therefore, are increasingly pushed from existing high intensity areas. This trend is being reinforced by high land costs, circulation problems, relocation from obsolete plants, and zoning and environmental regulations. However, some industrial uses, such as electronic assembly or jewelry manufacturing, are more compatible with other activities found in centers.

In time, new mixed use industrial-commercial buildings might occur with commercial offices on top of industrial uses on the ground floor. This would enable existing industrial parks to adapt to the demand for more supporting service, commercial, or high technology offices to be located in industrial areas.

Retail and wholesale trade have an important role in the urban economy. Retail trade, the selling of goods to the ultimate consumer, began moving from urban centers to suburban locations in the 1950's. This movement, while providing convenience to the suburban shopper in both location and variety of facilities, has drained some of the vitality from urban centers by severely curtailing a prime dimension of urban life. More recently, developers have realized the importance of maintaining major stores in urban centers and have increased shopping convenience in downtown locations by providing amenities comparable to those of suburban shopping malls and, by doing so, reaffirming the importance of retail trade in centers. The return of high quality activity to centers is a result of the presence of markets there. The increase of single-person and two-worker households has increased the need for retail outlets convenient to lunch-hour and after-work shopping. Therefore, retail outlets in shopping centers surrounded by relatively low-density residential development no longer can count on a market provided by large numbers of homemakers who can include shopping in their daily activities. Those homemakers, in increasing numbers, are leaving the home and joining the work force.

As this occurs, trips made solely for shopping purposes are being replaced by multi-purpose



The distinction between types of center may not be visually obvious.

trips that frequently combine dining and shopping. An important and sometimes overlooked concomitant to retail activity is the attraction afforded by eating establishments. Current development practices in major shopping centers suggest that the provision of a large variety of eating establishments is important to the commercial success of centers.

Wholesaling, the selling of goods to retailers; other merchants; or industrial, institutional, or commercial users, requires a central, accessible location to distribute goods. Because of its

locational and accessibility requirements, wholesaling has played a major role in the development and evolution of urban centers. Wholesaling continues to be a major activity in urban centers.

Manufacturing is an important component of the economic underpinnings of centers. Heavy industry, like retail trade, is no longer concentrated exclusively in metropolitan areas. Nonetheless, the manufacture and assembly of a variety of items still play a significant role in the economic vitality of centers. In considerable



As retailers have recognized the importance of downtown shopping, developers have provided retail space comparable in amenities and convenience with suburban malls.

measure this is a function of convenient accessibility to labor, material, and transportation connections afforded by centers. Thus, enterprises ranging from garment manufacture to the fabrication of extremely delicate and sophisticated electronic equipment or research and development companies, continue to be attracted to centers and add vitality and variety to the urban setting.

In addition to trade and manufacturing, urban centers attract a range of tertiary economic activities. These activities traditionally have been considered in the context of their relation to other established businesses, but in many cases they have become the most significant component of the economy of particular centers. The most important of these tertiary activities is finance. Without the presence of general banking facilities and the provision of credit, the development of trade and manufacturing industries would not be possible. Other tertiary business activities closely connected with trade include lawyers; business consultants; and advertising, accounting, and brokerage firms.

A second group of tertiary activities is personal services. These would include professional services provided to people living and/or working in a center, such as medical and dental services and personal financial counseling. Additionally, such personal services as laundries, shoe repair and barber shops, and restaurants, are considered to be in this category.

A final group of activities is concerned with providing general services important to business interests, as well as residents. These services traditionally are considered the purview

of the public sector and include fire protection and other municipal services. Many, however, such as security services, postal services, and refuse collection, have counterparts in the private sector.

It will be observed that there is overlap among the types of centers in that certain activities take place in all three. This is primarily a consequence of the fact that all three centers types serve in some degree as community centers. In addition, it should be borne in mind that the scale or intensity of an activity that occurs in all three centers types may vary considerably among the types of centers. Thus, the individual lawyer or accountant who provides tax and financial services to households and businesses in a community center would provide the same category of services as those provided by a major corporate law firm located in a primary center. However, the scale and influence of the two firms would diverge profoundly.



Retail is an important part of urban centers.

Community Center - Economic Activities

All centers will function economically at the level of a community center. Community centers generally will provide the least specialized goods and services by serving the basic daily economic needs of the surrounding local community (see Chart 1). Among the various retail activities, there are many that can be considered as *essential* because of their fundamental importance to a center. Each of the types of centers should serve as a community center by providing a complete set of essential economic activities that also serve adjacent neighborhoods. The list of essential economic activities includes providing for the purchase of:

1) food available for home preparation, 2) household goods, 3) clothing, 4) auto service, 5) personal care, 6) health/medical services, 7) entertainment services, 8) child-care services, and 9) financial services. *Areas that do not offer all of these essential retail activities would not be considered centers.* Adding these retail activities would make a potential center complete as far as the community center economic activities function is concerned. Specific land use examples of these economic activities for each type of center are provided in Chart 1.

The level of specialization most likely to exist in a community center will be that which caters to the specific social or economic character of a community or neighborhood. Community centers will provide professional personal services, such as family practice doctors, dentists, and veterinary medicine. Business services provided would include family lawyers, local tax accountants, and realty offices. General services may include local legislative field offices, post offices, and headquarters of community or local chamber of commerce organizations.

Economic activities will be aimed at clientele in the surrounding local community. Many services and a few small professional firms will be found. A limited amount of demand for office space will exist. Some new mixed use projects will be developed and linked to plaza areas. Service jobs will be the major type of employment. New development will be more than single-story and will range from low- to mid-rise (i.e., two to three stories). Adequate public facilities are a



prerequisite to the moderately intense development envisioned here.

Existing community centers are defined by "neighborhood" and "community" commercial uses. New commercial development will be at a moderate level of intensity in order to concentrate future development in community centers. The most intense commercial development will be in the core area of the

centers and in mini-malls formed by closing off or limiting through traffic on selected commercial streets. In some cases, traditional strip commercial areas will typify some shopping districts with older stores. Areas will undertake revitalization efforts to attract shoppers. Basic shopping choices will exist, and the concentration factor will still be a strong convenience to local shoppers. Some regionwide and specialty stores will be found, but local community businesses will predominate in this type of center.

Few industrial uses will be found in community centers. Exceptions to this may be "cottage" industry operations, small specialized firms, and arts and crafts manufacturing. Industrial development in community centers would be restricted in accordance with controls designed to assure compatibility between the manufacturing uses and proximate residential and commercial uses.

Intermediate Centers - Economic Activities

A unique characteristic of retail activities in the intermediate center will be high volume, a large inventory of goods, and the need for relatively low overhead. Such products as furniture, appliances, and other bulky durable goods would be typical. Such commodities require accessibility to a large market area, but are prohibited from locating in primary centers by land cost and lack of product portability. Adaptability and flexibility in their physical plants may characterize intermediate centers.

Buildings, and even sites, will be recycled in response to changing space requirements of enterprises located in the centers. The economic life of some structures well could be considerably shorter than their potential physical longevity. National chain stores and many regionwide chains will be found. Such uses would include discount department stores, home improvement and building supply stores, nurseries, specialty food and beverage stores, wholesaling, and warehousing.

Space for local business service firms, professional personal service, and local legislative field offices commonly could be found here. The intermediate center will serve as a community center for people living in it and the immediate neighborhood.

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Intermediate centers provide a mix of commercial and entertainment facilities available to users into the evening.

The nature of businesses and their clientele in intermediate centers will be diverse and oriented primarily to a particular portion of the city. The ratio of retail commercial space to office space will be larger than in a community center but will contain a smaller percentage of offices compared to primary centers. Intermediate centers particularly will contain individual small professional offices, rather than corporate or major business firms. A growing number of mixed use projects will be found in intermediate centers. These mixed use projects, which include residential and commercial uses, will be a key distinguishing feature of centers. To maximize the public attractiveness of centers, retail commercial uses at street level in new developments will be built and tied to future development of open space or plaza areas, which will exist at ground level or on roof tops of buildings. The nature of many of the jobs created will be service-oriented. Typical new development will be mid-rise (two to six stories).

Intermediate centers are defined by "neighborhood" and "community" commercial uses. Commercial construction will be built above a minimum intensity level in order to focus development in the center. The most intense commercial development will be permitted in the core area. Maximum residential development will be permitted in some commercial zones in centers under certain circumstances. Regular shoppers will be drawn from the adjacent community and will find all the general goods and services they would need. A regional shopping center or mall will characterize some centers. One-stop shopping would be a major attraction of convenient intermediate centers made possible by the clustering of numerous stores.

Industrial areas will exist within some intermediate centers. Existing industrial development in intermediate centers is defined by "light" and "limited" uses while only "limited" uses should exist for new industrial development.

Primary Centers - Economic Activities

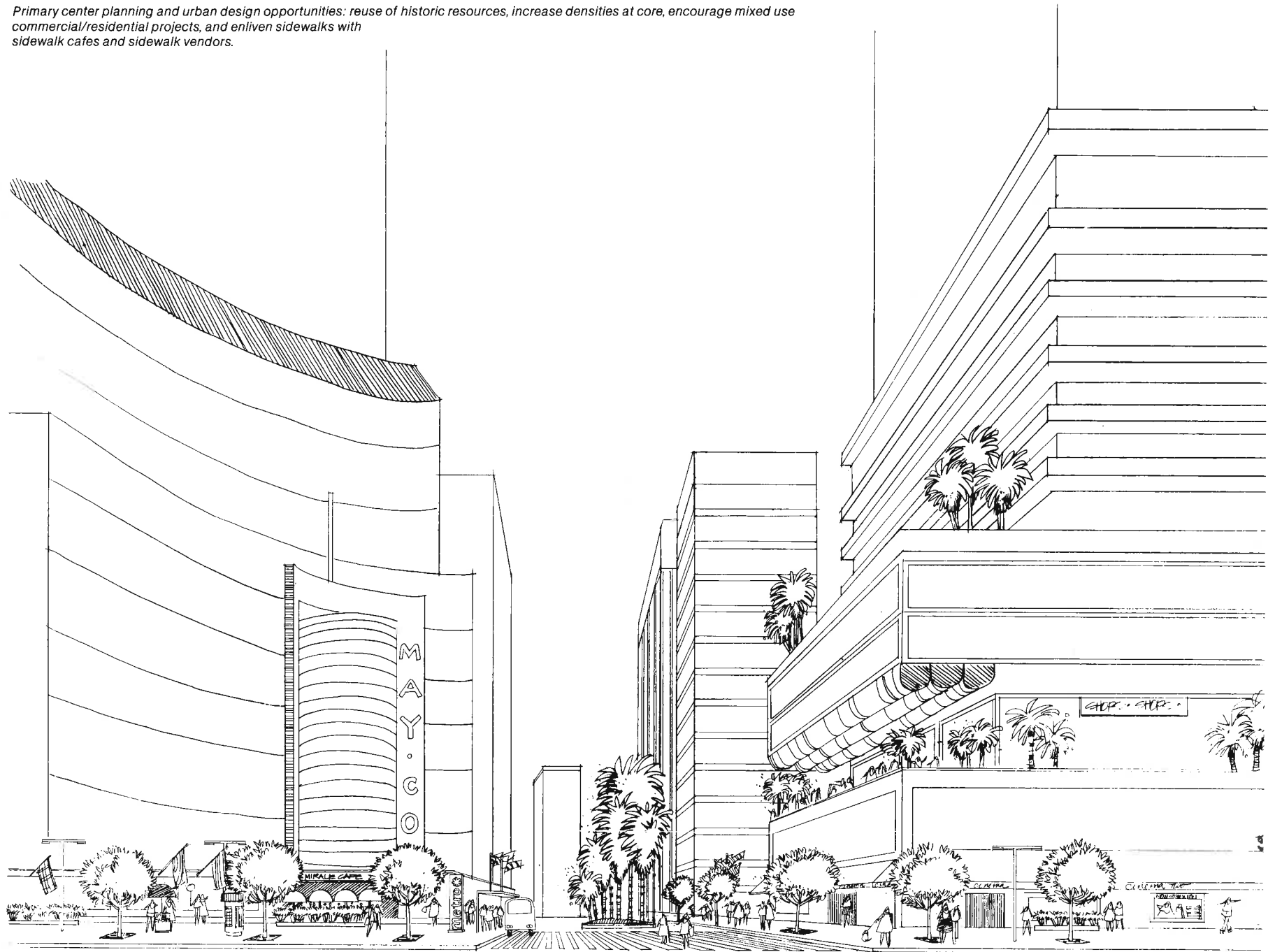
Primary centers will offer the broadest range of goods and services. Characteristics of businesses common to primary centers will include high quality inventory with high overhead. Businesses located within these centers generally will be those dependent on a high level of accessibility to attract a large number of customers, such as major department or chain stores. Highly specialized shops depending on few scattered customers, such as bookstores or supply stores catering to particular trades or professions, also will be found here. Similarly, specialist shops with more general appeal, but which are visited relatively infrequently by any individual customer, will be found in primary centers. Such diverse businesses as expensive jewellers, ethnic grocers, art dealers, exclusive clothing stores, and custom furniture stores, all fall into this group. Accessibility is also important for businesses that choose to locate offices in

primary centers. These offices must be reached by as many potential clients as possible and be accessible to other businesses located in other parts of the city. Therefore, further economic concentration of firms and clients will be beneficial. By locating in a primary center, businesses will have access to a wide and diverse labor force.

The most intense concentration of tertiary business services will be found in primary centers. Primary centers will give headquarters offices high visibility and accessibility to regional, state, national, and international markets. These include the services of specialist professional firms whose main clients will be other business firms, such as major law offices, consultants, and financial services.

Primary center planning and urban design opportunities: reuse of historic resources, increase densities at core, encourage mixed use commercial/residential projects, and enliven sidewalks with sidewalk cafes and sidewalk vendors.

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As a result of the inherent advantages of locating in primary centers, land costs will be especially high. In turn, high land values will high intensity construction to maximize floor space. Such high land costs might preclude development of essential retail uses that meet the basic daily needs of nearby residents. However, if a center is to function properly, these uses must be present. Inclusion of residential development in centers will create a market for retailers supplying daily needs.

The primary center will have large concentrations of office buildings. New development will be mid-rise to high-rise (six stories and above). Certain desirable features, such as affordable housing, open space, transit contribution, mixed-use, public meeting areas, public school space, day care facilities, plaza areas at ground or roof top levels, ground floor retail uses, public recreation activities, and landscape and design considerations, will be included in new major developments in exchange for incentives provided by the city. New development will be based upon available public facilities. Maximum residential development might be permitted on commercially-zoned land in centers under certain circumstances. The headquarters of businesses that operate statewide or nationwide will be found in these centers, in addition to occasional international headquarters facilities. This diversity in scale will be reflected in the clientele, which will range from international to local. The resultant wide range of job opportunities will necessitate a corresponding mix of housing types and costs. A minimum amount of housing will exist within the center to support existing employment.

