# EXPOSITION PARK MASTER PLAN

September 21, 2020

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# Acknowledgements


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Jennifer Lin, Vice Chair, Board of Directors

Billie Greer, Chair, Master Plan Committee

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## Park Entities

Office of Exposition Park Management

California African American Museum

California Science Center

Natural History Museum

Lucas Museum of Narrative Art

Los Angeles Memorial Coliseum

USC Coliseum

Los Angeles Football Club (Banc of California Stadium)

EXPO Center & Rose Garden

LAUSD Theodore Alexander Science Center School

## Elected Officials

Honorable State Assembly Member Reggie Byron Jones-Sawyer

Honorable State Senator Holly Mitchell

Honorable County of Los Angeles Supervisor Mark Ridley-Thomas

Honorable City Councilmember Curren Price

Honorable LAUSD School Board Member George McKenna

## Community Advisory Committee

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David Galaviz

Darryl Holter

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CALIFORNIA natural resources AGENCY

GAVIN NEWSOM, Governor
WADE CROWFOOT, Secretary for Natural Resources

September 17, 2020

Friends and colleagues,

Exposition Park has been a treasured place in Los Angeles for well over 100 years. It has evolved from a humble agricultural park into a vibrant campus filled with locally beloved and nationally renowned institutions. As Exposition Park's offerings have grown and diversified, it continues to be an important public resource for Angelenos and Californians alike.

The mission of the California Natural Resources Agency, which manages Exposition Park, is to restore, protect and manage California's natural, historical and cultural resources for current and future generations. We apply creative approaches and solutions to this work that are grounded in science, collaboration and respect for all.

As Secretary of the California Natural Resources Agency, I am excited that the Exposition Park Master Plan advances our agency's mission and charts a course for greater access, equity and environmental sustainability through innovation.

The imagination, hard work and collaboration that went into this plan has resulted in a bold vision for the future of Exposition Park. Our Agency looks forward to rolling up sleeves and partnering with so many others to achieve this vision.

Onward!

Wade Crowfoot

Secretary for Natural Resources

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California Energy Commission • California Science Center • California Tahoe Conservancy • Coachella Valley Mountains Conservancy • California Department of Forestry and Fire Protection
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700 Exposition Park Drive
Los Angeles, CA 90037
United States

EXPOSITION PARK CALIFORNIA

September 21, 2020

Greetings:

In early 2016, the Office of Exposition Park Management and its Board of Directors began to develop a bold and striking Master Plan for Exposition Park– a transformative vision that would set forth land use strategies to guide the Park over the next twenty-five years. At the outset, we established several key objectives for the Master Plan: advance a unified vision for the Park; preserve the Park's historical legacy; create a sense of place – a place to dream, walk and enjoy; and continue to provide the extraordinary educational and recreational experiences that capture the imagination and interest of visitors from both near and far. It would be a Plan that anticipates future innovation and responds to the ongoing development of downtown Los Angeles and South LA.

The Master Plan advances Exposition Park as a vibrant, welcoming, connected and sustainable destination that offers a multitude of experiences for the public to enjoy. It reflects a commitment to the conservation and expansion of green space, an enhancement of landscaping and wayfinding, an establishment of state-of-the-art design standards for future facilities, and the provision of convenient and safe pedestrian transit linkages that offer easy access and use of amenities for the public.

The Exposition Park community was instrumental in helping to shape the Plan throughout the entire four-year process, bringing diverse perspectives and creative ideas each step of the way. The importance of participation from the Park's institutions, the Community Advisory Committee, local leaders, elected officials and the Torti Gallas + Partners consulting team, simply cannot be overstated. Without their collaboration, a plan that achieves our stated goals would not have come to fruition.

As the General Manager of Exposition Park, it has been my honor to steer this Master Plan process and work with this incredible community. Looking now toward implementation, my hope is that this Plan will serve as a compass for Exposition Park's development over the next twenty-five years. With the continued support of this rich community, I know that it will be another twenty-five years of celebration of our shared history and culture.

Sincerely,

Ana M. Lasso

General Manager

Exposition Park

Office of Exposition Park Management

# EXECUTIVE SUMMARY

*Aerial View from South-East*

***"Exposition Park is an example of the whole being greater than the sum of the parts."***

Situated on a 152-acre site just south of downtown Los Angeles, Exposition Park, a State of California Park, is home to world-class museums, leading-edge sporting venues and community-serving recreational and educational facilities that educate, entertain and inspire visitors from near and far. With its green lawns and spaces, including a historic rose garden, Exposition Park provides a place for people to gather, gaze at the sky, rest in the gardens, exercise, and enjoy life. The Park serves a half million members of the community who live within a 3-mile radius and millions of residents throughout the Los Angeles Basin and beyond. Experiences offered at Exposition Park thrill, energize, and spark the imagination of approximately 4 million visitors each year.

Since its founding as an agricultural fairground in 1882, Exposition Park has developed in a sporadic manner over the years. In 1993, the benefits of planning how the Park would evolve and improve became clear and a Master Plan was adopted. That plan has guided the development of Exposition Park for the past 27 years and resulted in substantial upgrades to virtually every facility within the site. However, despite these improvements, the many areas of the Park feel disconnected from one another.

Exposition Park is an example of the whole being greater than the sum of the parts. While each of its world-renowned institutions have their own constituencies, it is the combination of these institutions, in harmony with one another supplemented by a set of diverse landscapes, and Park-wide amenities that elevate the overall visitor experience.

In 2016, the Office of Exposition Park Management determined that the time was ripe to focus on the next 25 years to make further improvements that take into account the growth within the Park as well as the continually changing, vibrant environment in the area and beyond. This led to the creation of a new Master Plan to guide the long-term development, growth, and environmental sustainability of the Park over the next 25 years. The Plan takes into consideration the foundation set by the 1993 Master Plan but adds a fresh perspective that highlights the addition of new park stakeholders, presence of a light rail transportation line (the Metro E Line), and the ongoing renewal and expansion of downtown Los Angeles.