Shoppers will come from all over the region to enjoy the uniquely specialized shopping, and the great diversity of goods that are available in primary centers. A large regional shopping center or mall will characterize some, if not most of the primary centers. Numerous mixed use projects, consisting of office and residential facilities located above ground floor retail establishments, will be developed in new large development projects. Ground level retailing will act as an activity generator along with plaza areas and arcades developed in new buildings. The most intense commercial uses should exist only in the core of a primary center. This will be encouraged by required intensity standards for new commercial development. Public sector assistance for such facilitators as parcel assembly might be provided to promote centers development. Another major facilitator will be the convenient clustering of retail activities, which will reduce the need for extensive driving. Major national chain stores will be located in primary centers. Specialized services also will exist, including information and data for many business and personal needs. Transfer and storage of some goods also will occur because primary centers will serve as centralized

distribution points for certain products and companies found in more than one center. Manufacturing would be represented by assembly or finish work, predominantly from those industries designated as "limited" in the Planning and Zoning Code.

The concentration of people and activities in urban centers creates a market for personal and other general services. Personal services may include those offered by professionals, such as doctors and dentists, business and financial services, or services required for daily needs, such as food, laundry and grooming. Centers also concentrate numerous public services ranging from legislative activities to rubbish collection. A public or private meeting room also would exist for civic gatherings.

These activities provide the economic fabric that holds urban centers together. People come together to exchange goods and services, continuing the cycle needed to provide sustenance in a society of people possessing interdependent skills.

The following chart amplifies the preceeding section of this document and indicates which characteristics apply to each of the three types of centers. Key considerations of type of business, clientele, customers, building size, and typical activities are summarized.

CHART 1A - ECONOMIC CHARACTERISTICS OF EACH CENTER

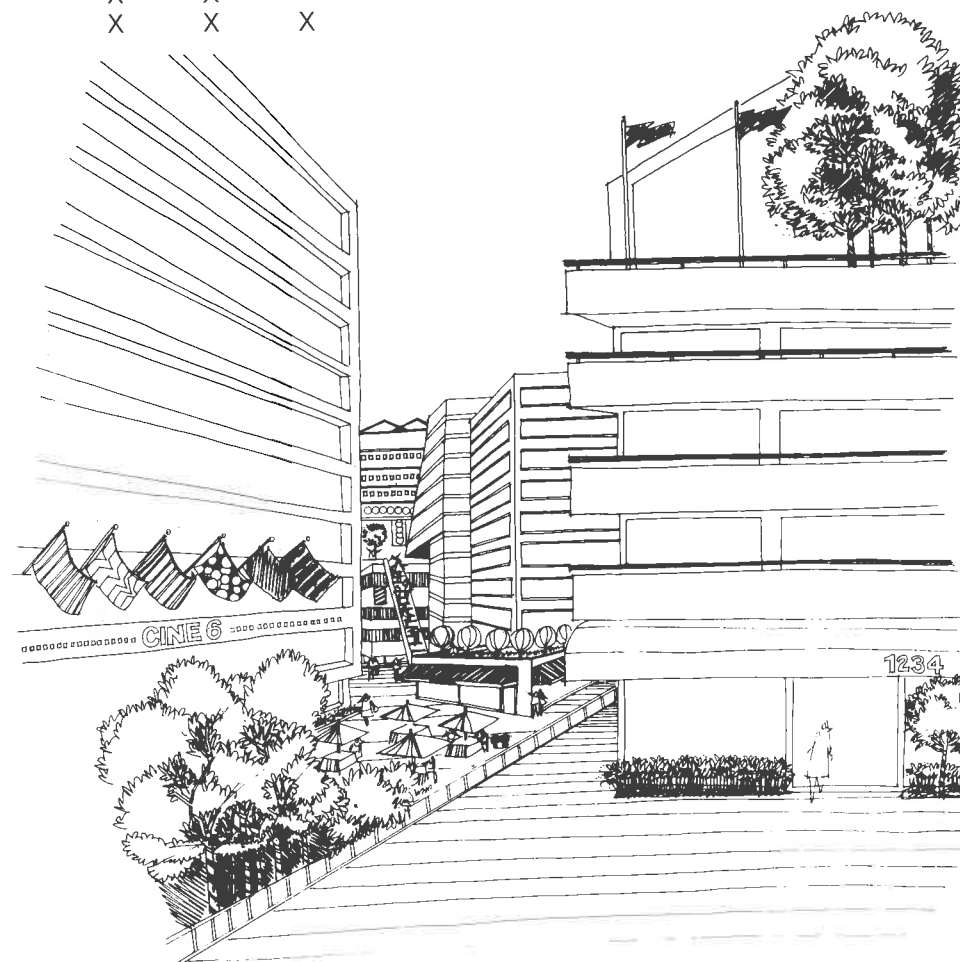
FUNCTION: CONCENTRATING ECONOMIC ACTIVITY

ACTIVITY: Exchange of goods and services - wholesale and retail trade, finance, insurance and real estate, and various services, including personal, business, health, legal, and social services.

Characteristics:	TYPE OF CENTER		
	COMMU- NITY	INTER- MEDIATE	PRI- MARY
Diversity			
Extensive		X	X
Limited	X		
Variety			
Extensive			X
Limited	X		
Specialization			
Extensive			X
Some		X	
Limited to special population	X		
Clientele - Other businesses			
Regional			X
Local	X	X	X
Clientele - Public			
Regional			X
Citywide		X	X
Center's Hinterland	X	X	X
Immediate Community	X	X	X
Building Height	2 to 3 stories	2 to 6 stories	6+ stories
Building Type			
Stores	X	X	X
Offices	X	X	X
Specialty Buildings	X	X	X
Plazas, Parks			
Accessible to public	X	X	X
Provided by private sector	X	X	X
Provided by public sector		X	X

* Inappropriate in any core area of a center.

Characteristics:	TYPE OF CENTER		
	COMMU- NITY	INTER- MEDIATE	PRI- MARY
Physical Form			
Parking			
On streets*	X	X	
Surface	X	X	
Parking structures	X	X	X



Primary center plaza spaces incorporated in new major developments offer shopping, entertainment and recreational facilities.

Providing Shelter



Providing Shelter

The presence of a reasonably large residential population is fundamental to the proper functioning of centers. Housing availability makes it possible for people to live and work within the center. More residences in centers leads to greater social and cultural activities to bring life to centers after dark and on weekends. Finally, an adequate amount of housing in centers helps increase patronage on public transit, which in turn makes it more likely that people outside will come to centers. Therefore, the provision of an adequate supply of housing is an essential component of centers implementation.

Centers will house a growing percentage of the population. New residential development will be encouraged in centers by changing housing trends, necessitating small or shared units. Another attraction will be the somewhat lower cost of centers housing compared to large lot, single-family homes or low-density condominiums found outside centers. Condominiums, townhouses, and apartments will provide the predominant types of dwelling units in centers. Large numbers of rental units will be needed. A mix of rental and ownership units in centers is very desirable and will be created as a response to market demand. The intended goal of housing in centers is to maximize housing choice for size, variety, and cost of available units. All levels of centers will

have the beneficial effect of bringing people of different ethnic and economic backgrounds together because of the great variety of choices available. This potential for integration also exists in centers because of employment opportunities.

The opportunity exists for centers to provide much of the city's badly needed housing at lower costs than could be provided outside of centers because of greater density options. Economies of scale, inclusion of housing in commercial structures, and smaller-sized, efficient, and compact units will also contribute to less expensive housing. New residential development in all centers will be designed to encourage a high quality level of public and private recreational opportunities, open space plaza areas at ground or roof top level, and other desirable design amenities.

The provision of reasonably priced housing is a corollary to the availability of numerous, modestly remunerated service jobs within centers. Intensified development within centers and the resultant demand for market-rate housing, as well as commercial and manufacturing space, provide conditions favorable to production by the private sector of below market rate housing for ownership or rent. Although it may not be feasible to have a one-to-one ratio of jobs to dwelling units, there should nonetheless be enough housing available to provide the opportunity for a large number of people who work in a center to choose to live in the same area. Centers lacking adequate numbers and types of housing units will be encouraged to provide appropriate new units through a variety of incentives.

The provision of new residential units must be balanced with needed public services and facilities. The goal of a minimum amount of density in new development for each center will only be attainable if infrastructure exists to support it. The capacity of each center to accept future growth will vary from one location to the next.



Community Centers - Shelter

Shelter in community centers will differ from other centers primarily in the size of units and the scale and intensity of development. Residential construction will be two and three stories in height and will offer townhouses and apartments. New residential units will tend to be larger in dwelling unit size than in the other centers but smaller than in non-centers locations.

Within the overall boundaries of community centers, low-medium residential density (12 to 24 dwelling units/acre) will predominate with future development being at the higher density range to distinguish centers from non-center areas.

The highest density of housing should be in the core of the center with emphasis on mixed use projects. This should average in the lower range of medium density (24 to 40 dwelling units/acre). A few mixed-use development projects will be built in community centers. Limitations on centers development will depend on available municipal facilities.

Community centers will attract those for whom the convenience and proximity of a variety of services outweigh the attraction of isolated suburban living. Although significant numbers of young singles, childless or small family households, and middle-aged or retired persons with no children at home might be expected to locate in community centers, it is probable that some families with children also would find the convenience of concentrated amenities and lifestyle choices very attractive.



Intermediate Centers - Shelter

Residential development of medium density (24 to 40 dwelling units/acre) will define the intermediate center. Lower density will exist at the edge of the center to act as a buffer for the surrounding lower density areas. Core area development will be built at the upper range of medium density (40+ dwelling units/acre). Multiple units in mid-rise structures and mixed-use projects up to six stories will be common. Residential units will have average dwelling units larger than those in primary

centers, although smaller than those non-centers areas. The need for affordable housing in centers will lead to the construction of new residences intentionally reduced in size. As in community centers, better open space and amenity considerations will be part of new developments.

Intermediate centers will be especially attractive to individuals and families who prefer an essentially urban setting, but who do not find the extreme density of primary centers to their taste. While a variety of household types will find intermediate centers desirable, they will be particularly appropriate for retired individuals because of the concentration and variety of activities to be found there.

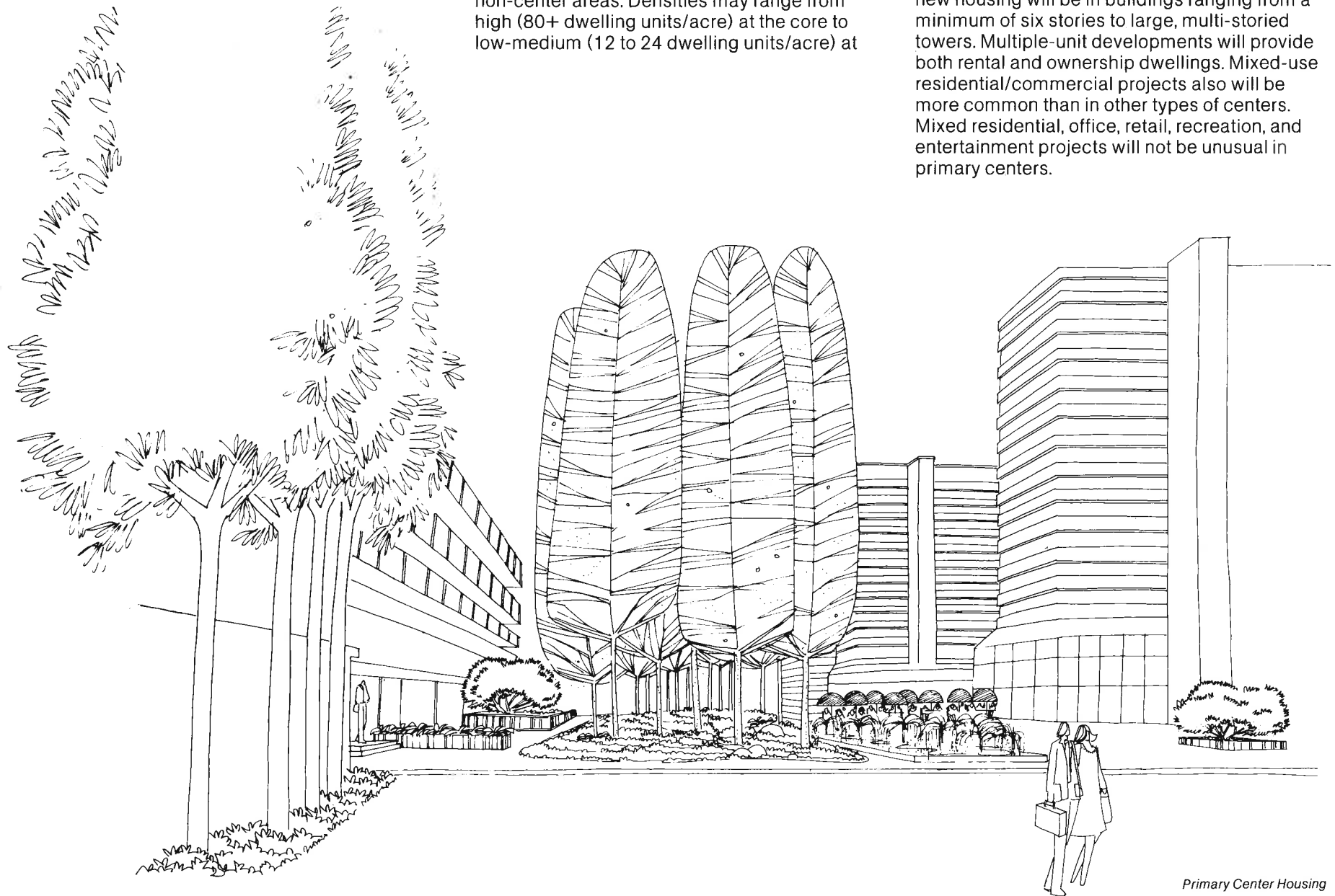
Primary Center - Shelter

Primary centers will be characterized by the highest density of new residential development (60+ dwelling units/acre) consistent with adequate public facilities. The most intense

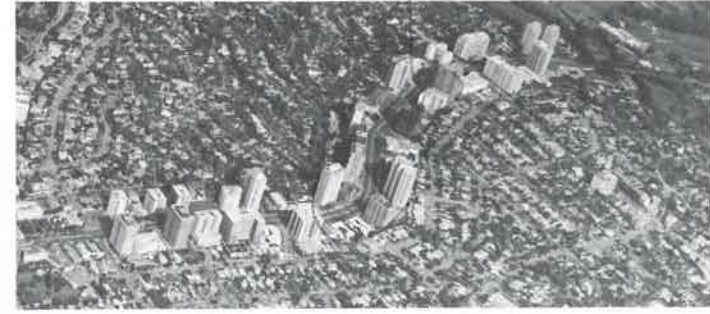
residential development will be in the core areas, with mixed development predominating. Residential density will diminish from the core with low-medium density at the periphery buffering the center areas from surrounding non-center areas. Densities may range from high (80+ dwelling units/acre) at the core to low-medium (12 to 24 dwelling units/acre) at

the boundaries of the center. A basic premise of the centers concept is that residential and employment opportunities will be provided nearby. Residents of large centers will be able to choose from a variety of housing types. Most new housing will be in buildings ranging from a minimum of six stories to large, multi-storied towers. Multiple-unit developments will provide both rental and ownership dwellings. Mixed-use residential/commercial projects also will be more common than in other types of centers. Mixed residential, office, retail, recreation, and entertainment projects will not be unusual in primary centers.

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Primary Center Housing



Temporary housing in the form of hotel/motels also will be found in many primary centers reflecting growing business and tourist interest in these areas.

Primary centers will provide a high quality setting for those who prefer the excitement and variety of city living. The vital compact development, combined with numerous opportunities for dining, shopping, and entertainment, are factors which, for many, far outweigh whatever attractions other settings might offer. The types of households likely to live in primary centers reflect their special character: young singles, childless or small households, two-income families, a very broad range of income groups, including both the wealthy and those with moderate incomes and the elderly. They would tend to live in the primary center more often than outside centers because builders will agree to build small units to maximize housing opportunities while more people will accept these units for financial reasons. In some instances, persons can be expected to prefer the dynamic setting of primary centers for raising families.

A broad range of affordable housing will be characteristic of primary centers. Private firms, with city encouragement, will begin to take a more active role in providing housing opportunities for their employees.

Shelter characteristics appropriate for each center are indicated by the following chart. Key factors of density, amenities, parking, and type of shelter are summarized.

CHART 2 - HOUSING CHARACTERISTICS OF EACH CENTER

FUNCTION: PROVIDING SHELTER

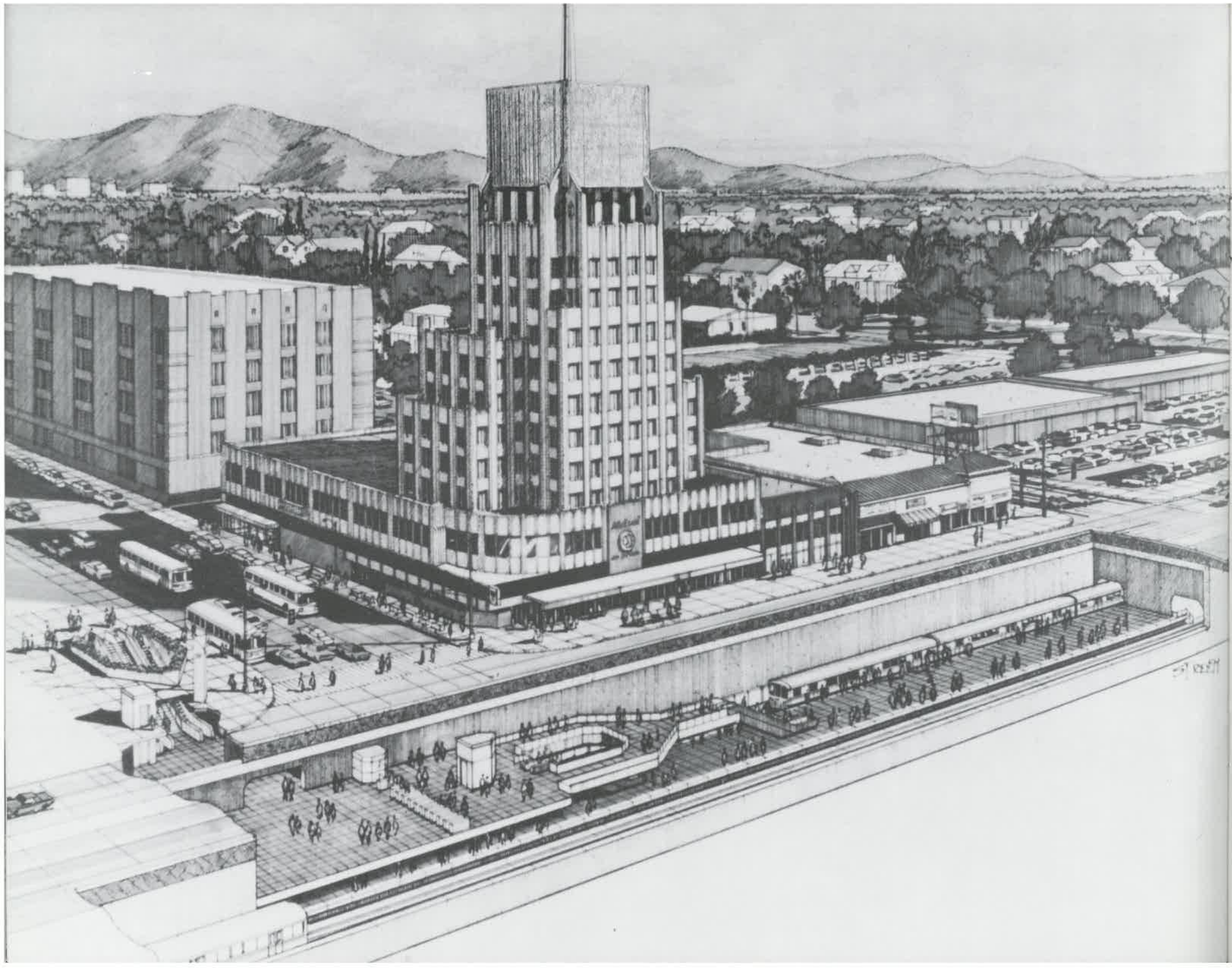
ACTIVITY: DWELLING/LONG-TERM RESIDENCE i.e., sleeping, eating, entertaining, recreating, relaxing, personal hygiene, home maintenance.

Characteristics:	TYPE OF CENTER		
	COMMU- NITY	INTER- MEDIATE	PRI- MARY
Multiple unit structures	X	X	X
Minimum new heights	2 to 3 stories	2 to 6 stories	6+ stories
Recreation areas			
On-site/private	De- sired	De- sired	Re- quired
Public area passive (plazas, pedestrian areas)	Contri- bution	Contri- bution	Pro- vide
Public active (parks, recreation centers)	Contri- bution	Contri- bution	Contri- bution
Parking			
On-street*	Side streets only	Side streets only	No
On-site	X	% per- mitted	Not in core

Characteristics:	TYPE OF CENTER		
	COMMU- NITY	INTER- MEDIATE	PRI- MARY
Surface	X	X	No
In structures	Pre- ferred	Pre- ferred	Only
Private common areas	Pre- ferred	Pre- ferred	Pre- ferred
Parking			
Public areas			
Commercial/ residential shared	X	X	X
Auto free zones			X
Serviced by transit		X	X
Rental units	X	X	X
Leased units	X	X	X
Ownership units	X	X	X
Economic diversity	X	X	X

* Inappropriate in core of any center.

Optimizing the Movement
of People, Information,
Goods and Services



Optimizing the Movement of People, Information, Goods and Services

Centers create a series of origin and destination points by concentrating trip generators. People, goods, information, and services must be moved on four distinct but integrated levels: (1) within the center, (2) between the center and the hinterland it serves, (3) between the center and regional distribution hubs, and (4) between the center and other centers.

Movements within a center consist of short trips to specific destinations or to transfer points connecting the center with the hinterlands, regional distribution hubs, or other centers. Movement at this level may be in the horizontal or vertical direction or a combination of both. Movement between a center and the hinterlands (suburbs) it serves is characterized by movement from various outlying points to a central hub. This movement, if efficient, reinforces the center's role as the economic focal point of the area. When accompanied by a balance between people, jobs, goods, and services, this results in a potential reduction in longer energy-consuming trips.

Movement between a center and major distribution hubs requires that the center be connected with major regional distribution points, such as airports, harbors, train stations, and trucking terminals. This linkage provides an efficient system for the distribution of people, goods, information, and services to regional, national, and international markets. Finally, movement between centers is necessary to maintain inter-center business activities. This movement is reduced in importance if each center is effectively linked to its suburbs and population and employment are balanced.

Different modes are needed depending on whether people, goods, information, or services are being moved. These modes include both vehicles and conveyers, such as walkways, pipelines, and cables. Modes of conveyance may be interchangeable, or in some instances, replace one another. For example, information transported by people in vehicles is being replaced by cables transmitting telecommunications. Additionally, certain modes may be appropriate to more than one level of transport. Express buses or other transit vehicles can provide internal transit incidental to express service. The following will describe the various way people, goods, information, and services will be moved in centers.

Not only must alternative transit choices be available for centers, but the cost impacts of those choices also must be considered. Economies of scale or size of certain centers may make various transit options more or less feasible. Future studies and modeling should make it possible to determine the most economically feasible transit available for centers based on expected population growth, planned land use densities, and the impacts associated with this future growth.

People

People move within centers as pedestrians or in vehicles. Pedestrian travel is generally limited to short distances and specific destinations or is part of a transfer to a vehicular mode. Pedestrian movement can be supplemented, particularly vertical movement, by elevators and escalators and, in special situations, in the horizontal direction by moving sidewalks.

Longer trips within and outside of the center require some form of mechanized transport. Vehicles for this purpose range from privately-owned and self-powered conveyances, such as bicycles, through publicly-owned buses or fixed-rail systems. Private carpools and vanpools owned by companies or quasi-public agencies are increasingly used and suggest the variety of ways transportation needs can be met in an urban center. While airplanes require special areas large enough to permit landings, heliports are becoming common elements of high-rise buildings in urban centers.

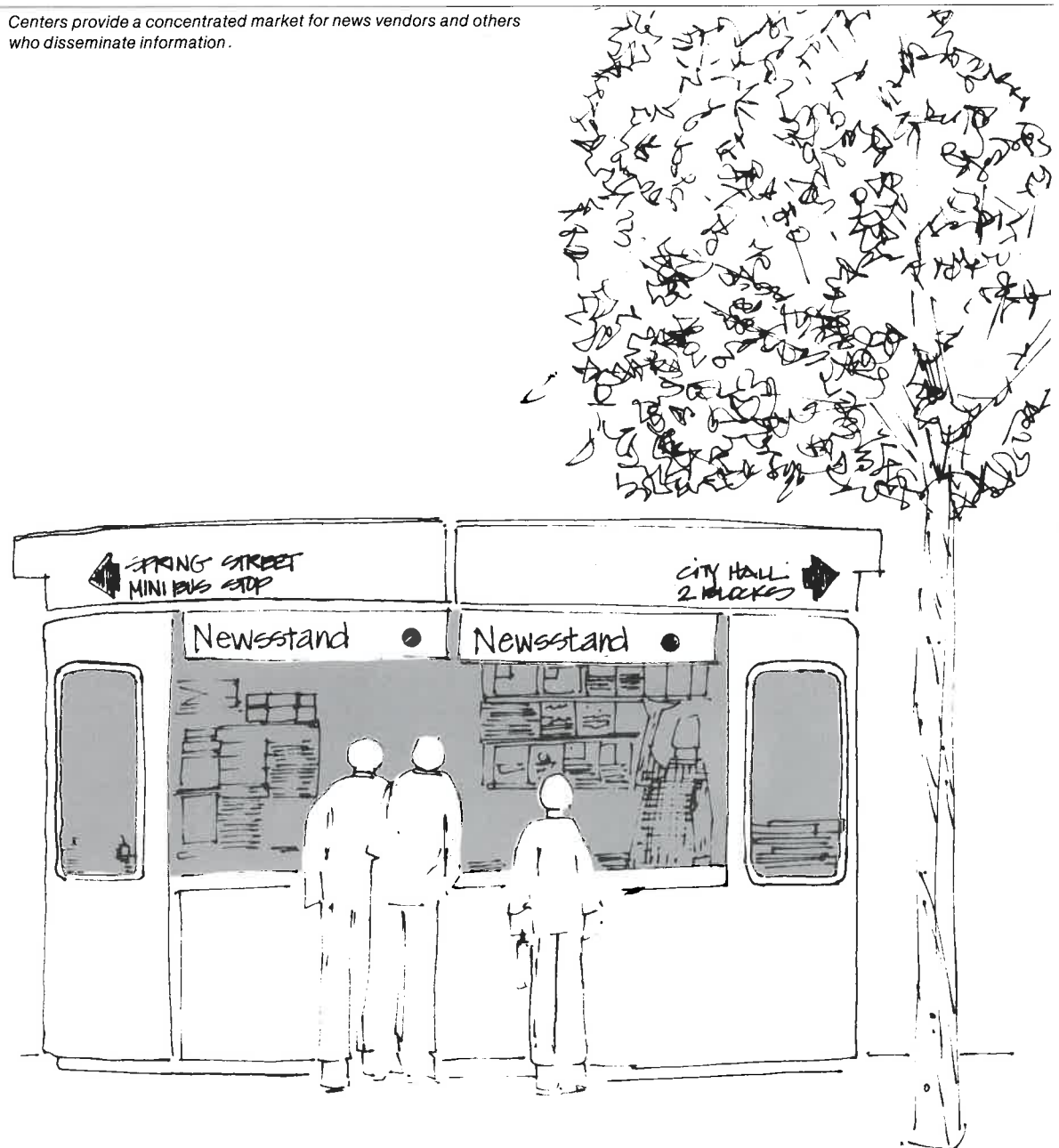
Information

Information is disseminated by a number of media, including telephone, broadcast and cable television, periodicals, newspapers, and computers.

Because of their high concentration of people and centralized location, centers serve ideally as efficient centralized linkage points to hinterlands for telecommunication systems. There will be a growing trend for employees whose jobs relate to some type of information processing to come to various local centers throughout the city to work at computer terminals set up by their employers.

Computers have the potential to substitute for certain physical movement and reduce the overall need for commuting. Some workers may only come to work in centers a few days a week, but the human need for social contact and managerial requirements will preclude large numbers of workers from doing all their business at home with a computer. Many centers already contain the distribution stations for telephone and television cables.

Centers provide a concentrated market for news vendors and others who disseminate information.



These information sources are compatible with computer terminals which continue to grow in popularity and sophistication. Dissemination of information from centers will be more efficient because of economies of scale. Additionally, special centers publications will develop within centers.

Goods

Retailers serve as exchange points between wholesalers and consumers within centers. Goods generally move about centers by people using the various modes described above. Moving large durable goods may require special assistance to the consumer by retailers.

Consumers use private vehicles or public transit to transport goods to their homes from centers to the suburbs. As within centers, retailers may assist customers by delivering large purchases or special orders. Transporting goods to centers from major distribution points is generally done by distributors and wholesalers. These deliveries of large quantities of goods require semi-trailers or in some instances a rail siding. Movement of goods directly between centers will be limited because the primary movement will be from select distribution points to centers or within centers.

Services

Services refers to the basic public utilities, including fresh water, electricity and natural gas. These systems generally are located below grade or in structures. In centers, these utilities reach the individual users from main distribution lines via a network of progressively smaller branch lines.

Other public utilities remove waste from centers particularly sewage, storm runoff, and trash. These must be collected, brought to a central location, then transported to disposal facilities.

The expanded use of solar energy, recycling, and co-generation in centers will reduce the need for extensive import and export systems for utilities. Centers being areas of high intensity land use, permit the construction of larger, more efficient utility lines and reduce the number of smaller branch lines needed to serve scattered or low-intensity developments.

Community Center - Movement

The intimate scale of community centers will encourage considerable pedestrian traffic. This type of movement typically will focus on a central plaza or mall with easy access from parking areas, transit stops, and adjacent multi-family housing units. Thus, once a pedestrian has arrived in the community center he or she usually will have no need to be transported to any other part of the center.

Public transit will serve the areas surrounding the community center, although many people will still drive to parking areas located in common lots on the edge of the commercial core. Efforts to limit or reduce on-street parking will occur. Transit facilities also will strengthen interconnections between a particular community center and other centers, especially proximate primary and intermediate centers.

The community center will serve as a distribution point for information and services. Special emphasis will be given to information and services unique to the needs of the surrounding neighborhood.

Intermediate Centers - Movement

The intermediate center will be oriented more to the automobile than will community or primary centers. The area covered by an intermediate center probably will be too large to have convenient access to all activities by walking. However, there would be little justification for developing expensive internal transit systems because walking distances and land use intensity will not be sufficient. In most cases people who do not wish to walk long distances or struggle with packages will often find it convenient to move their vehicles from one parking area to another within the center. In the core area, parking will be restricted to common parking structures. On-street parking will be the exception, not the rule, for new development. Portions of the center will, however, be oriented to pedestrians. A pedestrian mall area should be conveniently located and include a transit node linking the center with its surrounding suburban areas and by express transit with the adjacent primary centers.