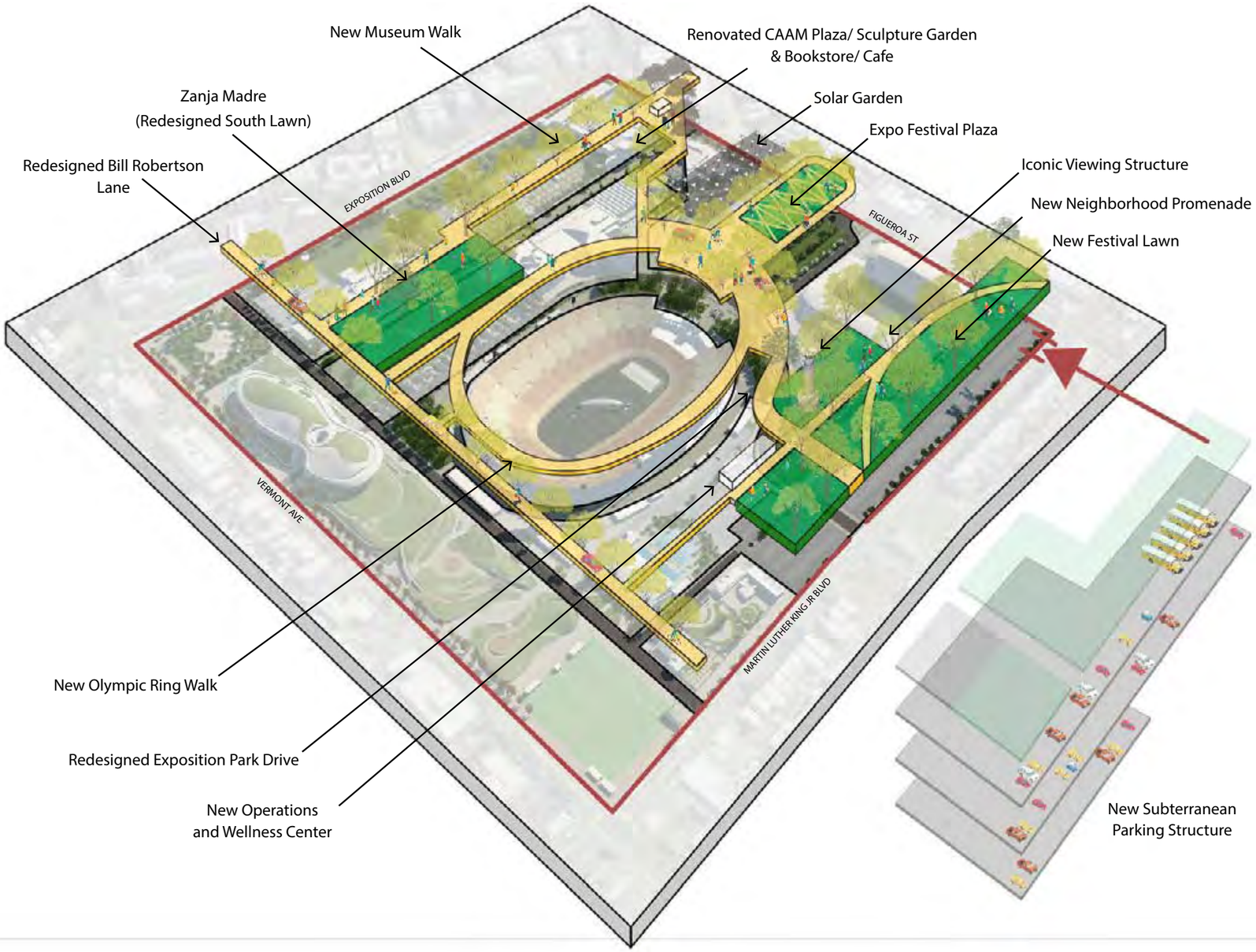


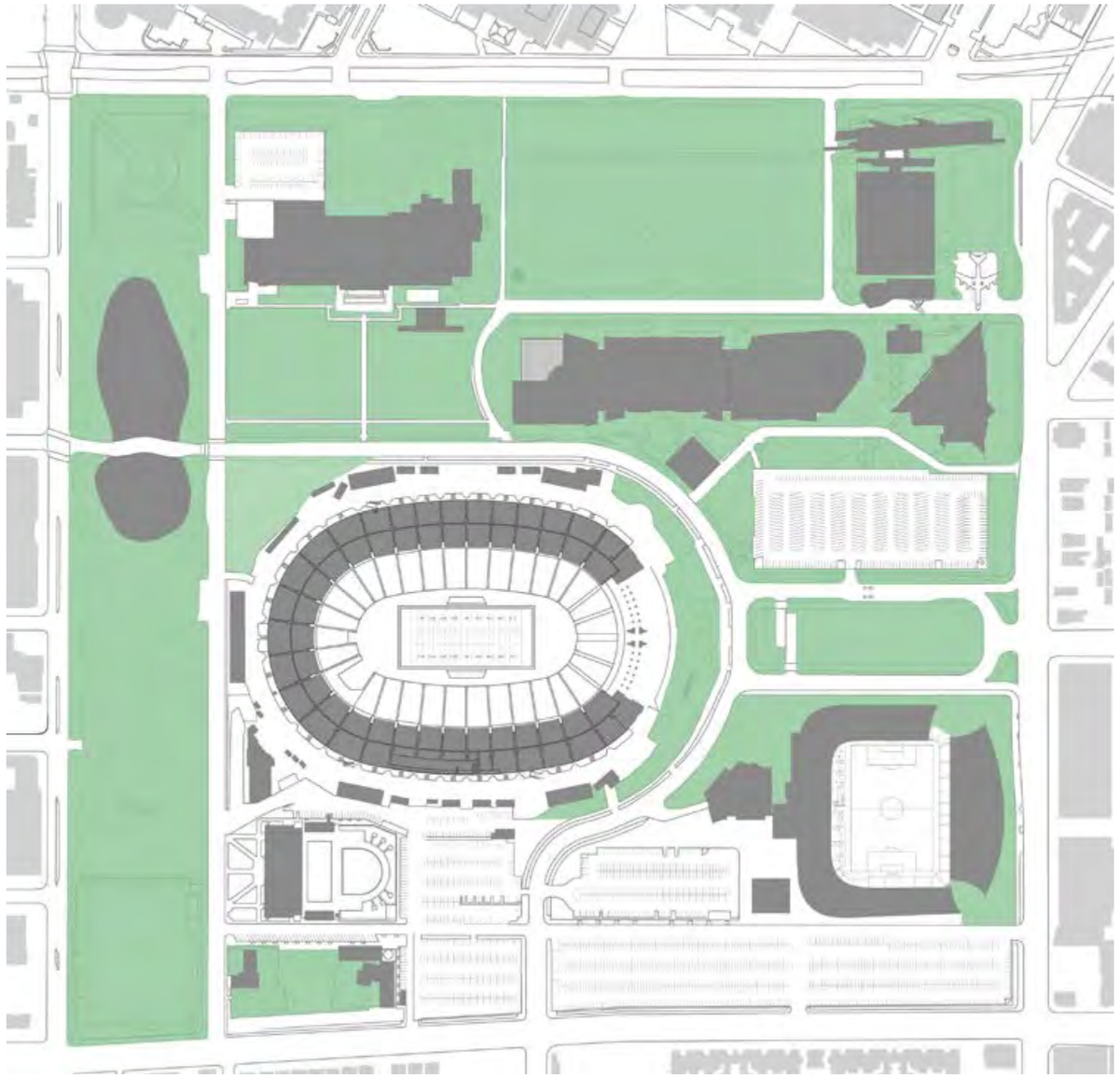

*Diagram Showing Park Improvements*

## KEY FEATURES OF THE 2020 MASTER PLAN

The Master Plan has been shaped in consultation with the community and entities within the Park. The Plan incorporates many of the suggestions, which have strengthened the Plan.

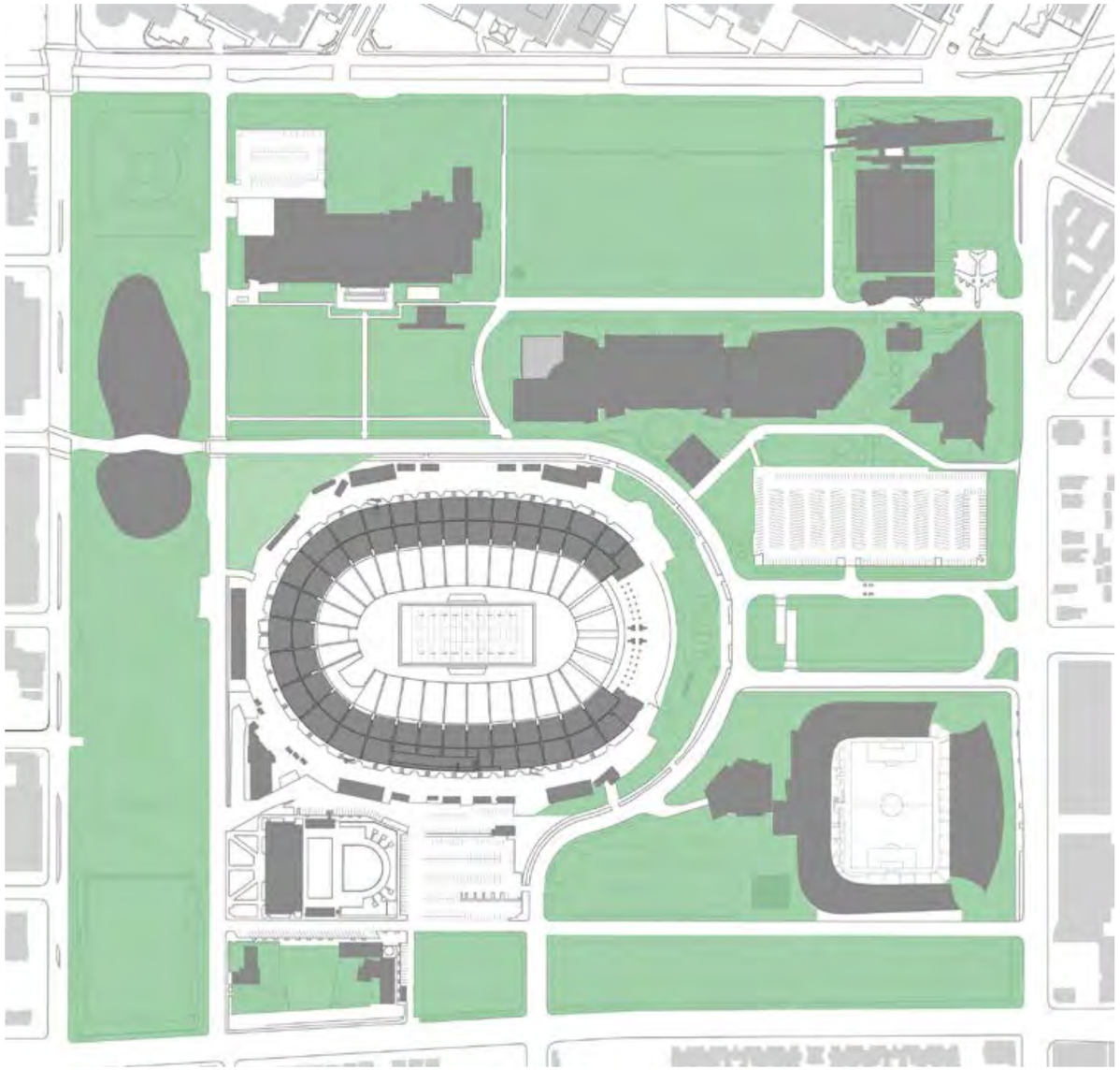
Features:

- Relocates surface parking to a below-ground parking structure and increases green space from 37% of the total park area to 48% of the total. This change is particularly significant in the southern portion of the Park, which is closest to residents of the community and which will provide new green space for picnics and recreation, music, and cultural festivals.
- Creates a unified Park by connecting the Park's entities and facilities to one another by improving pedestrian and recreational use of the spaces between buildings and undergrounding parking.
- Includes more plentiful pathways, landscape and visitor amenities to improve the experience of community members and visitors coming to the Park.
- Reflects the State of California's goals regarding improved access for all, sustainability, and equity while preserving Exposition Park as a public and historic resource.
- Improves ADA accessibility throughout the Park campus.
- Creates new gateway entries to the Park.



37% Green Space and Plazas

*Existing Green Spaces and Plazas*



48% Green Space and Plazas

*Proposed Green Spaces and Plazas*

# HISTORY & BACKGROUND

Over the span of the 150 years, the land known as Exposition Park evolved from an agricultural fairground to the diverse campus that is known today. This Master Plan builds on that rich history.

- 1872: Site was established as a 160 - acre (reduced over the years to 152 acres as a result of street dedications) agricultural fairground.
- 1889: The State of California and the County and City of Los Angeles jointly purchase the property, called Agricultural Park at that time, for development of a cultural center.
- 1910: The Park was renamed Exposition Park with a plan for State to build the Exposition Building, the County to build History and Art Museum, and City of Los Angeles to build a decorative sunken garden and maintain the grounds.
- 1923: The Los Angeles Memorial Coliseum, a tribute to World War I veterans and also known as the "Greatest Stadium in the World," was completed.
- 1932: The Coliseum and adjacent swimming pool now located at EXPO Centerhost the Summer Olympic Games.
- 1956:The Los Angeles Memorial Coliseum Commission Management Agreement was approved, establishing a joint powers agreement between the City of Los Angeles, County of Los Angeles, and the state of California's Sixth District Agricultural Association (at the time, referred to as the California Museum of Science and Industry) which assigned the authority to operate the Los Angeles Memorial Coliseum and Sports Arena to the Los Angeles Memorial Coliseum Commission

*Agricultural Park, 1872*

*Los Angeles Memorial Coliseum, 1923*

*Rose Garden, 1928*

*Summer Olympic Games, Los Angeles Memorial Coliseunm, 1932*

*Summer Olympic Games, Los Angeles Memorial Coliseum, 1984*

- **1959:** Los Angeles Memorial Sports Arena inaugerated.
- **1984:** The Coliseum hosts the opening and closing ceremonies for the Summer Olympics for a second time.
- **1993:** The Master Plan for Exposition Park is adopted. The development of a new Master Plan, envisioning the Park over the next two decades begins.
- **2003:** Coliseum Commission enters into a lease with University of Southern California for the management of the Los Angeles Memorial Coliseum.
- **2016:** Los Angeles Memorial Sports Arena is demolished.
- **2018:** Banc of California Stadium opens.
- **2018:** USC completes renovation on the Los Angeles Memorial Coliseum.
- **2022:** Lucas Museum of Narrative Art scheduled to open.
- **2028:** The Coliseum will serve as a venue for the Summer Olympic Games and the Paralympic Games.