The intermediate center will serve as a major distribution point for information and services. Communication systems, such as cable television, will provide linkages with suburbs and other centers. Parking for private automobiles in major new developments will be restricted to common parking structures and lots. In a few cases, mini-bus systems or private subscription bus systems eventually will be in operation. Parking limits will restrict, and might eventually eliminate, on-street parking. Small multiple-story parking garages will exist to save space for other developments. Efficient and periodic bus service will bring people into centers and link other surrounding centers as density increases make this more practical. A public transit station will be located in some intermediate centers. Carpooling/vanpooling will become more popular, but auto travel will remain the major form of transportation to the center.

Construction of public utilities will be phased to center infrastructure capacity and developed through public/private cooperation on appropriate timing. Communication systems, such as cable television, will provide linkages with suburbs and other centers.

A growing private/public sector cooperation will help implement jointly agreed to recommendations, such as peripheral parking structures, internal centers transit systems, and coordinated parking management proposals, including joint residential-commercial sharing of parking between day and night users of each.

Primary Centers - Movement

Primary centers eventually will have highly integrated transportation systems. In some of the larger primary centers, pedestrians and goods will eventually move about auto-restricted core areas containing public transit stops, with pedestrian malls linking open spaces between buildings. Pedestrian traffic within the core of the center will increase as service levels of public transit increase. Wherever feasible in the core of centers, above ground pedestrian bridges in some major new developments will eventually cross over major and secondary highways to roof top gardens and plazas. A transit system will link key centers in the central area of the city. Public transit stations will exist in a number of primary centers. Many more workers will come by carpool, vanpool, and subscription bus to avoid driving to congested centers. Private employers will be encouraged by incentives to provide these alternatives to single-driver autos.

In time, internal transit will limit the need to use private vehicles within primary centers. Utilizing such systems within primary centers will be more efficient and much more convenient than moving a car between parking spaces within a center. Such transit utilization will considerably enhance mobility within centers. For example, mini-buses bringing people into and out of the surrounding suburban areas and an express transit system linking centers with the harbor, airport, and other appropriate centers would all converge at the future transit node in the core. Because of high land costs in certain centers, some future parking requirements will be met by private/joint development of parking garages. These structures may be located off-site or at the periphery of core areas of centers, thereby reducing auto traffic within the center. This change would occur at such time as an internal transit system became available to move people within centers. On-street parking will eventually be eliminated from the entire center to be replaced by off-street parking. New developments will have parking lots or garages.

Movement of goods would be facilitated in auto-free zones by permitting trucks and other vehicles in malls during early morning hours. Public utilities all will be underground, with increases in development tied to available service capacity. Information and communication systems will be readily available in primary centers.

Each center's appropriate activities and characteristics for the function of movement are described by the chart that follows.

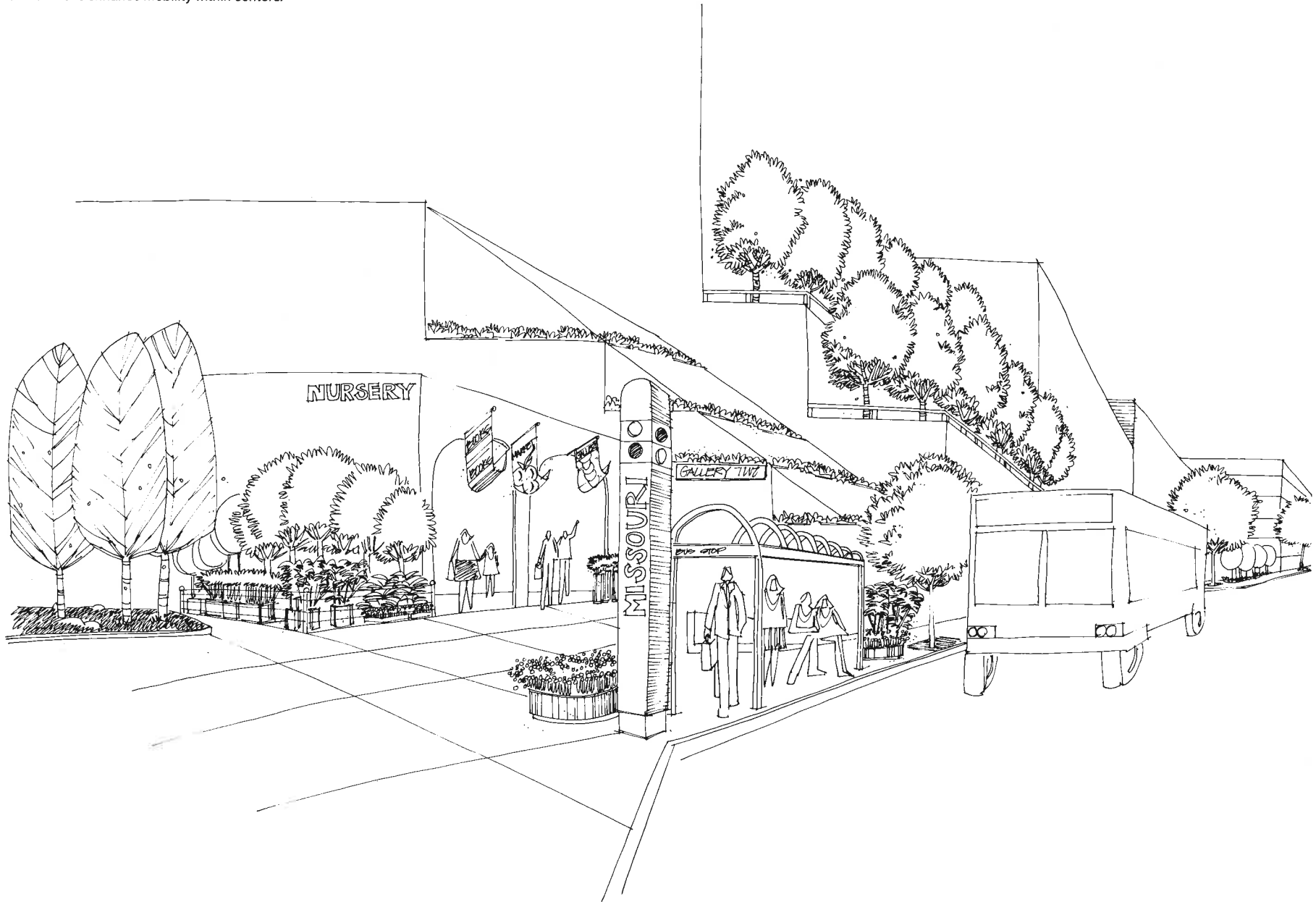


CHART 3 - MOVEMENT CHARACTERISTICS OF EACH CENTER

FUNCTION: OPTIMIZING MOVEMENT OF PEOPLE, INFORMATION, GOODS AND SERVICES

ACTIVITY: CENTRALIZE MOVEMENT OF GOODS AND SERVICES (i.e., public and private transporting, driving, parking, walking, biking, communicating, distributing, shipping and receiving, mail ordering, waste disposing, flying, etc.).

ACTIVITY: CENTRALIZE FUNCTIONS AND LAND USES (i.e., disseminating services and information, storage of goods, storage and maintenance of vehicles).

	TYPE OF CENTER				TYPE OF CENTER			
	COMMU- NITY	INTER- MEDIATE	PRI- MARY		COMMU- NITY	INTER- MEDIATE	PRI- MARY	
40	Characteristics:			Characteristics:				
	Focal Point for Hinterland	X	X	X	Mixed Land Uses	X	X	X
	Focal Point for Inter Center Transit Modes		X	X	Diversity of Goods	Local Orientation	Some	Extensive
	Proximity/Accessibility to Freeways		X	X	Services	Local Orientation	Some	Extensive
	At Major Intersections	X	X	X	Storage and Maintenance Facilities for Transit	Local Orientation	Some	Extensive
	Serviceable by Major Freight Carriers		X	X	Space Intensive Uses		X	X
	Separation of Transportation Modes			X	Concentration of Associated Activities		X	X
	Location of Heliport			X	Information Distribution	X	X	X
	Secondary Break-in-Bulk Point		X	X	Facilities			
	Auto Free Area (Core)	X	X	X	Libraries	X	X	X
	Off-street Parking	X	X	X	Book Mobiles	X	X	
	On-street Parking	X	X		Book Stores		X	X
	Major Transit Stop		X	X	Newstands	X	X	X
	Mixed Transit Modes	Few	Some	Variety	Information Kiosk	X	X	X
					Telecommunications Center	X	X	X

Promoting Social Interaction



Promoting Social Interaction

Social interaction is a key concept in understanding centers. Without an active social component, centers would be little more than assemblages of buildings. Clearly, one of the goals in establishing centers is to create a richer environment for human contact and experiences. More personal contact facilitated by the concentration of activities in centers will enhance positive social interaction, thereby reducing alienation. In addition, opportunities for social contact are made easier by the concentration of various activities in centers. A significant number of new social interaction activities will occur in mixed use structures. Large numbers of people of diverse background will shop, work, and live in centers, thus providing better opportunities for meeting and relating with each other. This mixture will provide a much more cosmopolitan atmosphere than will the less heterogeneous non-center areas. Examples of social interaction would be: active recreation, outdoor dining, people-watching, performing arts, films, exhibitions, public or civic group meetings, and political events. How many and how often these activities take place will help to define various types of centers.

When the variety of personal contacts in a place reaches a certain level, an important social phenomenon occurs. A real sense of "special attraction" is created. A place comes alive because of the numerous and diverse individuals interacting with each other, all combined with a great variety of activities and events. Not only must there be an adequate number of attractions but also a correct balance of drinking and dining, entertainment, recreation, and shops in an attractive environmental setting. The vitality of this mix then becomes obvious to everyone. It is this atmosphere of excitement, wonder, enthusiasm, surprise, and vitality that will make centers stand out as unique in the urban fabric.

While activities in a center would be independently organized, some form of cooperation in the scheduling of events will ultimately evolve. This coordination of activities, programs, and events would considerably enhance the livability of centers. A center newsletter or weekly listing of events might be published to inform those who live and/or work in a center of upcoming happenings.

Various social activities can be expected to occur indoors at primary centers. These locations will occur in hotels, restaurants, clubs, and private or public meeting rooms. Mixed use projects also will provide facilities for groups and individuals to meet.

Recreation and open space areas where people interact will be provided increasingly by the private sector to substitute for the traditional public park. Recreational and open space provided by the private sector will be included in mixed use and other types of large projects.

Community Centers - Social Interaction

There will be a variety of activities for entertainment and cultural affairs available in the community center. An example of social interaction for this level center would be a sidewalk art show. This could be followed by a "Health Day" demonstration put on by local doctors. Activities and events will take place periodically throughout the day and night at scheduled times rather than on an on-going basis. A certain diversity of people will come to the community center in spite of its relatively smaller size and service radius. Specialized local needs and interests will be served with a moderate emphasis on area-wide or city interests. At least one small outdoor/indoor location will typically exist for events and meeting people. Expanded privately-developed public recreation will be encouraged in major new developments.

Intermediate Center - Social Interaction

The same types of events for people to enjoy or experience that are found in community centers also will exist in intermediate centers. The difference will be the degree of variety. A film festival would typify social interaction in an intermediate center. Several other movies would also be available, along with several restaurants open late at night to serve the movie customers. Intermediate centers will offer more specialized choices than community centers and there will still be a variety of cultural and entertainment options. There may be a few social activities to choose from at the same time. The nature or flavor of the social activities will reflect a broad area-wide interest. One or more outdoor/indoor areas will exist for social gatherings and serve as focal points for public programs or events. Small public or private parks may be built as needed. Private developments will be encouraged to provide public recreational activities.



Privately provided public open space.

Primary Centers - Social Interaction

Primary centers will offer more opportunities than other types of centers for people to learn, be entertained, relax, and exchange ideas and opinions. Primary centers will have the most varied activities, which will be available almost around the clock. Numerous events will be available simultaneously from which to choose. Varied groups of people will be attracted to primary centers to share in the numerous social and cultural affairs. Outdoor dining and musical or theatrical entertainment open late at night will induce people to use the center for the maximum amount of time. This variety of people and social activities will give the primary center a cosmopolitan flavor. A large public or private indoor auditorium or stage will offer performances or meeting opportunities. An example of social interaction for a primary center might be a League of Women Voters state convention or a live entertainment

performance. Opportunities to see performances or meet other people will occur at outdoor plaza areas. At least one of these public areas will be at the core of the center. These focal points will substitute for traditional new



Street activity encouraged through day and evening hours with ground floor retail and mixed uses.



public parks. Private landscaped areas, which will be part of new development, will provide attractive sidewalk green areas. Major new

developments will include public recreational activities within them.

The following chart indicates the appropriate type of social activities and characteristics for each type of center. The summary indicates the variety of activities that are available, their frequency and location.

CHART 4 - SOCIAL CHARACTERISTICS OF EACH CENTER

FUNCTION: PROMOTING SOCIAL INTERACTION

ACTIVITY: ACTIVE RECREATION i.e., sports, such as basketball, raquetball, bowling, skating (ice and roller), tennis, swimming, gymnastics, jogging, and weight training.

Characteristics:	TYPE OF CENTER		
	COMMU- NITY	INTER- MEDIATE	PRI- MARY
Can be done indoors		Some	Variety
Space intensive	Few	Some	Most
Intensive use of sites		X	X
Intensive use of facilities			X
Multiple use of sites			X
Multiple use of facilities	X	X	X
Series of small sites		X	X
Suitable for mixed-use building	X	X	X
Possible location in high-rise building			X
Accessibility to all age groups	X	X	X
Responsibility for providing facilities	Public	Public	Pri- vate/ Public
ACTIVITY: ACTIVE RECREATION such as people watching, promenading, reposing, dining, and sitting.			
Private contribution to public facilities		X	X
Recreation targeted to local needs	X	X	X
Area of high activity level		X	X
Occurs in public places such as plazas, squares, malls	X	X	X

Characteristics:	TYPE OF CENTER		
	COMMU- NITY	INTER- MEDIATE	PRI- MARY
Open visible areas	X	X	X
Secluded private areas			X
Channelized flow of pedestrians	X	X	X
Outdoors	X	X	X
Indoors			X
Places to sit; benches and ledges	X	X	X
Street vending; food, crafts, and newspapers located in or near the core of the center	X	X	X
ACTIVITY: ENTERTAINMENT, including dining; participatory dancing; supper clubs and night clubs; performing arts such as dance, theater, symphony, and films.			
Diversity of entertainments simultaneously available		Some	X
sequentially available		X	X
Price range of entertainments	Mod- erate	Mod- erate	Wide
Clustered-located within walking distance of related activities (eating, etc.)	Maybe	Maybe	Yes
Availability			
Nighttime	Some	Some	X
Daytime	X	X	X
Weekends	X	X	X
Located in or close to core of center	X	X	X
Tailored to tastes of local audience	X	X	
ACTIVITY: CULTURAL EVENTS, such as museums, galleries, exhibits, or performing arts.			

Characteristics:	TYPE OF CENTER		
	COMMU- NITY	INTER- MEDIATE	PRI- MARY
Variety	Limited	Some	Wide
Frequency of Occurrence			
Regularly			X
Periodically		X	
Occasionally	X		
Accessible			
Evenings and nights		X	X
Weekends	X	X	X
All week - daily			X
Location			
Outdoors	X	X	X
Multi-purpose structure	X	X	X
Focus			
Regional audience			X
City-wide audience		X	X
Local community	X	X	X
ACTIVITY: INFORMATION AND PUBLIC FORUM, including conventions, festivals, public meetings, political meetings, civic groups, rallies, etc.			
Multiple use of facilities	X	X	X
Mixed-use buildings	X	X	X
Located in or near core of Center	X	X	X
Degree of variety	Local	Some	Great
Formal - scheduled, advertised	X	X	X
Informal - spontaneous	X	X	X
Outdoors - parks, plazas, amphitheaters	X	X	X
Frequency of occurrence			
Regularly			X
Periodically		X	
Occasionally	X		
Accessibility/Availability			
Evenings/Nights	X	X	X
Weekends	X	X	X
All week			X

Providing
Personal Development
Opportunities



Providing Personal Development Opportunities

There is a growing interest by many people in self-improvement and personal development. Many people want to explore personal interests to their maximum potential by improving their education, health, particular knowledge or skill, expanding personal awareness, and gaining spiritual or religious understanding. Personal development is closely tied to the social interaction function. As more people come to the centers for various social activities, additional learning opportunities can be offered to match the expanded variety of interests people will have. The cosmopolitan atmosphere of some centers will be enriched by the increased ethnic diversity of the city population. This diversity of residents will enrich personal development opportunities and expand the need for new classes and training opportunities to meet diverse requirements. Some of this interest will be a result of extra leisure time and the growing affluence of individuals interested in these activities. In other cases, career training, advancement, or job changes create a need for personal change and development. These social services are usually provided in central locations. Centers are the natural place to offer most of these personal development opportunities because of the large number of people who come to centers on a daily basis. Various centers will offer a variety of

opportunities to expand an individual's interest and potential, with courses and meetings occurring each day and night of the week. The time of day that events are offered, the type of specialty offered, and the distance people are willing to travel to each center for personal development opportunities will be the major distinguishing features among centers.

Community Center - Personal Development

The community center will tend to offer the most general types of personal development programs, but may also reflect a very localized community interest. Programs could include a square dance class, baby delivery training, or weight reduction counseling. Specialty interests may be English as a second language, health care, or cooking. These programs would be offered on a regular basis throughout a typical week, but less often than available in larger centers. The programs would tend to draw interested individuals from the immediate surrounding area. Community centers will offer opportunities for personal development scheduled as single events, rather than as parts of an ongoing series of programs.

Intermediate Center - Personal Development

The intermediate center will differ from the smaller center in the number and frequency of personal development activities that typically would be offered during the week. Day and night programs in an intermediate center would be offered most days of the week, with a greater number of programs and wider degree of specialization being offered than in community centers. Some examples of personal development programs might be mediation class, a first aid course, or a lecture series on foreign travel. Participants in intermediate center personal development activities would most likely come from a fairly large area. Personal development programs scheduled in intermediate centers will be offered on an intermittent basis.

Primary Centers - Personal Development

Primary centers will offer an extremely wide choice of personal development activities during the daytime and evening hours throughout the week. Unique and specialized programs, besides events of very broad interest, would probably be available during the evening. Many of these choices would be offered simultaneously providing a great number and diversity of choices.

Examples of personal development activities include university extension programs, modern dance classes, investment counseling, or exercise programs at a major health club. The audience for primary center programs would come from large surrounding regions, drawn by the uniqueness or high quality of the activities being offered. Programs for personal development will be on a continuing basis.

Chart 5, below, provides an illustration of the relationship and functioning of the characteristics of various personal development activities to each type of center.

CHART 5 - PERSONAL DEVELOPMENT CHARACTERISTICS OF EACH CENTER

FUNCTION: PROVIDING OPPORTUNITIES FOR PERSONAL DEVELOPMENT

ACTIVITY: LEARNING AND TRAINING, such as formal education, vocational education, professional training, continuing education, seminars, and workshops.

Characteristics:	TYPE OF CENTER			Characteristics:	TYPE OF CENTER		
	COMMU-NITY	INTER-MEDIATE	PRI-MARY		COMMU-NITY	INTER-MEDIATE	PRI-MARY
Diversity	Little	Some	Great	Variety	Limited	Lesser	Wide
Variety	Limited	Some	Wide	Specialized Services	Local	Some	Variety
Public	X	X	X	Public	X	X	X
Private	X	X	X	Private	X	X	X
Frequency	Single Event	Regu-larly	Con-tinuing	Availability			
				Daily	X	X	X
Specialized Services	Local	Some	Variety	Nights	X	X	X
Local Interest	Limited	Some	X	Weekends	X	X	X
Availability							
Nights	X	X	X				
Days	X	X	X				
Weekends	X	X	X				

FUNCTION: PROVIDING OPPORTUNITIES FOR PERSONAL DEVELOPMENT

ACTIVITY: EXPLORING LIFESTYLES

Activities	Local	Some	Variety
Experiences	Few	Some	Variety
Diversity	Narrow	Lesser	Great
Availability	Some	Regu-larly	Con-tinuing

FUNCTION: PROVIDING OPPORTUNITIES FOR PERSONAL DEVELOPMENT

ACTIVITY: REFLECTING/SPIRITUAL EXPERIENCES

Variety		Some	X
Availability	X	X	X
Conventional Appeal	X	X	X

Improving
Environmental Quality



Improving Environmental Quality

The increased development of urban centers plays a very important role in improving environmental quality in the city. Channeling growth into centers will conserve remaining undeveloped pockets of open space in non-center areas. The pressure for growth in hillside areas, which is costly to service by government and drastically alters the natural terrain, can be reduced if new development is channeled into centers. Private open space can be preserved and made available for potential public management. By providing desirable alternatives to residing in distant or scattered low-density suburbs, development in centers reduces vehicle miles traveled in commuting and, thus, helps improve air quality. Centers will be designed to protect the architectural integrity of historically significant buildings and landmarks. Concentrating development in centers will increase the feasibility of preserving these buildings. The energy saving and air quality benefits of public transit are more easily achieved with new growth in centers than with continued low-density scattered development. The provision of utilities (electricity, gas, water, and drainage) is more efficient in the high-density circumstances of centers than at the low densities of scattered suburban

development. Environmental opportunities can lead to increased self-sufficiency for food production. Roof top gardens or hydroponic growing areas can be designed into some new developments. Future open space requirements can be met with agricultural uses, such as orchards, where feasible. Roof top or street level public plazas will be part of most major new developments. Beside these general advantages, particular centers may offer special environmental benefits.

Community Center - Environmental Improvement

Community centers will offer a strong environmental advantage compared to typical strip commercial and low-density development. Because community centers will be found throughout the city in greater numbers than intermediate or primary centers, the total environmental benefits of community centers will be substantial. As improved transit links community centers to the areas surrounding them and to other larger centers, the environmental advantages of this type of center will increase.

Recycling opportunities will be created in some community centers. Some type of earth berm construction to minimize exterior surfaces of new buildings could be utilized for smaller projects. Higher densities will reduce per capita energy consumption compared to non-centers areas.

Intermediate Center - Environmental Improvement

The intermediate center will offer environmental advantages similar to those of the community center, but on a larger scale. A larger percentage of people may take public transit to intermediate centers than smaller centers. A particular advantage of the intermediate center is that more energy conservation will be possible because three- and four-story buildings, typical of many medium-size centers, require less energy to construct per square foot than single-family detached units. Moreover, they are less expensive to heat and cool. Some limited opportunities for energy co-generation may also occur. Recycling centers can be developed. Solar applications and protection of solar rights would apply in intermediate centers. Solar orientation of buildings will be an important consideration. New solar performance standards will ensure minimum impacts on adjacent properties from new development.

Primary Centers - Environmental Improvement

Primary centers will concentrate the most growth within an urban area and will be linked with the highest level of available public transit. The percentage of people driving to primary centers will be the lowest of the three types of centers. Given the large size of new buildings that will go into primary centers, solar energy units could be more cost-effectively installed than on smaller buildings. Other types of passive energy saving features, such as building glazing to conserve energy, are likely to be utilized because of the economies of scale of larger buildings. Solar rights protection and the reduction of exposed walls will be very important because of the height and bulk impacts of new development. Solar orientation of buildings will become an important consideration in new construction. Co-generation will become practical owing to the large scale of development possible in primary centers. Recycling centers will be established.

The specific types of environmental activities and characteristics appropriate for each center are described in the next chart. Contained in the chart is information on open space, plazas, energy, pollution and transit.

CHART 6 - ENVIRONMENTAL CHARACTERISTICS OF EACH CENTER

FUNCTION: IMPROVING ENVIRONMENTAL QUALITY

ACTIVITY: CONSERVING LAND RESOURCES (providing open space and/or preserving open space and other non-urban land, protecting habitats and wildlife).

Characteristics:	TYPE OF CENTER		
	COMMU-NITY	INTER-MEDIATE	PRI-MARY
Multiple Units	X	X	X
Channelized Growth	X	X	X
Parks and Plazas	X	X	X
Mixed Use Buildings	X	X	X
Combined Commercial and Residential Parking		X	X
Parking structures		X	X
Concentrated Development	X	X	X
ACTIVITY: PRESERVING THE BUILT ENVIRONMENT (preserving historic sites and structures, protecting natural and scenic areas).			
Channelized Growth Preserved Historical Sites and Structures	X	X	X
Preserved Cultural Sites and Structures	X	X	X
Parks	X	X	X
Plazas	X	X	X
ACTIVITY: CONSERVING ENERGY (i.e., reducing energy loss, minimizing energy needs).			
Energy Efficient Units	X	X	X
Multiple Units	X	X	X
Self-Contained Units			X
Energy Consumption Performance Standards			X
Waste Generation Standards			X
Bio-Mass Cogeneration			X
Transportation Improvements			
Buses	X	X	X
Carpools	X	X	X
Van Pools		X	X

Characteristics:	TYPE OF CENTER		
	COMMU-NITY	INTER-MEDIATE	PRI-MARY
Bikeways	X	X	X
Pedestrian Ways	X	X	X
Jitney Service			X
Auto Free Zone*			X
Rapid Transit		X	X
Telecommunication	X	X	X
* All center core areas will be auto free.			

ACTIVITY: MINIMIZE POLLUTION (i.e., reduce emissions from stationary sources and reduce emissions from mobile sources).

More Efficient Transportation

Rapid Transit		X	X
Buses	X	X	X
Carpools	X	X	X
Van Pools		X	X
Jitneys			X
Bike Ways	X	X	X
Pedestrian Ways			X
Telecommunication	X	X	X
Auto Free Zone*			X
Reduced Travel Distance	X	X	X
Channelized Growth into Centers	X	X	X
Self-Contained Units	X	X	X
Mixed Use Development	X	X	X
Performance Standards for Waste Generation			X
Bio-Mass Cogeneration			X
Recycling of Waster	X	X	X

* Auto free zones in all center core areas.

Developing a Sense of Place



Developing a Sense of Place

Each of the three categories of centers has functions, activities, and characteristics that convey unique qualities and a particular sense of place. Each center will be perceived as different from other centers because of different physical and social distinctions. Sense of place is conveyed by landmarks; concentrations of particular building types, sizes, and uses; changes in topography; and specialized public spaces or area functions. Sense of place also can be defined in non-physical terms of social and sense perceptions.

Qualities of scale, color, materials, and architecture uniquely define an area and provide a sense of place. Improved quality of design for major new buildings in centers will help create a stronger sense of place. Close public/private sector cooperation in design review will make it possible to develop major buildings that offer more appealing urban design in centers. In addition to new buildings, special effort will be made to preserve historic buildings by incorporating them into the design of new projects. The physical appearance of different centers will be the clearest distinction of sense of place. Three different levels of sense of place should be evident.

First, a person viewing Los Angeles from a distance will be able to distinguish centers in the skyline. A whole series of centers will be easily

discernable in the low-density urban fabric characteristic of the city. The second perception is that of a person in a center who will have a definite feeling that he or she is in a location of higher density mixed uses that stands out from the surrounding lower density non-center areas. Third, each center will have unique qualities based on its inherent characteristics. Thus, persons not only will be able to see that they are in a center, but will be able to discern which specific center it is.

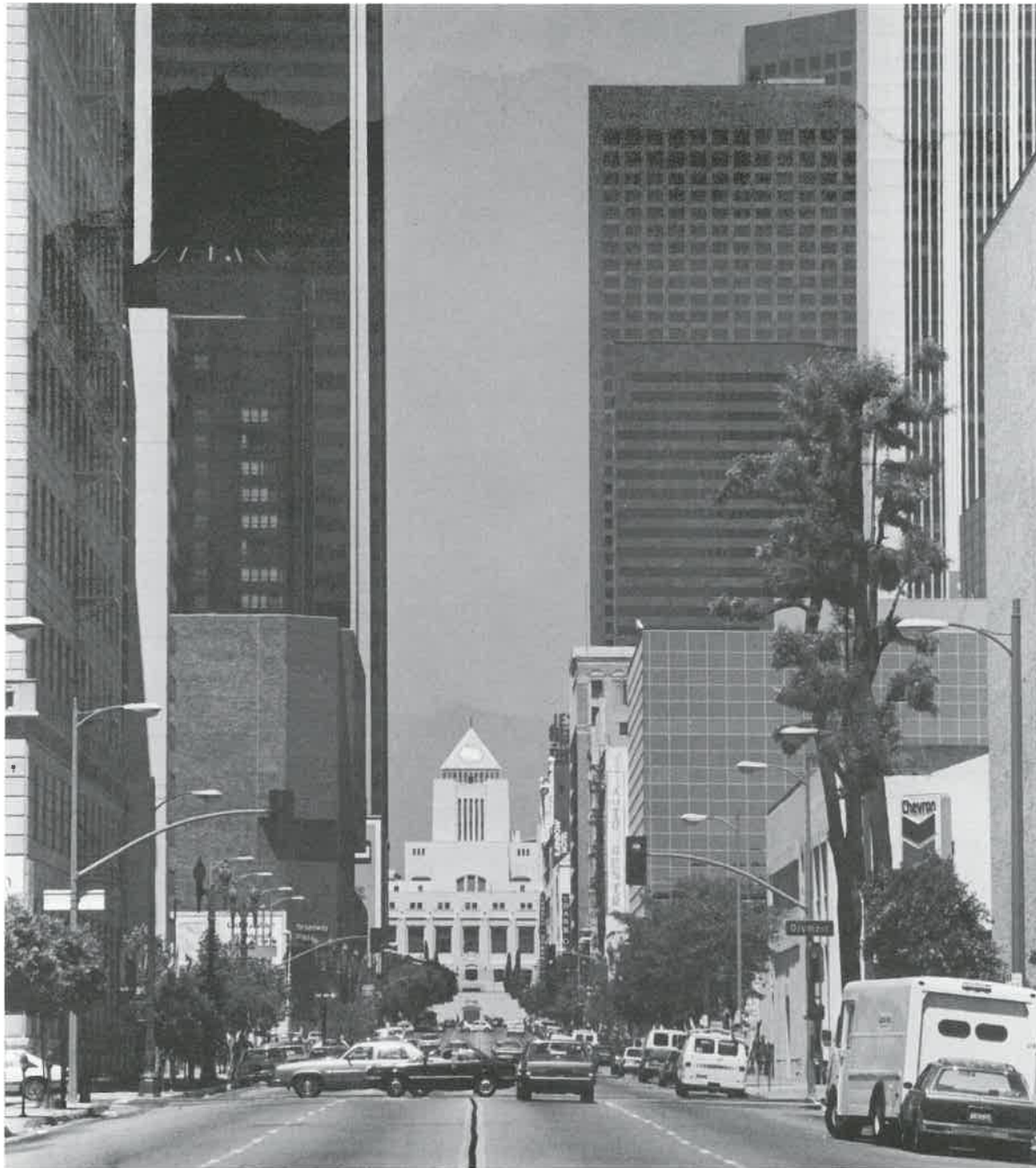
People who live, work, and shop in a center will give it a special flavor and feeling. Sense of place also is created as a product of the functions of social interaction and personal development. Activities that people enjoy together or individually, which are offered by a center, help generate a sense of place as much as the physical appearance of certain buildings and open space. The characteristics of people using the center add to the unique sense of place.