*Existing Site Plan at the Beginning of Lucas Museum's Construction*

## EXISTING CONDITIONS

Exposition Park currently houses the following venues and entities:

- The California African American Museum
- The California Science Center
- The Natural History Museum of Los Angeles County
- The Los Angeles Memorial Coliseum
- Banc of California Stadium
- The EXPO Center (which includes the John C. Argue Swim Stadium, the Ahmanson Senior Citizen Center, the W.M. Keck Amphitheatre and the Ralph M. Parsons Pre-School)
- The Historic Exposition Park Rose Garden
- The Dr. Theodore T. Alexander Jr. Science Center School
- Various open green spaces and parking areas that are managed by the State of California

Furthermore, the Lucas Museum of Narrative Art is currently under construction and is scheduled to open in 2022.

# GOALS

The desired goals of this Master Plan are:

- Bridge the diverse entities in the Park, providing a unified vision.
- Enhance landscape features and undertake measures to increase green space for the enjoyment of the adjacent community and visitors.
- Provide improvements that assist visitors in navigating smoothly through the Park
- Integrate the Park with the surrounding area by creating safe pedestrian transit linkages and providing easy access and community amenities
- Preserve the historic legacy of the Park, allowing memories to be relived by promoting the historical awareness in all aspects in its rebranding
- Include state-of-the-art design standards for Park improvements
- Incorporate environmental design standards, taking into consideration the sustainability, green space, and conservation when coming up with building plans
- Create strong partnerships between Parks entities and the adjacent community, including the community with the visioning and ownership of the Park
- Execute funding strategies that will maintain and grow the Park's infrastructure, and fulfill the long-term vision

*Proposed Master Plan*

*Clean, Safe and Welcoming Spaces- Klyde Warren Park- Dallas, Texas*

*Perspective from Hoover St.*

*Musical Performance, Golden Gate Park, San Francisco CA*

*Zanja Madre and Sunken Garden*

## PRIORITIES

The Plan identifies opportunities to make the Park more welcoming both to neighbors and visitors, including making the Park more accessible and easier to navigate and enjoy.

Ensuring public access to natural, historical and cultural resources is one of the California Natural Resources Agency's top priorities, along with achieving climate resiliency and increasing awareness of biodiversity. The Master Plan is designed to be aligned with these priorities.

The Park is located in one of the most park-poor areas of Los Angeles, with less than 1-acre per 1,000 households. Not only does the Master Plan address that deficit and support the Agency's public access priority, it also responds to Governor Gavin Newsom's platform, calling for a "California For All."

The Master Plan specifically addresses the current disparity created on the south side of the Park, which is closest to residential neighborhood and dominated by surface parking lots. This represents a significant contrast to the north side which is green and park-like. The Master Plan eliminates this park-area inequity by adding an additional 14 acres of park and promenade space along Martin Luther King Jr. Blvd on the south side of the Park.

The Plan also enhances the park-like experience through a series of new or re-imagined gardens, plazas, and walkways, that weave together a diverse set of institutions and stakeholders into a grand central park for the neighborhood, the City of Los Angeles and the State of California.

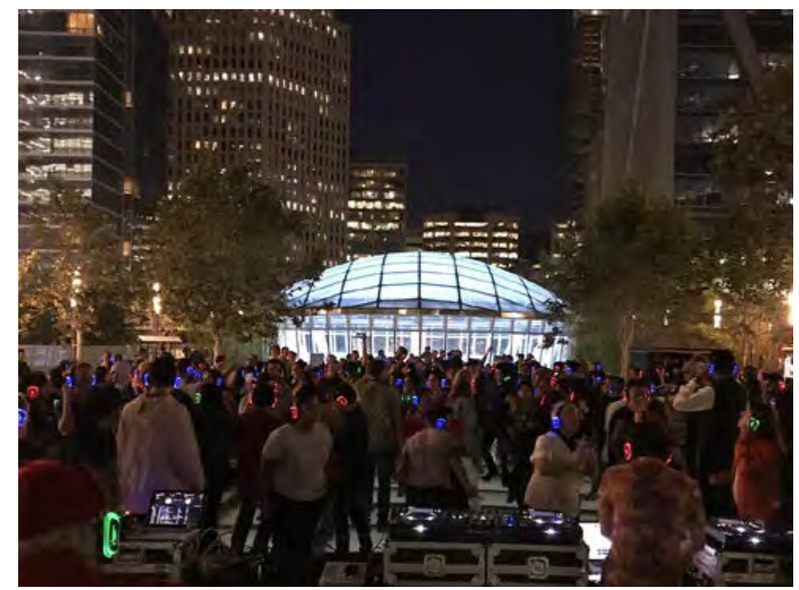
# PROGRAMMING

In order to achieve the goal of increasing the use of the Park by neighbors on a regular basis, ongoing programming is critically important. As an example, programs could include healthy and affordable food options, free Wi-Fi, games and sports equipment, places where picnicking and birthday parties are encouraged, and community-oriented performances and art. These create valuable opportunities to partner with resident institutions in providing these amenities.

*Birding- User Groups- Bryant Park - New York*

*Kids Yoga- Fair Park - Dallas, Texas*

*Arts and Crafts Workshops - Sunset Arts Studio - Fair Park - Dallas, Texas*



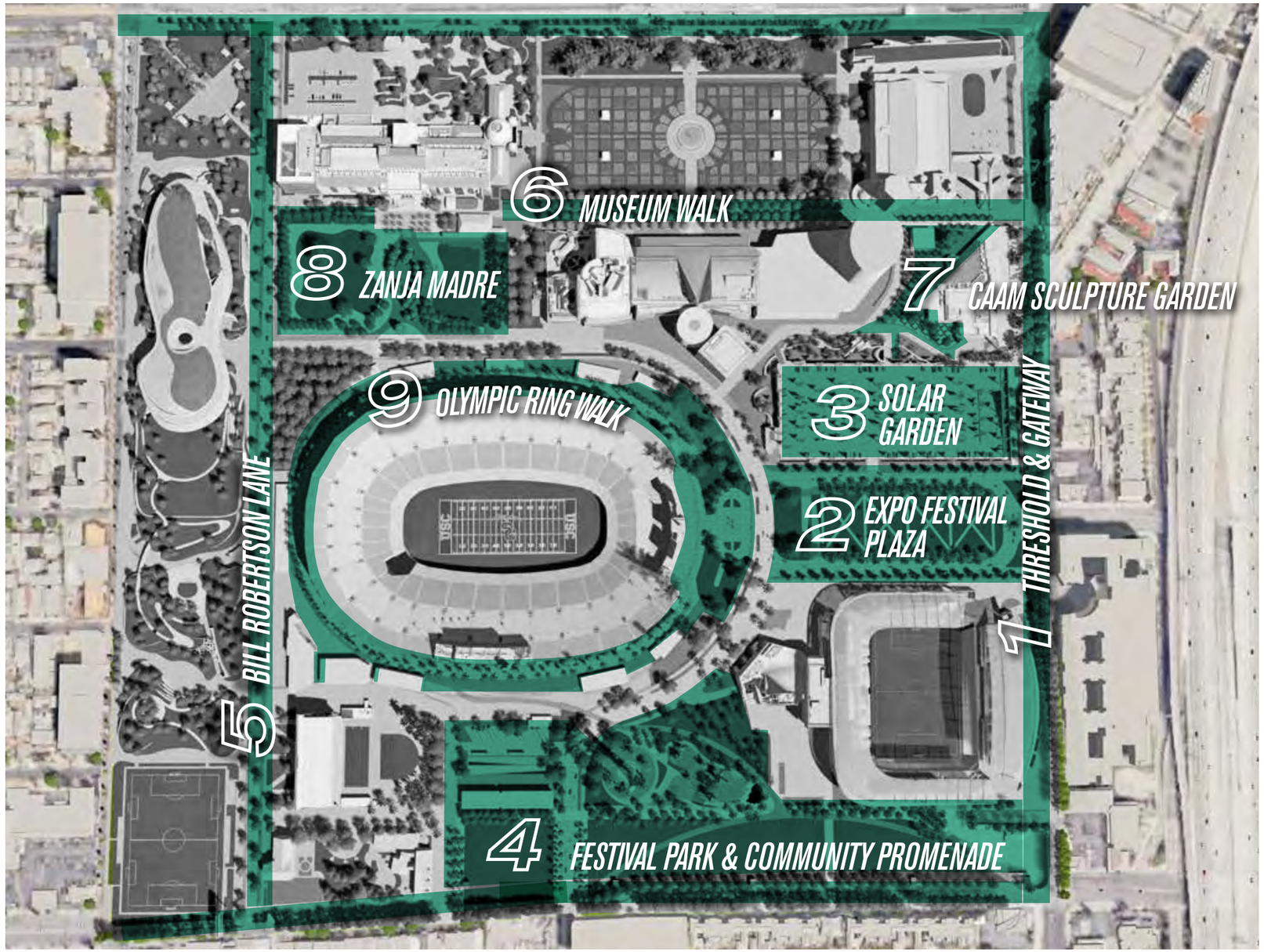
*DJ Silent Disco - Salesforce Park - San Francisco, CA*

## MASTER PLAN THEMES

The Exposition Park Master Plan focuses on five themes:

- Preserving our history
- Promoting our community and culture
- Celebrating sports and entertainment
- Bringing health and wellness to the forefront of the conversation
- Highlighting science and nature

These themes emerged from an analysis of the character of facilities and spaces already present or under construction in the Park and identifying any spaces that maybe missing. Feedback from the Park's many stakeholders, including the institutions that call the Park home, as well as members of the surrounding community informed the Plan. Outcomes of the analysis and input include the recognition that pedestrian circulation needs to be significantly improved. In response, the Plan calls for the establishment of clearly defined and safer paths, along with better signage to assist pedestrians in finding their way around the Park. The analysis also pointed out the need to provide increased green space that would enhance the entire Park and meet the needs of neighbors south of the Park, where there currently are only surface parking lots. The Master Plan does just that by including an underground parking structure to replace the existing concrete parking lots.