Non-visual sensory perceptions also convey sense of place. Such non-visible elements as smells, wind, light and shade, and building

material contribute olfactory, tactile, and other dimensions to particular locations and lend their qualities to the sense of place of such locations.

Community Center - Sense of Place

Community center sense of place is characterized by the concentration of low- to mid-rise structures and various urban design features. The lack of these design features in adjacent non-center areas will separate them from community centers. A few buildings of note will identify the center and reinforce its vertical dimensions. This vertical dimension will help distinguish the center from surrounding areas. A distinctive "small town" atmosphere also will prevail, reinforcing the overall focus of events at the local community level.



A view of downtown illustrating the uniqueness of a particular location.

Relatively small open space areas will provide a focal point. A pedestrian emphasis will prevail in centers because of the relatively small size and proximity of buildings. A variety of mall areas will enhance pedestrian activity.

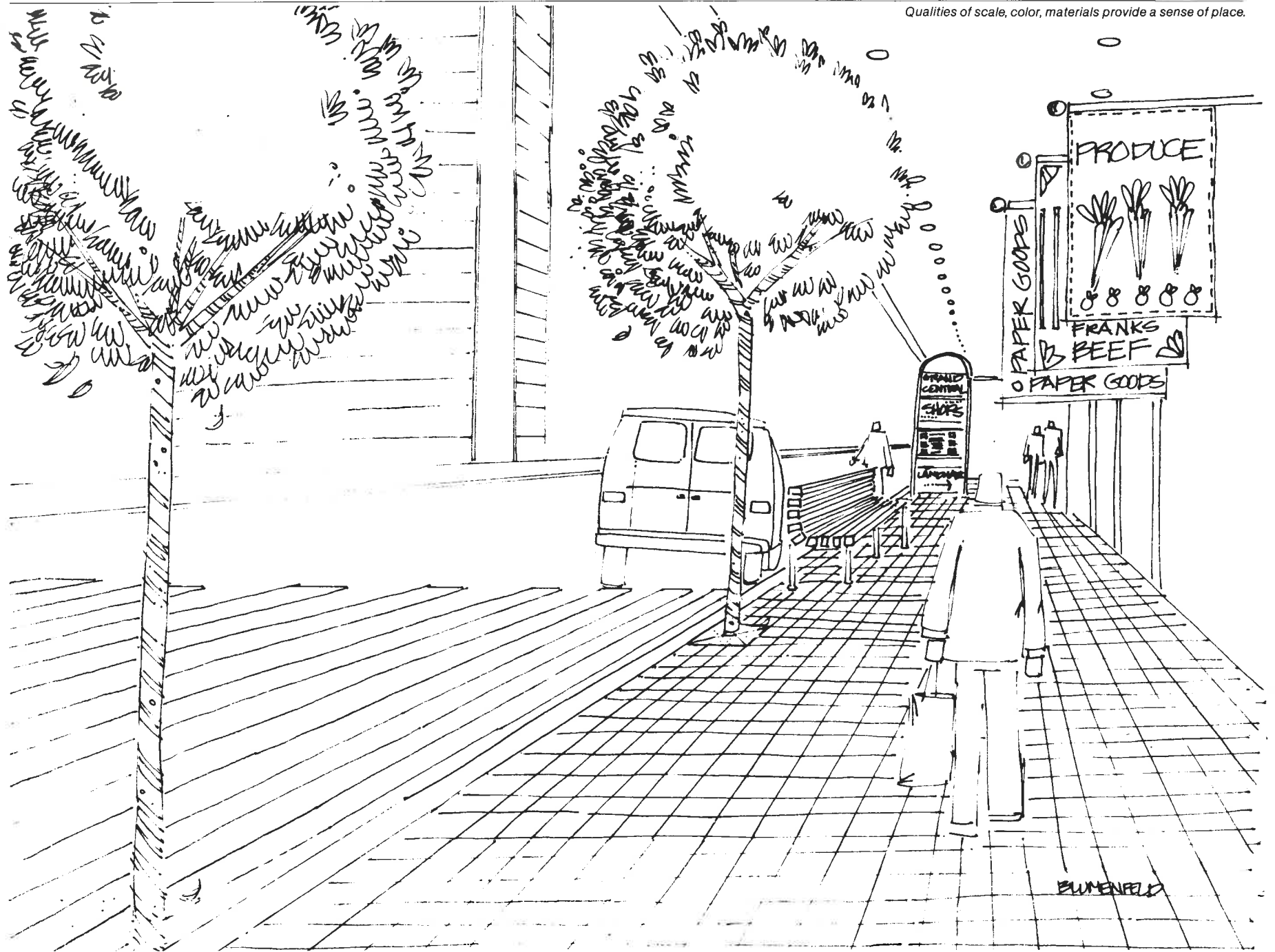
Intermediate Center - Sense of Place

Intermediate centers will be distinguished from the surrounding non-center areas by virtue of their higher density. The appearance and scale of these centers will separate them from surrounding non-centers areas, but not quite so sharply as with primary centers. The skyline of medium-rise buildings will be visible from a distance and will stand above the surrounding non-centers areas.

Intermediate centers will have a distinctive core area with mixed use buildings and an emphasis on pedestrian mobility. A minimum level of development for new projects will create a more evident vertical feel to the center. An open space area or plaza with a transit stop should characterize the core area. Appropriate design features will apply to new development in the intermediate centers to help give them a distinctive identity.

Primary Center - Sense of Place

Someone living and/or working in a primary center will readily perceive a distinctiveness in the concentration and height of buildings around them. The primary center would generally reveal intense vertical spaces, little open space, and a powerful scale distinct from intermediate and community centers. There will be intensities of





A distinctive small plaza providing a focal point for activities within a community center.

This core area will be the focal point for the entire center. A special public plaza or open space area with a transit stop should form the basis of the core. The core area will be exclusively for pedestrians. Overall density will gradually taper off from the core to the rest of the center.

To enhance the identity of the center, special design features will help create a feeling of being in a particular primary center. Street banners, street furniture, special landscaping, and centers "gateway" entrance and exit markers will all be used to lend identity to individual primary centers. Some primary centers may even develop an overall "theme" to reflect their unique characteristics (e.g., Chinese, art deco, Spanish mission, etc.). Other examples might include unified signage; coordinated store front designs; information

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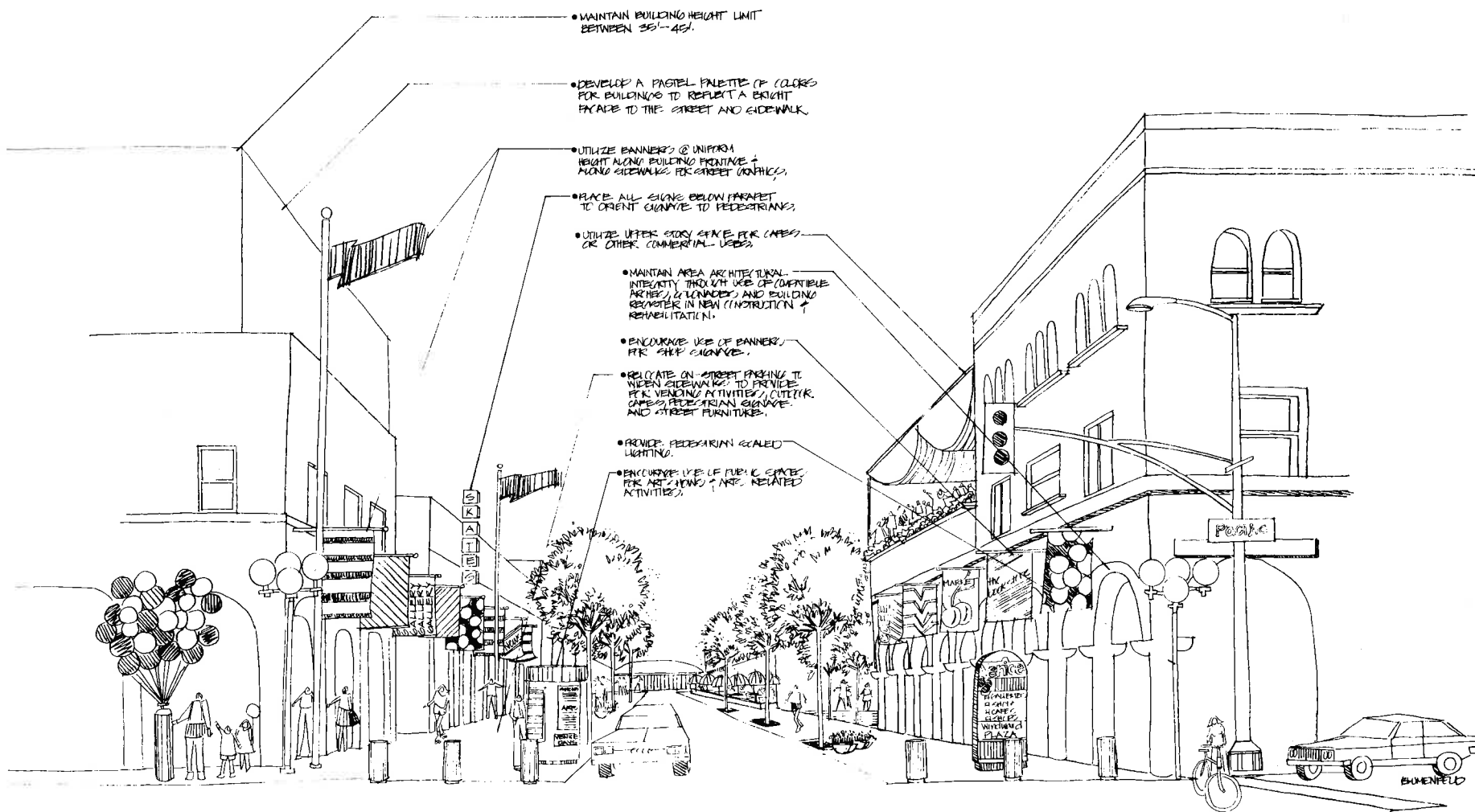
commercial and residential uses not apparent in intermediate and community centers. There will be a noticeable contrast between the surrounding, lower-density, non-center areas because of the relatively more intense development in the center because of minimum floor area ratios and building height regulations that would apply to all new development in primary centers. There will be a strongly identifiable feeling of being in a "place" having unique characteristics and the strong vertical emphasis of a primary center.

Primary centers will have at least one and perhaps several cores or nodes of intense development. One of those core areas will be a central core of the highest density permitted.

Primary centers will provide opportunities for a variety of activities.



Distinctive design features for the center will be emphasized to bring out the unique and inherent visual qualities of each community center.



kiosks; landscape features, such as waterfalls and pools; development of a common palette of colors and materials for new construction; outdoor dining opportunities coordinated with pedestrian traffic; and development of architectural design considerations for major new high-rise projects. Improved public/private sector cooperation will enable these design features to be added to centers to strengthen sense of place.

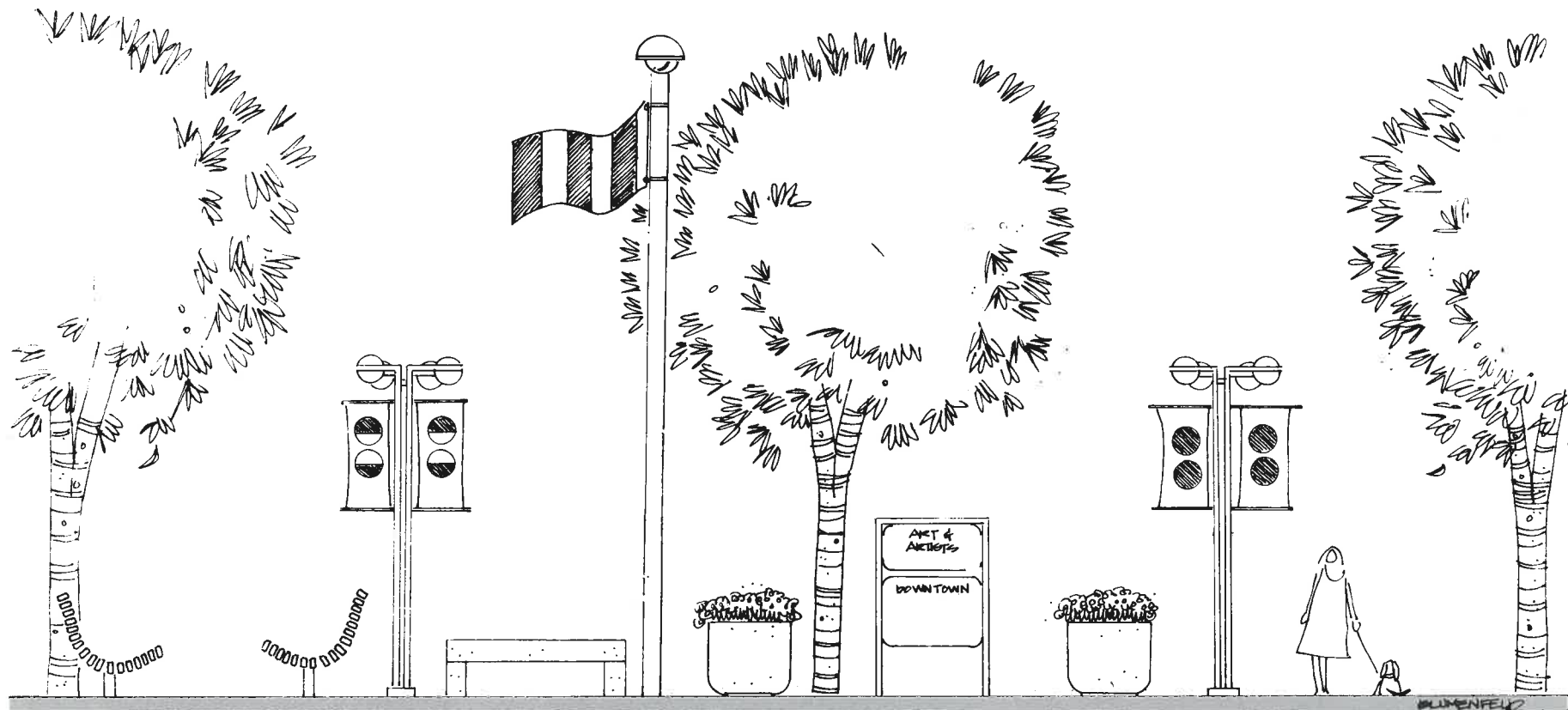
The following chart indicates the specific types of sense of place activities and characteristics appropriate for each center. The summary has information on urban design, building concentration, and form for each type of center.

CHART 7 - SENSE OF PLACE CHARACTERISTICS OF EACH CENTER

FUNCTION: PROVIDING A SENSE OF PLACE

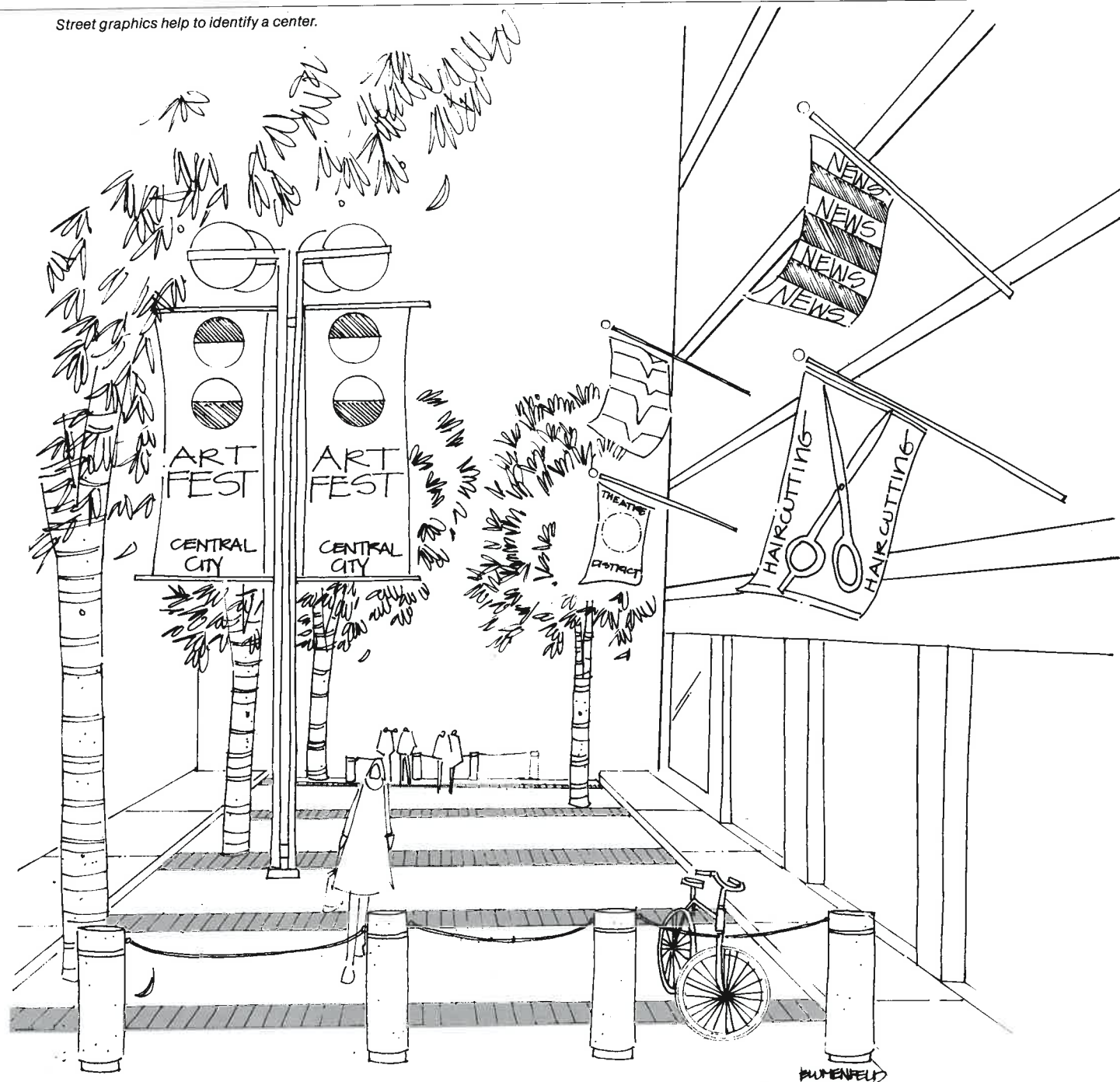
ACTIVITY: Perceiving the form of the city as a whole; being able to perceive your relationship to each center from outside of it; identifying which center you are in.

Characteristics:	TYPE OF CENTER			Characteristics:	TYPE OF CENTER		
	COMMU-NITY	INTER-MEDIATE	PRI-MARY		COMMU-NITY	INTER-MEDIATE	PRI-MARY
Points of Reference:				Concentration of Uses and Activities	X	X	X
Centers themselves			X	Unique (distinguishing) Features	X	X	X
Landmarks within a Center	X	X	X	i.e., Buildings, Skyline, Sculpture, Billboards, Signs			
Identifiable visual character	X	X	X				

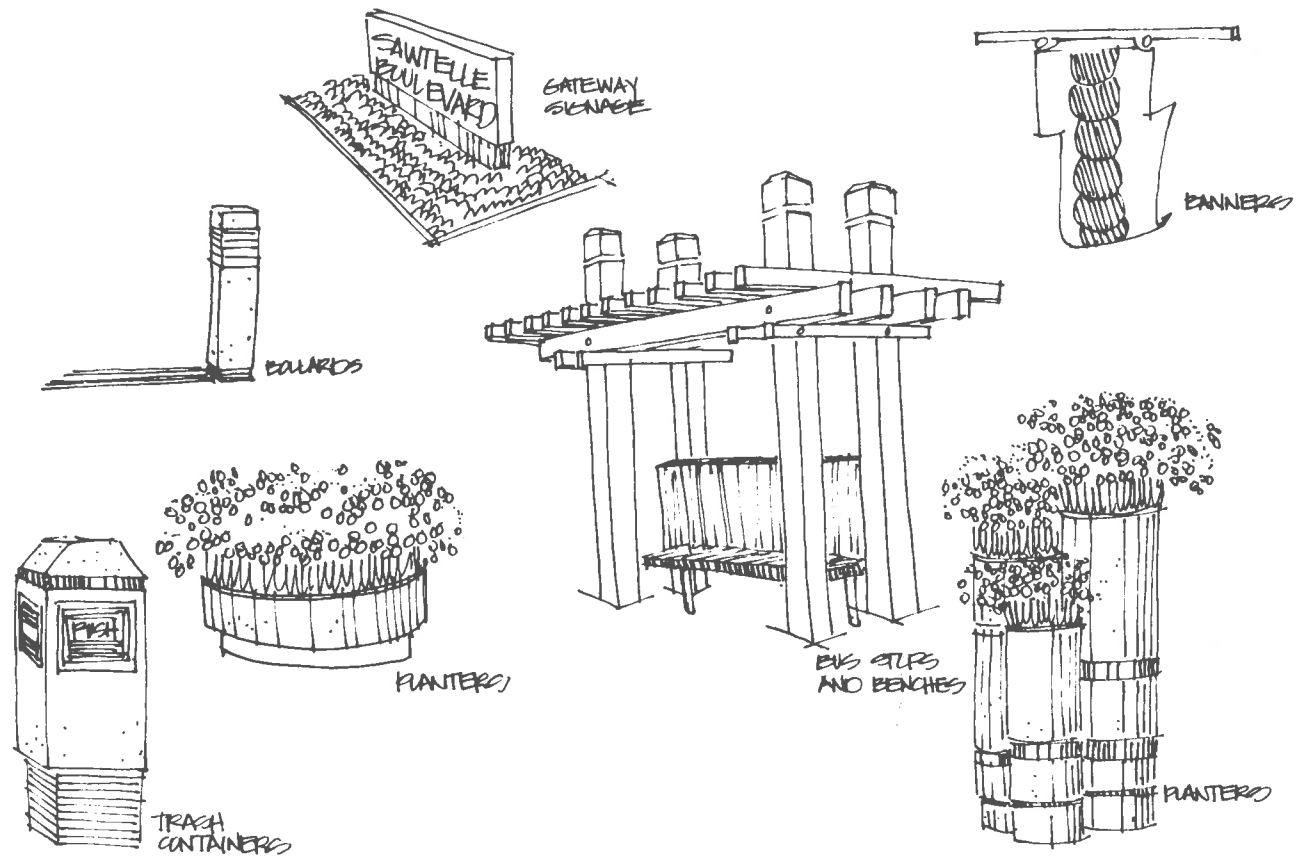


Street banners, street furniture, and distinctive public and private space design lend identity to the center.

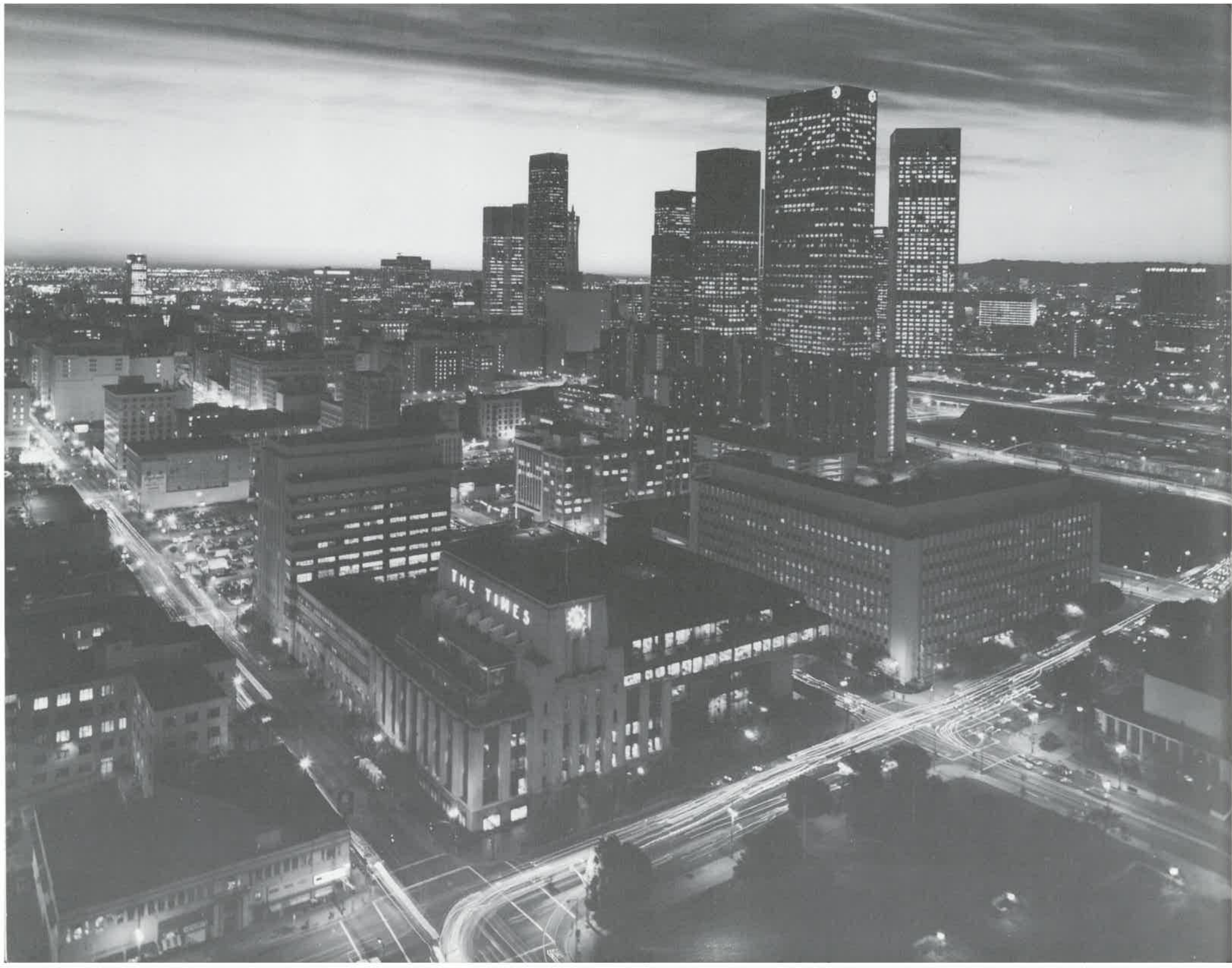
Street graphics help to identify a center.



CENTERS STREET FURNITURE POSSIBILITIES



Closing Statement



Closing Statement

The pressure of ongoing population growth and development will continue to adversely affect our quality of life unless we take action to change the status quo. The City Planning Department has the responsibility to protect and enhance our quality of life and it would be irresponsible for us not to develop effective safeguards. We realize that there will be some negative effects associated with any planning work that is proposed, but we believe that the advantages of implementing centers to help protect our quality of life far outweighs these concerns.

The City of Los Angeles has proceeded since the late 1960's in a reasonable and responsible way to meet the challenge of carefully planning for proper growth. The evaluation and selection of the centers alternative among the four choices of corridor, low density, and dispersed growth by the citizens of Los Angeles reflects the careful thought that merit into deciding how this city should develop in the future. The Centers Implementation Program is an effort to move this decision closer to reality.

The City Planning Department welcomes comments from all interested individuals and organizations.

The Centers Definition Report is a very important part of the Centers Implementation Program. The definition of various types of urban centers and their necessary seven functions is the basis by which to compare all "candidate" centers. A precise understanding of the seven functions, their characteristics, and the activities that exemplify each function makes it possible to identify what missing centers features are needed for each candidate center to become a complete center. The next report in this study will be the Centers Profiles. That document will contain a detailed qualitative and quantitative description of each candidate center based on the terms of this definition. This will permit a comparison to be made between existing

candidate centers and the ideal center defined in this report. Subsequent reports will utilize this comparison as the basis for recommendations of specific implementation mechanisms.

For more information, please contact:
Jon Perica, Frank Parrello, Murph Miller, or Terry Speth, Los Angeles City Planning Department, Room 504, City Hall, Los Angeles, CA 90012 or call 485-3864.