*Master Plan Elements*

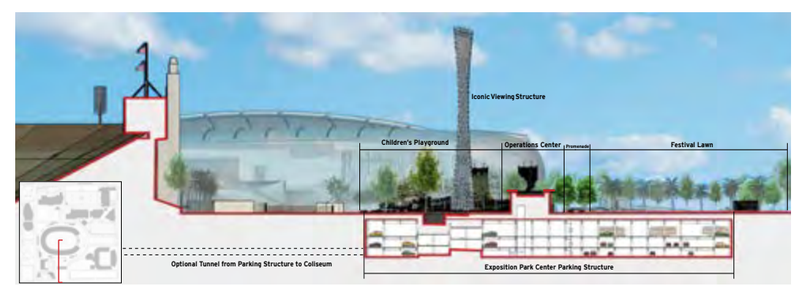
## MASTER PLAN ELEMENTS

The Master Plan will be implemented as nine-distinct projects complementing the Park's existing cultural, sports, and recreational facilities and linking them together with a comprehensive pedestrian circulation and wayfinding system. These elements are:

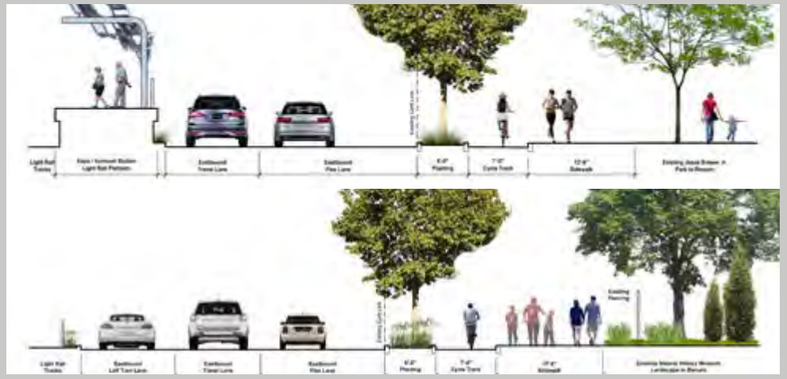
1. Threshold and Gateway
2. Expo Festival Plaza
3. Solar Garden
4. Festival Park and Community Promenade
5. Bill Robertson Lane
6. Museum Walk
7. California African American Museum Sculpture Garden
8. Zanja Madre
9. Olympic Ring Walk

In addition, the Master Plan includes elements that are overarching, including a conceptual wayfinding and signage plan, plans to help better utilize the Park as a whole, including a school bus parking plan, as well as plans for hydration stations and exercise trails.

Upon full implementation, the Master Plan will provide an accessible and verdant park that complements and enhances the entities in the Park and increases the community's access to open space.




*Cross Section Showing the New Subterranean Parking Structure*



*Element 1 Threshold and Gateway*

*Element 2- Expo Festival Plaza*

*Element 3 - Solar Garden*

*Element 4 - Festival Park and Community Promenade*

*Element 5- Bill Robertson Lane*

*Element 6- Museum Walk*

*Element 7- CAAM Sculpture Garden*

*Element 8 - Zanja Madre*

*Element 9- Olympic Ring Walk*

*Zanja Madre Plan View*

*Festival Park and Community Promenade & Expo Festival Plaza*

*Perspective of CAAM Sculpture Garden*

*Wayfinding Signage*

The new or re-configured park spaces are conceived to add to the types of spaces contained in the Park. For example, the "Zanja Madre" is a reconfiguration of the South Lawn into an educational garden, with a focus on sustainability. Serving as open-air classrooms, the Zanja Madre can support the programming of the adjacent Natural History Museum, in addition to providing a permanent exhibition of sustainable water management.

Along the Park's southern edge will lie the 14.2-acre "Festival Park and Promenade", a casual park-space, allowing for a range of informal activities and gatherings to highly programmed events.

Other new Park elements serve to add clarity and amenity to the pedestrian's path of travel. For example, "Museum Walk" is a reconfiguration of existing State Drive, which will link the Park's four museums. "Olympic Ring Walk" celebrates the sports history of the Park particularly as related to the Coliseum.

The plan also transforms Christmas Tree Lane into "Expo Festival Plaza", a more accessible and usable open space that preserves its historic view corridor. The Plan contemplates a bookstore or café within the California African American Museum and a sculpture garden outdoors.

Another component of the plan includes the transformation of Bill Robertson Lane into a more "complete street" welcoming pedestrians, bicycles and vehicles alike through new landscape and special paving. A protected bike path has also been anticipated to run along Exposition Boulevard, Figueroa Street and Martin Luther King, Jr. Boulevard.

When the Master Plan is fully implemented, an amazing greening of Exposition Park will be realized as surface parking spaces are relocated in a below-ground parking structure; increased connectivity among the Park entities; new wayfinding and signage, and plans for school bus parking, hydration stations and exercise trails, among other features.

# IMPLEMENTATION

Compared other urban parks around the nation, Exposition Park has significant advantages that will catalyze implementation. Those advantages include:

- The Park is home to world-renowned museums (the California African American Museum, the Natural History Museum of Los Angeles County, and the California Science Center) and sporting institutions (the Los Angeles Memorial Coliseum and Banc of California Stadium). The Park is also home to the historic and beloved EXPO Center and City of Los Angeles Rose Garden. As a result, the Park campus is already a destination for many visitors.
- The E-line Light Rail line connecting Downtown Santa Monica to Downtown Los Angeles and neighborhoods to the east allows of daily visitors to access the Park without needing to travel by car. A planned new Bus Rapid Transit (BRT) or Light Rail Transit (LRT) line running north/south along Vermont Avenue will bring additional visitors to the Park in something other than automobile.
- The new privately financed Lucas Museum of Narrative Art and accompanying garden space is set to open in 2022. Its completion will generate an additional surge of energy and interest in the Park as whole.
- The Park has a storied connection to athletics, having hosted two Olympiads (in 1932 and 1984). This historic legacy will only deepen in 2028, when Exposition Park will once again serve as one of several venues for the summer Olympics and Paralympics upon the return of the games to Los Angeles.
- Exposition Park is close to Downtown Los Angeles, particularly the Staples Center and Convention Center, and is adjacent to the campus of the University of Southern California (USC).
- Many community leaders, dedicated to ensuring the vitality of Exposition Park, have supported several recent additions to institutions in the Park and galvanized the master planning process. These stewards of the Park will provide ongoing input, reflecting the interests of the community, as the Master Plan is implemented.

Ensuring that Exposition Park develops in this manner will require the concerted efforts of many public and private entities, as well as substantial investments both of public and private funds.

It will also require the best work of many talented architects, landscape architects and graphic and lighting designers, among others and the sustained attention and support of the Office of Exposition Management(OEPM), the individual constituent institutions, officials from the State of California, the City of Los Angeles, the County of Los Angeles and the Los Angeles County Metropolitan Transit Authority (Metro).

Actions and projects that execute the plan-initiatives established in the Master Plan will be implemented as funding becomes available. Potential funding sources include but are not limited to revenue/sponsorships, public funding, and private donations/naming opportunities.

The actions and projects identified throughout the Master Plan can be categorized as near-term projects, marketing and branding efforts, and major capital projects. The near-term projects were identified for their positive effect of catalyzing additional pedestrian activity, enhancing the users' amenities, and have the effect of building the Park's "brand", without requiring sizeable capital outlays. These include such things as: hydrations stations, circuits, mobility stations (for bikes, e-scooters etc.), and landscape repair, among others.

Major capital projects consisting of nine distinct projects, as well as Park-wide elements, will be implemented in accordance with funding availability. Each project (with the exception of the Zanja Madre) is independent of the others and can move forward individually as funding is secured. To prepare for the Olympic games, the Plan's goal is to complete the major capital projects by Summer 2027. Those not implemented by that would not be initiated until after Summer 2028 so as not to disrupt the Olympic Games.

Parties responsible for the implementation of the Master Plan include:

A. Office of Exposition Park Management initiated projects, which are within the common areas, include:

- New Wayfinding and Signage
- Threshold and Gateway
- Expo Festival Plaza
- Solar Garden
- Festival Park and Community Promenade
- Museum Walk
- Zanja Madre

B. The City of Los Angeles Department of Transportation's (LADOT)

- Bill Robertson Lane converted to "shared street"

C. University of Southern California

- Olympic Ring Walk

D. The California African American Museum

- CAAM Plaza and Sculpture Garden

## The Build-Out

Major Capital Projects will be implemented as funding becomes available. Most of these projects (with the exception of the Zanja Madre) are independent of one another so that the various components of the plan can be developed as funding opportunities arise.

# CHAPTER 1
# SETTING THE STAGE


1.0 Background

1.1 Exposition Park Today

1.2 Community Engagement

# 1.0 Background

## PARK HISTORY

Exposition Park was originally created in 1872 as an agricultural park, and 160 acres (reduced over the years to 152 acres as a result of street dedications) were set aside for the Southern District Agricultural Society. In 1913, it was renamed Exposition Park according to the "City Beautiful" movement with four anchor tenants: California Museum of Science and Industry (Exposition Building), National Armory, Domed National History Museum and the Sunken Garden (which in 1928 was later renamed the Exposition Park Rose Garden).

The Los Angeles Memorial Coliseum in Exposition Park, completed in 1923 as a World War I Memorial, is quite special. Not only has it been home to several local athletic organizations, including University of Southern California's Trojan football team, the Los Angeles Raiders, the Los Angeles Rams and the Los Angeles Dodgers, it has also been the focus of national and international attention. It is the only venue in the world to have hosted two Summer Olympic (X and XXIII), two Super Bowls (I and VII) and one World Series (1959). The Los Angeles Memorial Sports Arena was the site of John F. Kennedy's acceptance speech at the 1960 Democratic National Convention.

In 1984, the Park expanded its cultural offerings with the addition of the California African American Museum.

Since that time, the Olympic Swim Stadium, the California Science Center and the Air and Space Museum have all been renovated. And several facilities were built -- the IMAX Theatre, the EXPO Center and the Theodore J. Alexander Jr. Science Center School. Additionally, parking facilities have been redesigned, new play areas for children added and pedestrian walkways in the Park have been created.

A light rail line along Exposition Boulevard, connecting downtown Los Angeles to downtown Santa Monica, has been constructed by the Metropolitan Transit Authority (MTA) of Los Angeles County, along with two stations that serve Exposition Park, providing an easy and environmentally sound way for visitors to access the Park.

Furthermore, the Lucas Museum of Narrative Art is currently under construction, with a scheduled to open to the public in 2022. The Natural History Museum of Los Angeles County is also working on a transformational expansion of their museum, with a completion date yet to be determined.

## 1872 - 1910

### 1872 Agricultural Park

Agricultural Park was born in 1872, meant to serve as a sort of farmers' fairground, encourage the new American landowners to take up farming, and showcase their prize livestock and produce Fairground could not turn a profit; in 1879 its mortgage creditors foreclosed on the property.

### 1880 Gambling

With its new owners, gambling, prostitution, and related activities migrated into Agricultural Park.

### 1913 Remaking of Exposition Park

With William M. Bowen's effort the Park was reacquired by California and reopened as Exposition Park with armor and exposition buidings, a museum and a sunken rose garden.

## 1919 - 1928

### 1919 Parkinson Campus Plan

Identifies a relationship between USC Campus and Exposition Park.

### 1923 USC's Memorial Coliseum

Memorial Coliseum was opened in 1923 as a home to USC Trojans and since then hosted many historic events.

### 1928 Rose Garden completed

The LA Department of Recreation and Parks planted 15,000 bushes with over 100 varieties of roses and other flowers for the opening of the Rose Garden as we know it today.

## 1930s- 1950s

### 1932 Master Plan

### 1932 Summer Olympics

The international multi-sport event was held between July 30- August 14 1932

### 1951 CSC

State Exposition Building is remodelled and becomes the California Museum of Science and Industry.

### 1959 World Series

The 1959 World Series featured Los Angeles Dodgers beating the Chicago White Sox. It drew record crowds, attendance of 92,706 continues to be a World Series record to this day.

### 1959 LA Memorial Sports Arena

The arena was opened in 1959 by Vice President Richard Nixon on July 4 it became a companion facility to Los Angeles Memorial Coliseum.

## 1960s - 1970s

### 1967 Superbowl I

The first AFL-NFL World Championship Game in professional American football.

### 1963 Los Angeles County Museum

In 1963 LACM moved and building turned into the Natural History Museum.

### Famous Speakers

John F. Kennedy acceptance speech 1960

MLK Speech at Memorial Coliseum, 1964

## 1980s - 1990

### 1984 Master Plan

### 1984 Olympics

The international multi-sport event was held between July 28 - August 12, 1984 was opened by President Ronald Reagan.

### 1984 CAAM

After its temporary quarters in the California Science Center it moved to its permanent location just in time for the olympics.

### Famous Speakers

First-ever Papal Mass by Pope John Paul II in 1987

Nelson Mandela's Speech 1990

## 1992 and Beyond

### 1992 Master Plan

Includes the four in one park plan two of which was realized.

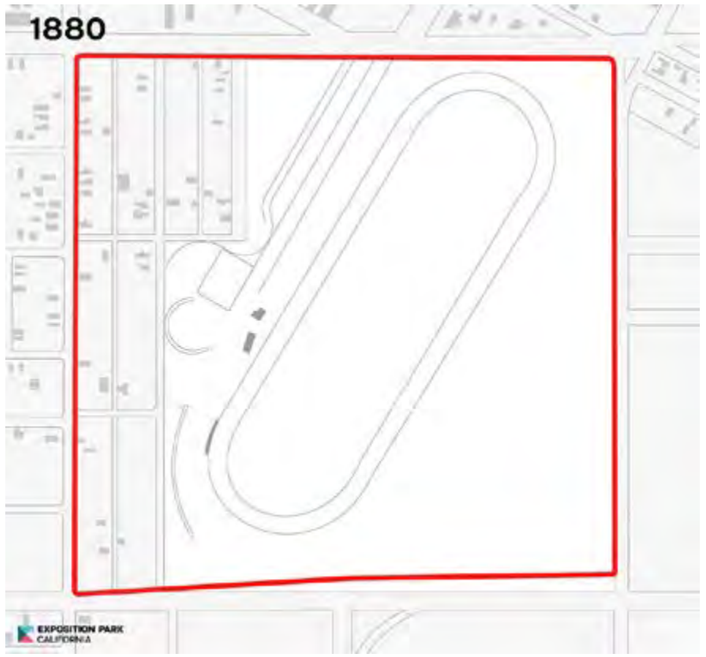
### 2016 LA Memorial Sports Arena Demolished

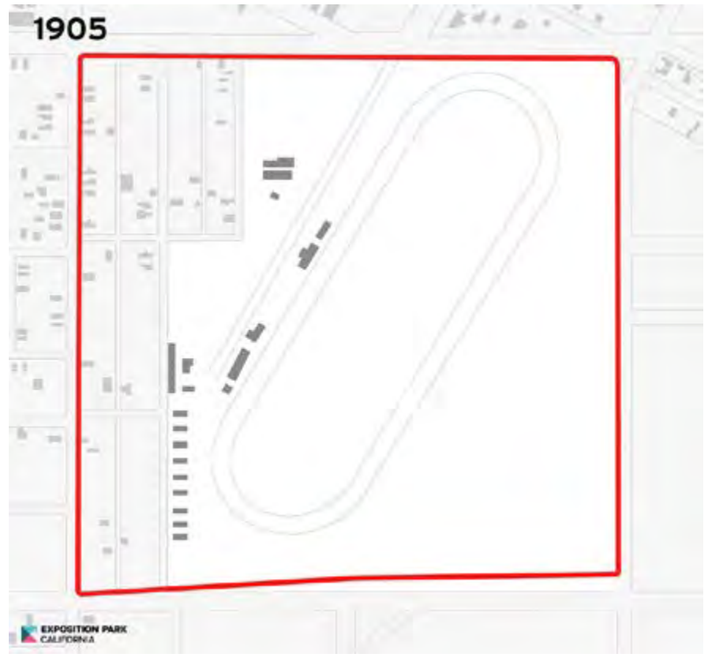
### 2018 Banc of California Stadium

The soccer-specific stadium was opened in April 18, 2018 as the home of LAFC on the site of former LA Memorial Sports Arena.

### 2022 Lucas Museum

Lucas Museum of Narrative Art is planned to open in 2022 to celebrate art of visual storytelling.