COMMUNITY CENTER

PRIMARY

Promote typical community center uses
 • Neighborhood theaters
 • Local branch banks

Promote typical primary center uses
 • Bank headquarters
 • Entertainment complexes

Encourage energy efficient design
 • Solar orientation & solar design
 • Earth berm construction

Provide plaza spaces

Preserve single family lifestyle outside centers

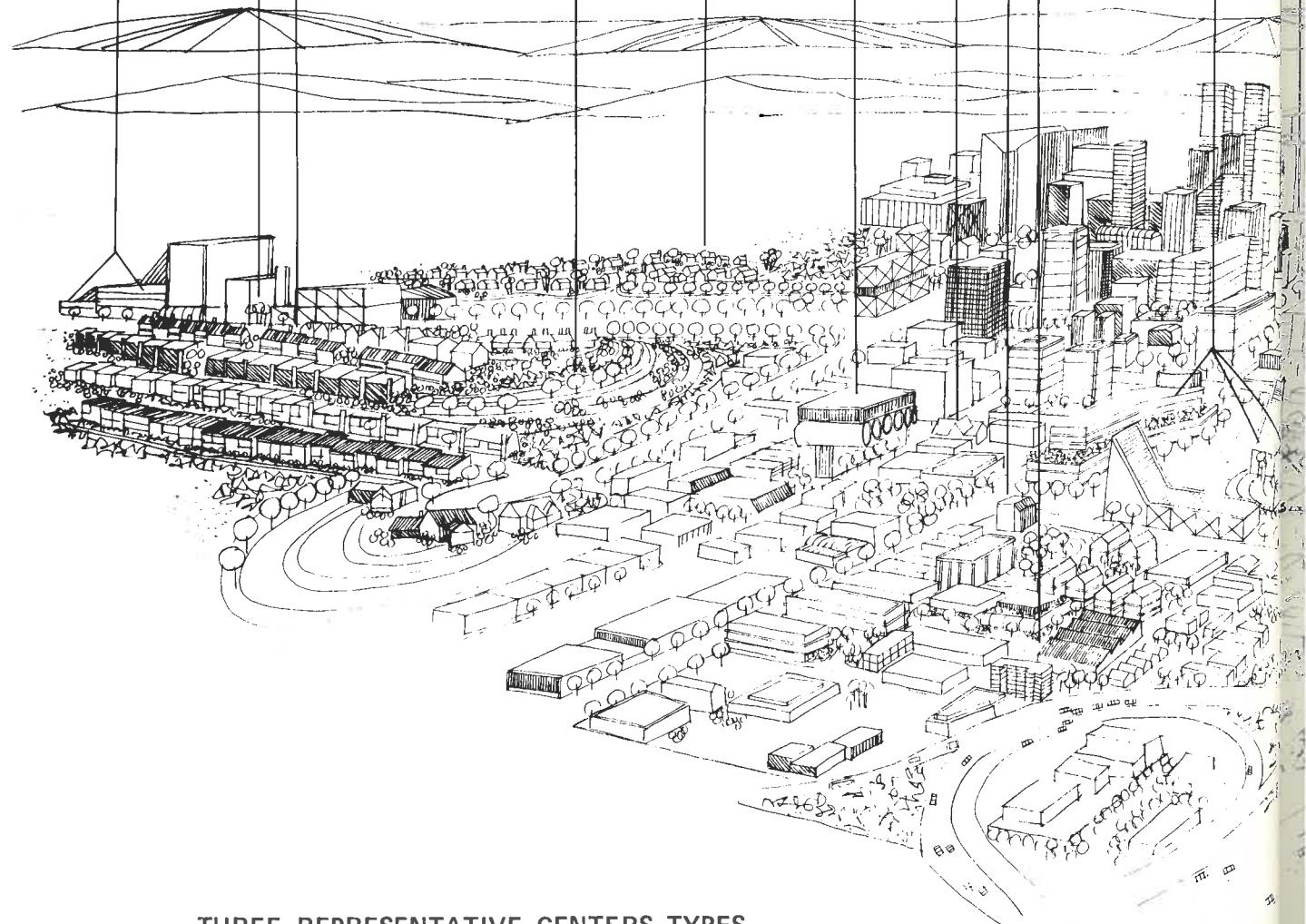
Preserve historic landmarks

Encourage mixed-use commercial/residential development with roof top uses

Provide intracenter transit

Develop energy cogeneration facilities

Provide community parks and open space



THREE REPRESENTATIVE CENTERS TYPES

Promote typical intermediate center uses

- Full service banks
- Movies theater complex

Minimize development in environmentally sensitive areas

Minimize development outside of centers

Preserve single family lifestyle

Provide plaza spaces to encourage day and evening social gathering

Provide citywide bus facilities

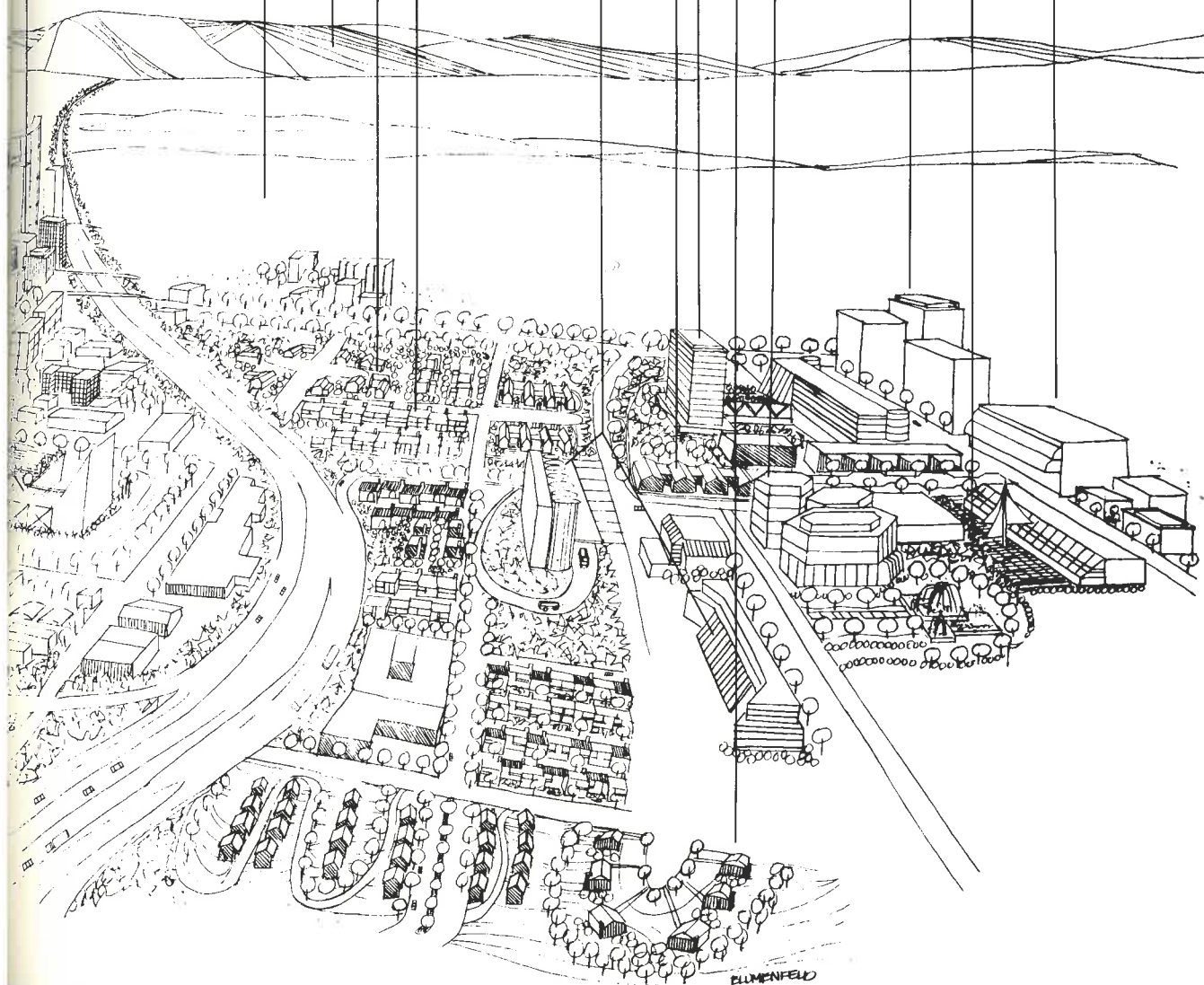
Develop peripheral parking garage served by mini bus

Maximize Housing Types

- Highrise
- Midrise
- Single Family
- Townhouse

Promote high technology industry

Develop transit stations in new development



FLUMENFELD

APPENDIX

CHART 1B - ECONOMIC USES BY TYPE OF CENTER

The following chart utilizes categories of economic activity from the Standard Industrial Classification Code (SIC Code). The chart illustrates the various categories of economic activity which are appropriate to each of the three types of centers. The following categories of retail services can include either a major economic use incorporating all basic items in the category (e.g., a supermarket) or many smaller uses that together provide all the basic items found in a general category (e.g., many specialty stores that in combination are equivalent to a supermarket).

Key: A = Appropriate
O = Optional
NA = Not Appropriate

	TYPE OF CENTER		
	COMMU- NITY	INTER- MEDIATE	PRI- MARY
Retail Trade			
Building Materials, Hardware, Garden Supply			
General Hardware	A	A	A
Lumber and other	O	A	NA
Paint, Glass, Wallpaper	O	A	NA
Nurseries, Lawn, Garden Supply	O	A	NA
General Merchandise			
Department Stores	O	A	A
Discount Department Stores	O	O	NA
Variety Stores	A	A	O
Food Stores			
Supermarket	O	A	O
Grocery	A	A	A
Specialty Grocery	O	A	A
Specialty Store	O	A	A

Characteristics:	TYPE OF CENTER		
	COMMU- NITY	INTER- MEDIATE	PRI- MARY
Auto Dealers and Gasoline Service Stations			
Motor Vehicle Dealers	O	A	NA
Auto Supply Stores	A	A	A
Gasoline Service Stations	A	A	A
Furniture, Home Furnishings, and Equipment Stores			
Furniture	O	A	O
Floor Covering	O	A	O
Drapery, Curtain, Upholstery	O	A	O
Household Appliances	O	A	O
Radio, TV, Music	A	A	A
Electronics	O	A	O
Eating and Drinking Places			
Take-Out	A	A	NA
Fast Food	A	A	A
Drive-In	A	A	A
Coffee Shop	A	A	A
Cafeteria	NA	A	A
Family Restaurant	A	A	A
General Restaurant	O	O	O
Specialty Restaurant	A	O	A
Bar	A	O	A
Cocktail Lounge	O	O	A
Ice Cream Parlor	A	A	A
Juice Bar	A	A	A

Characteristics:	TYPE OF CENTER		
	COMMU- NITY	INTER- MEDIATE	PRI- MARY
Miscellaneous Retail			
Drug Stores	A	A	A
Liquor Stores	A	A	A
Used Merchandise Stores	O	A	O
Sporting Goods Stores	O	A	O
Bicycle Shops	O	A	O
Book Stores	O	A	A
Stationary Stores	O	A	A
Jewelry	A	A	A
Hobby, Toy, Game	O	A	A
Camera and Photographic	O	A	A
Gift, Novelty, Souvenir	O	A	A
Florists	A	A	A
Cigar Stores and Stands	O	A	A
Miscellaneous			
Art Dealers	O	O	A
Pet Shops	O	O	A
Hotels, Rooming Houses, Camps and Other Lodging Places			
Hotels	NA	NA	A
Motels and Tourist Courts	NA	A	NA
Organization Hotels and Lodging Houses on Membership Basis	NA	NA	A

Retail Trade	TYPE OF CENTER			Retail Trade	TYPE OF CENTER			Retail Trade	TYPE OF CENTER		
	COMMU- NITY	INTER- MEDIATE	PRI- MARY		COMMU- NITY	INTER- MEDIATE	PRI- MARY		COMMU- NITY	INTER- MEDIATE	PRI- MARY
Finance, Insurance and Real Estate				Subdividers and Developers	O	A	A	News Syndicates	NA	O	A
Banking				Combinations of Real Estate, Insurance, Loans, Law Offices	A	A	A	Personnel Services	O	O	A
Federal Reserve Banks	NA	NA	A	Holding and Other Investment Offices	NA	O	A	Computer and Data Processing Services	O	A	A
Commercial and Stock Savings Banks	A	A	A	Personal Services				Research and Development Labs	NA	O	O
Trust Companies not engaged in deposit banking	NA	NA	A	Laundry, Cleaning, Garment Services	A	A	A	Management, Consulting, and Public Relations	O	A	A
Related Establishments	NA	NA	A	Power Laundries, Family and Commercial	NA	A	NA	Equipment Rental and Leasing Service	O	A	NA
Credit Agencies Other Than Banks				Garment Pressing and Dry Cleaners	A	A	A	Automotive Repair, Services, and Garages			
Rediscount and Financing Institutions for Credit Agencies other than banks	NA	NA	A	Linen Supply	NA	O	NA	Auto Rental and Leasing	NA	O	A
Savings and Loan Associations	A	A	A	Coin-op Laundries and Dry Cleaners	A	A	A	Auto Parking	A	A	A
Personal Credit Institutions	A	A	A	Photographic Studios, Portrait	O	O	O	Auto Repair	A	A	A
Business Credit Institutions	NA	O	A	Beauty Shops	A	A	A	Auto Services	O	A	A
Mortgage Bankers and Brokers	NA	O	A	Barber Shops	A	A	A	Miscellaneous Repair Services			
Security and Commodity Brokers	O	O	A	Shoe Servicing	A	A	A	Electrical Repair	A	A	O
Insurance	NA	O	A	Funeral Service and Crematories	O	O	O	Watch, Clock and Jewelry Repair	A	A	A
Insurance Agents, Brokers, Service	A	A	A	Business Services				Reupholstery and Furniture Repair	A	A	NA
Real Estate				Advertising	O	A	A	Motion Pictures			
Real Estate Operators and Lessors	NA	O	A	Consumer Credit Reporting Agencies	NA	O	O	Production and Allied Services	NA	A	O
Real Estate Agents and Managers	A	A	A	Mailing, Reproduction, Stenographic Services	A	A	A	Distribution and Allied Services	NA	O	A
Title Abstract Offices	O	A	A					Theatres	A	A	A

	TYPE OF CENTER				TYPE OF CENTER				TYPE OF CENTERS		
	COMMU- NITY	INTER- MEDIATE	PRI- MARY		COMMU- NITY	INTER- MEDIATE	PRI- MARY		COMMU- NITY	INTER- MEDIATE	PRI- MARY
Retail Trade				Characteristics:				Characteristics:			
Amusement and Recreation Services				Specialty Hospitals	NA	NA	O	Historical Societies and Conservancy Projects	A	A	A
Dance Halls, Studios, Schools	A	A	A	Medical and Dental Labs	A	A	O	Art Galleries	O	A	A
Theatrical Producers, Bands, Orchestras, and Entertainers	NA	A	A	Outpatient Care Facilities	A	A	A	Botanical Gardens	NA	NA	NA
Bowling Alleys and Billiard and Pool Halls	A	A	A	Alternative Medicine	O	O	A	Zoos	NA	NA	NA
Commercial Sports - Professional Sports Clubs	NA	O	NA	Legal Services	A	A	A	Membership Organizations			
Coin-operated Amusement Devices	A	A	A	Educational Services				Business Associations	A	A	A
Membership Sports and Recreation Clubs	A	A	A	Elementary and Secondary Schools	A	A	A	Professional Organizations	A	A	A
Health Services				Colleges	A	A	O	Labor Unions, Labor Organizations	A	A	A
Veterinarian	A	A	A	Universities	NA	O	A	Civic, Social and Fraternal Associations	A	A	A
Offices of Physicians	A	A	A	Professional Schools	O	A	A	Political Organizations	A	A	A
Offices of Dentists	A	A	A	Junior Colleges	A	A	A	Religious Organizations	A	A	A
Offices of Psychologists and Psychiatrists	A	A	A	Libraries and Information Centers	A	A	A				
Offices of Chiropractors	A	A	A	Educational Services							
Offices of Optometrists, Ophthalmologists	A	A	A	Correspondence Schools							
Nursing and Personal Care Facilities	O	A	A	Vocational Schools	A	A	A				
Hospitals	O	O	A	Driving Schools	A	A	NA				
				Social Services							
				Individual and Family Social Services	A	A	A				
				Job Training and Vocational Rehabilitation Services	A	A	A				
				Child Day-Care Services	A	A	A				
				Residential Care	A	A	NA				
				Museums, Art Galleries, Botanical Gardens, and Zoos							
				General Purpose Museum	NA	NA	A				
				Special Interest Museum	O	O	O				

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