1880
EXPOSITION PARK
CALIFORNIA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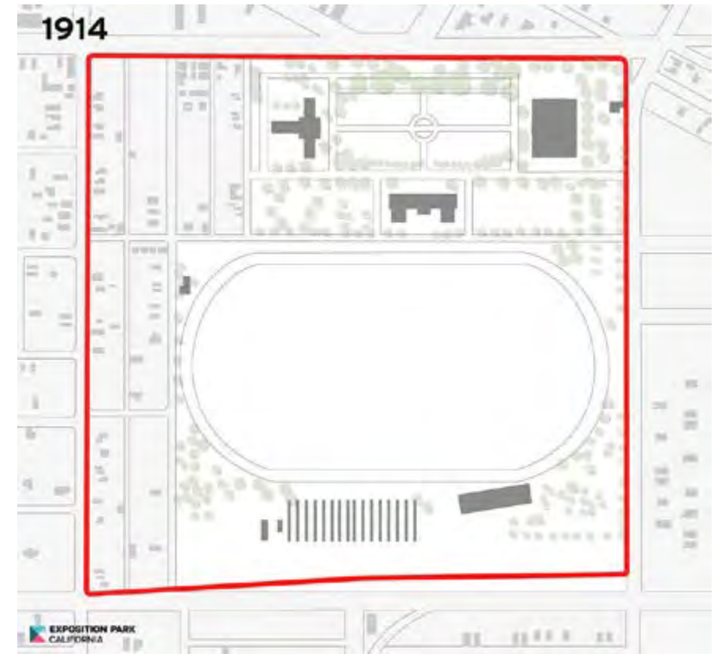
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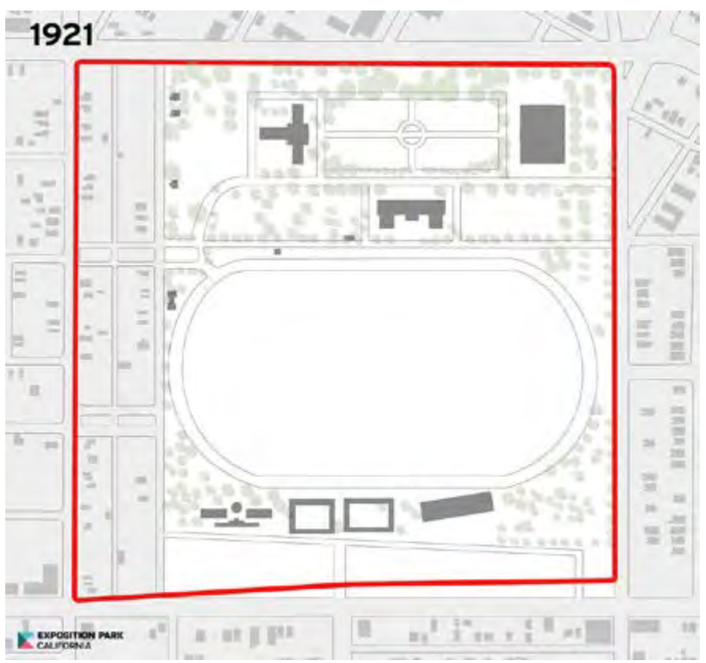
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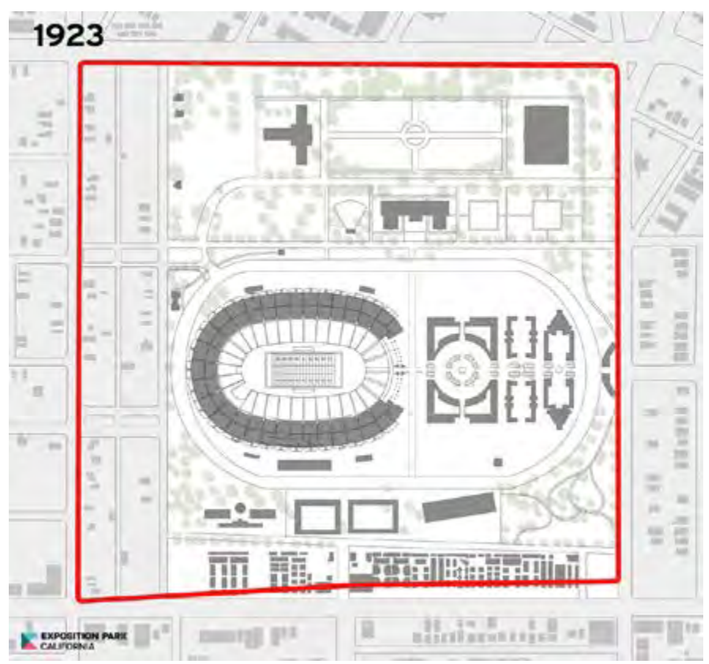
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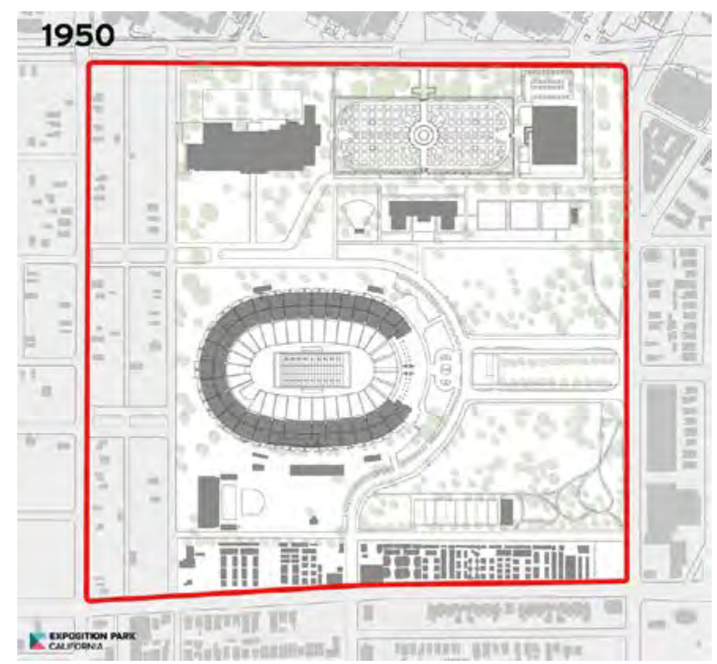
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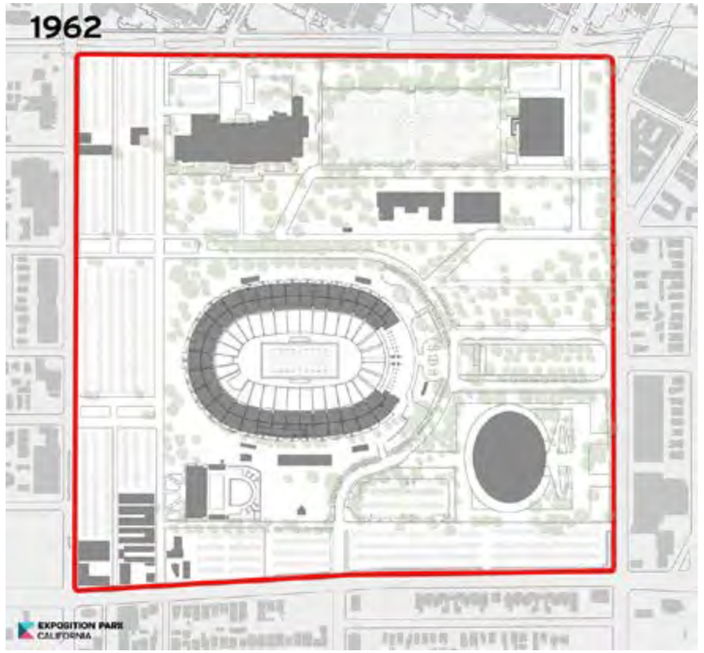
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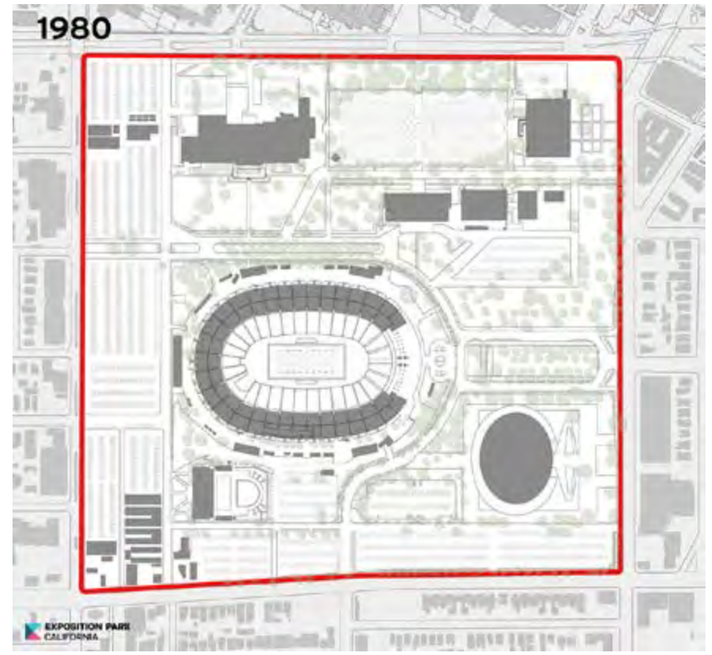
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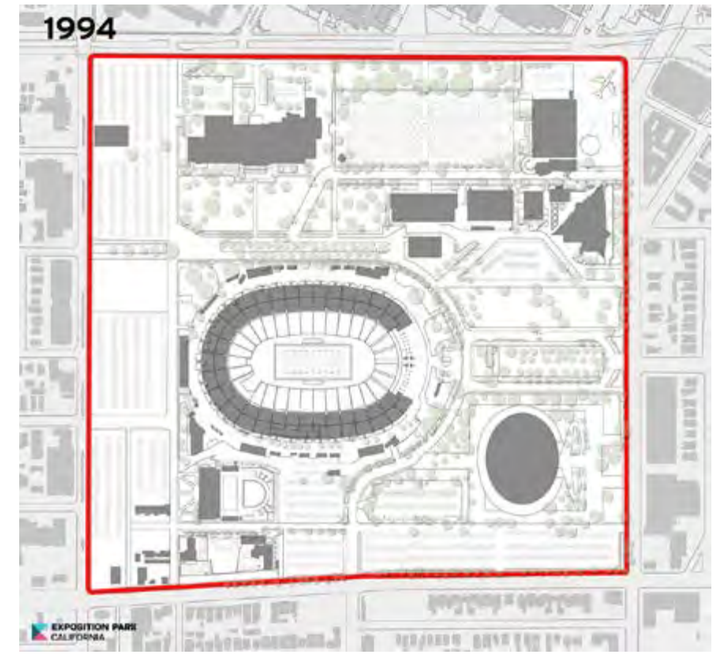
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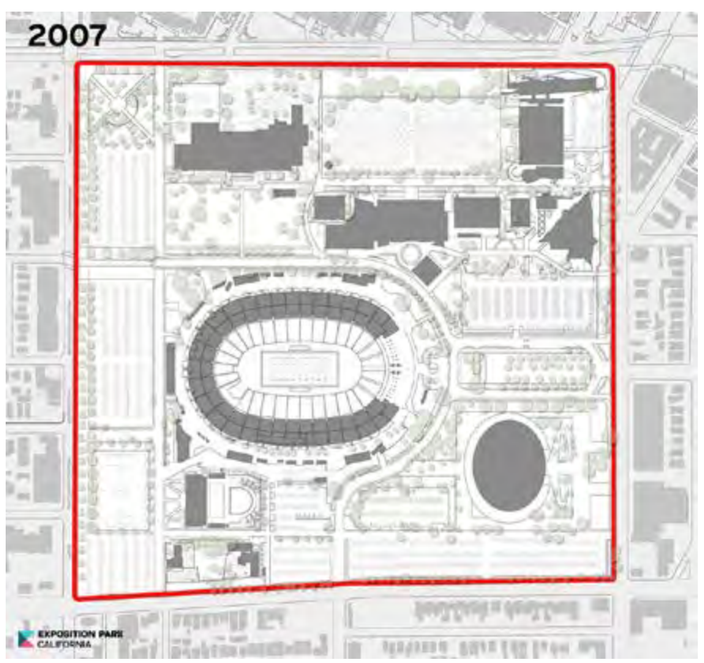
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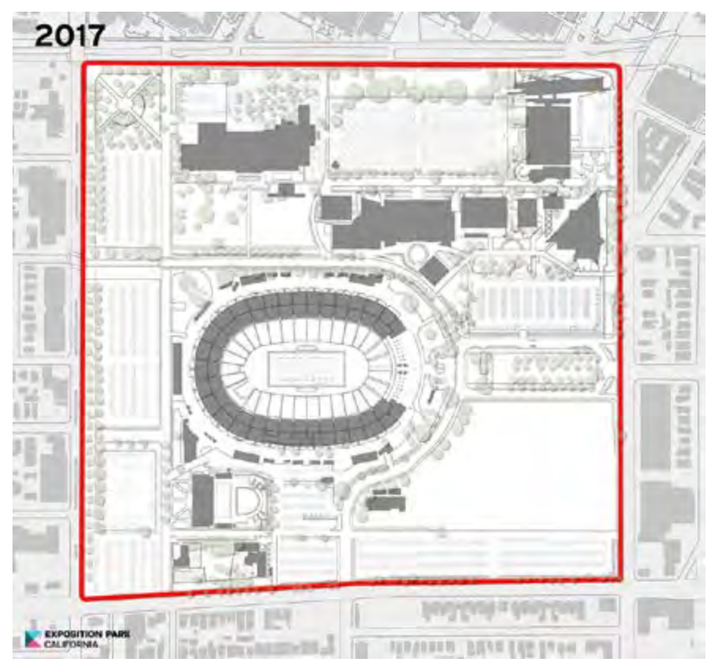
EXPOSITION PARK
CALIFORNIA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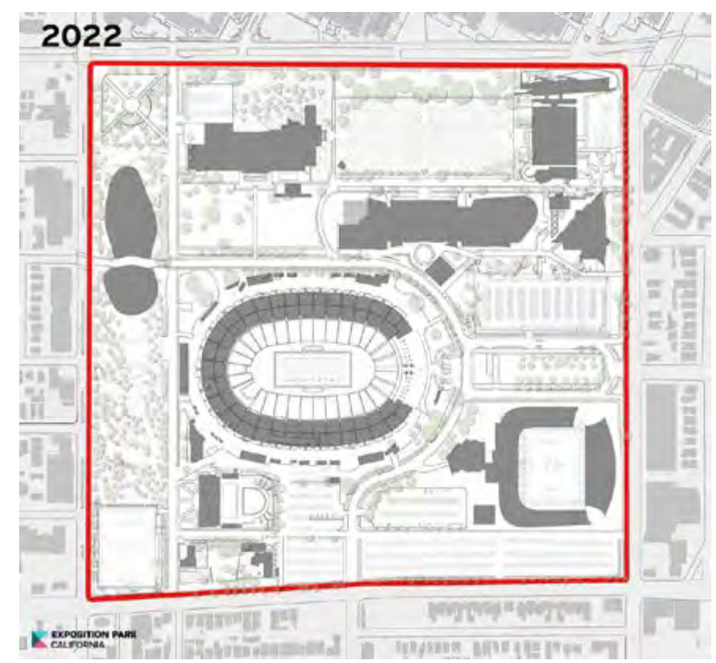

2022
EXPOSITION PARK
CALIFORNIA

# 1.1 Exposition Park Today

Location Map Exposition Park is centrally located in Los Angeles making it easily accessible from all corners of the city.

## LOCATION AND ATTRACTIONS

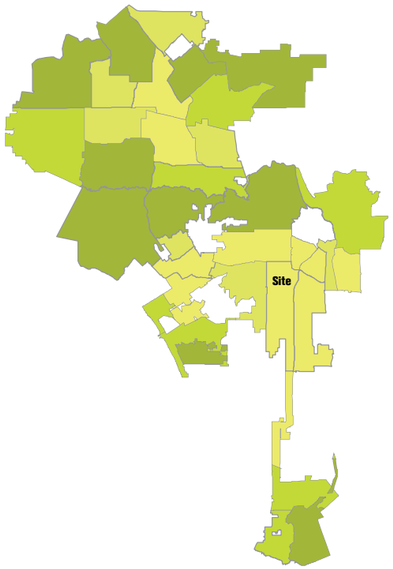
### Location:

Today, Exposition Park is a 152-acre-tract just south of downtown Los Angeles. The land primarily is owned by the State of California, with portions owned or leased by the City of Los Angeles, the County of Los Angeles, and the Los Angeles Memorial Coliseum Commission (a joint powers authority of the State of California, Los Angeles County and the City of Los Angeles.)

Originally founded as an Agricultural Park in 1872 and subsequently renamed Exposition Park in 1913, Exposition Park has become one of Southern California's premier visitor destinations.

### Attractions:

- California African American Museum
- California Science Center & Science Center School
- Los Angeles Memorial Coliseum
- Banc of California Stadium
- EXPO Center & Rose Garden
- Natural History Museum of Los Angeles County
- Lucas Museum of Narrative Art



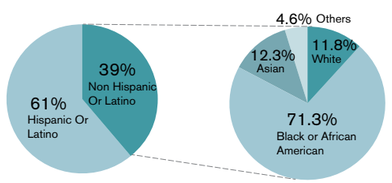

## Park Level Of Service Legend

Park level of service by community plan area, acres per 1,000 residents

- Less Than 1 Acre
- 1 To 3 Acres
- 3 To 10 Acres
- Greater Than 10 Acres

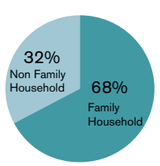
## Race & Ethnicity

Source: City of Los Angeles Department of City Planning
Public Facilities include Freeway
Data for South Los Angeles Only

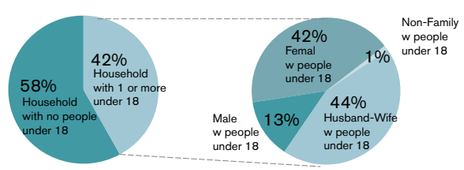



## HOUSEHOLD & CHILDREN

HOUSEHOLD TYPE



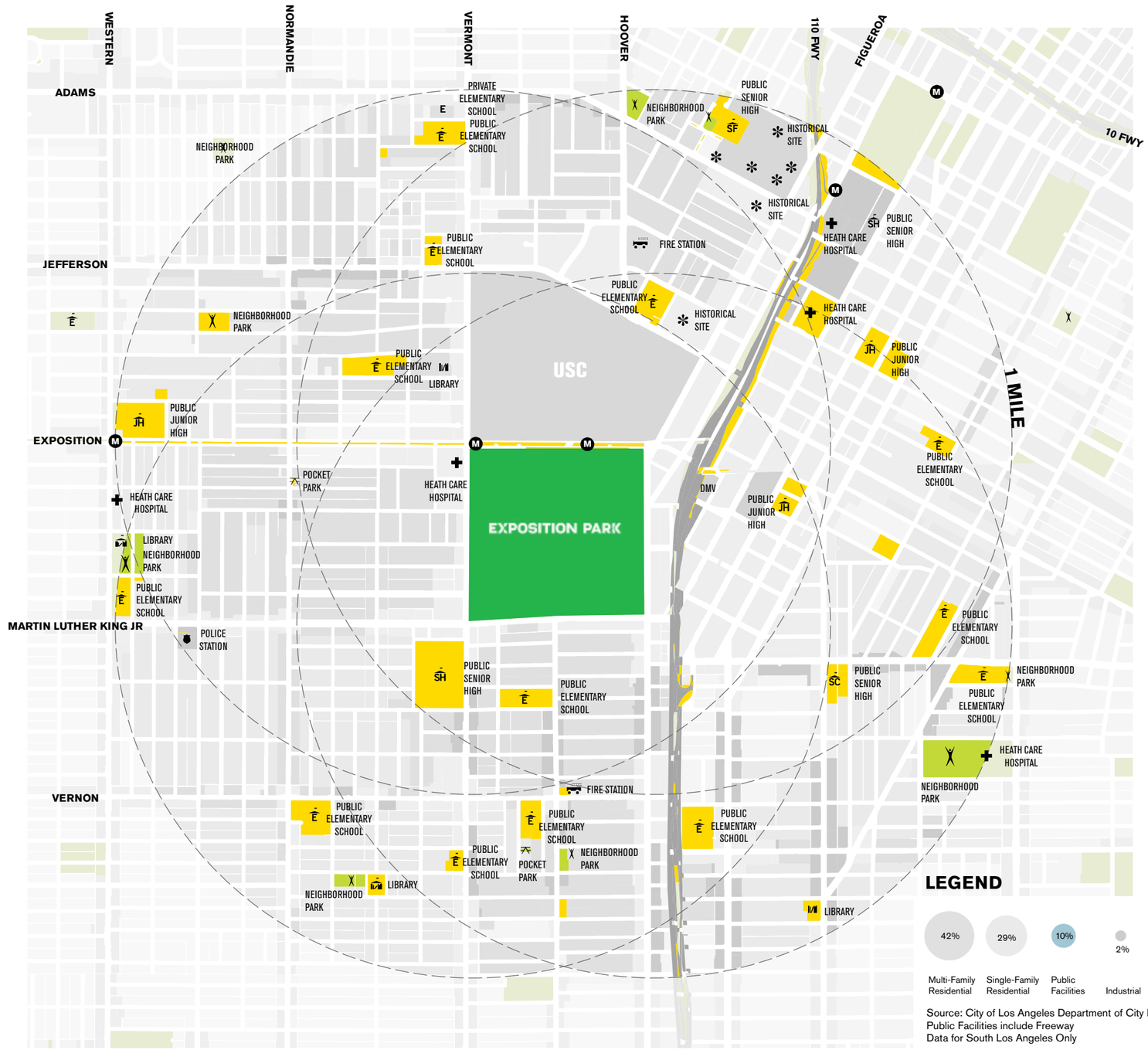

HOUSEHOLD WITH PEOPLE UNDER AGE OF 18




HOUSEHOLD SIZE AND FAMILY SIZE

Person per renter Unit: 3.20
Person per owner Unit: 3.73

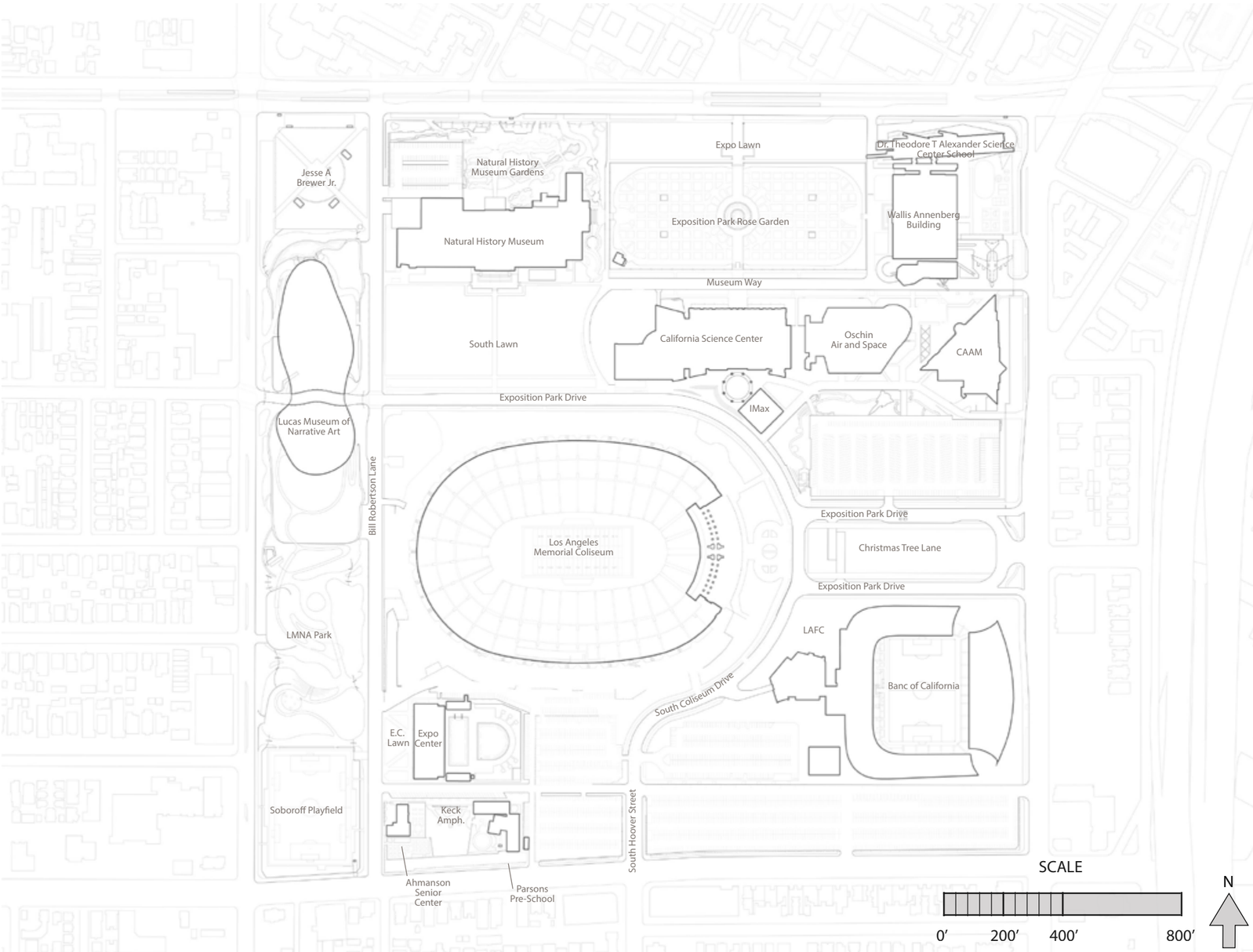
HOUSEHOLDS: 3.36
FAMILIES: 4.25




## LEGEND

| 42% | 29% | 10% | 2% | 15% | 2% |
|---|---|---|---|---|---|
| Multi-Family Residential | Single-Family Residential | Public Facilities | Industrial | Commercial | Open Space |

Source: City of Los Angeles Department of City Planning
Public Facilities include Freeway
Data for South Los Angeles Only




# INTRODUCTION

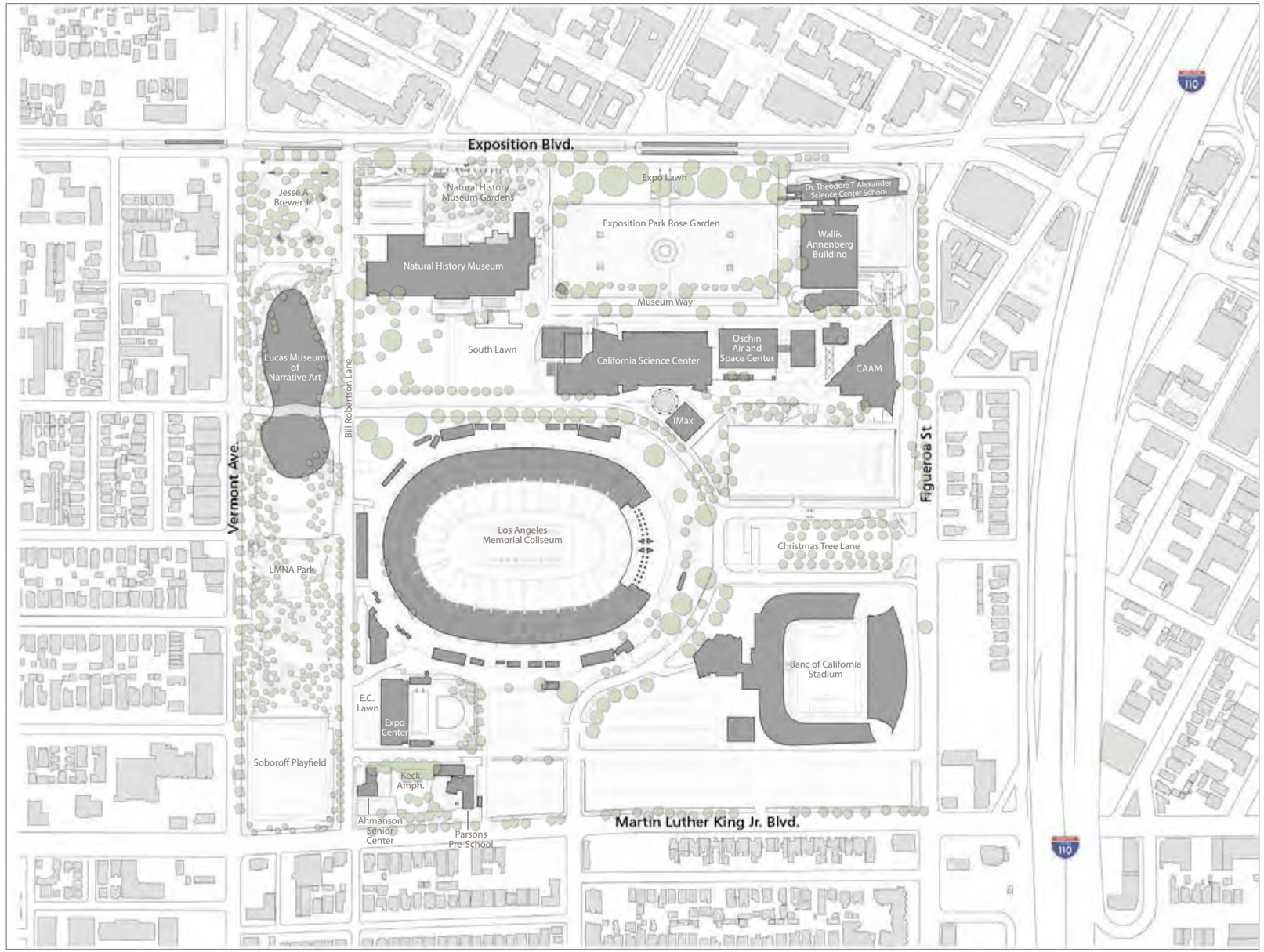
While the uses of the individual buildings in Exposition Park are established and easily identifiable, less obvious is the role that the spaces between the building play in the visitors' overall enjoyment of the Park. Movement from building to building, along with active, vital programming of the outdoor spaces, are at the very core of world-class urban parks. A clearly defined pedestrian circulation network in the Park makes it easy for visitors to move from place to place and to enjoy a delightful experience.

And, a dense schedule of programming providing a wide array of activities with broad appeal would attract visitors who otherwise may not spend time in the Park and attract them at varying times of day. Also, the variety of the programming experience would motivate visitors to extend their stays once in the Park and to return again and again. The more visitors the Park draws and retains, the more it is seen as inviting by other potential guests. Not only will the spaces be more attractive, but they will be safer, as well.

## GREAT INSTITUTIONS

Exposition Park is an example of the whole being greater than the sum of the parts. While each of its world-renowned institutions have their own constituencies, it is the combination of these institutions, in harmony with another supplemented by a set of diverse landscapes, and Park-wide amenities that contributes to the overall visitor experience.

Exposition Park, also known as the Sixth District Agricultural Association, is a department within the State of California's Natural Resources Agency. The management of this property is the responsibility of the Office of Exposition Park Management (OEPM), which provides stewardship of the Park as a whole, chiefly by delivering a safe and clean environment through public safety, parking operations and land use management including Park beautification and maintenance. Included, among its many responsibilities are negotiations of ground leases and agreements which impact the state's interest such as development of Park facilities and future infrastructure improvements. In addition, OEPM administers supervises and coordinates Park-wide events, and facilitates communication efforts between state, city, and county entities represented within the Park.



Los Angeles
Memorial Coliseum

Banc of California Stadium

Natural History Museum
of Los Angeles County

California African
American Museum

California Science Center

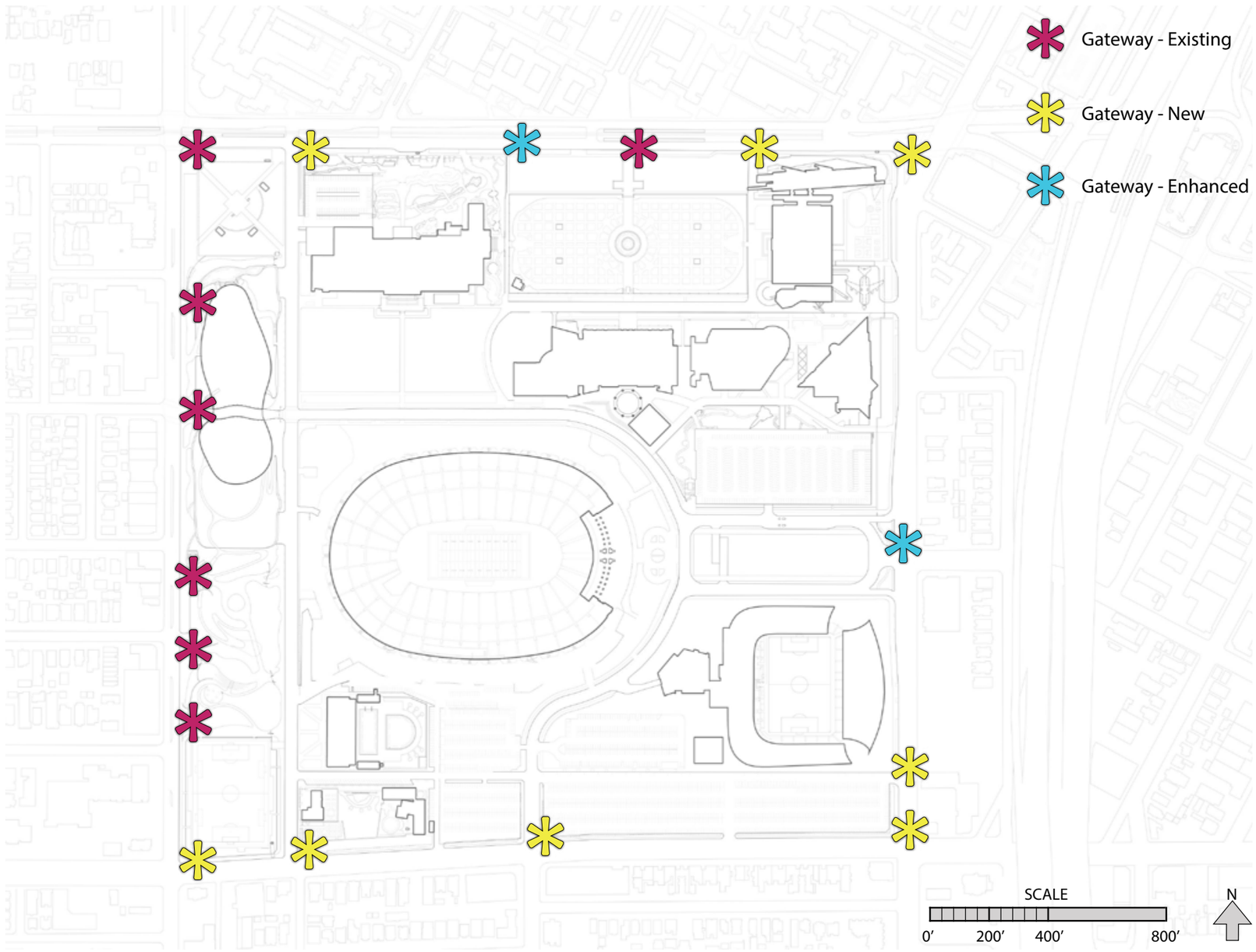
EXPO Center

Lucas Museum of Narrative Arts

Dr. Theodore T. Alexander Jr. Science School

Ahmanson Senior Citizen Center

Ralph M. Parsons Preschool




# GATEWAYS

Exposition Park can be accessed from the entire perimeter, but some of its gateways primarily serve pedestrians and cyclists, while others better serve vehicles. In the latter category. By looking at current conditions, it is possible to identify new gateway opportunities to enhance the park-going experience for visitors coming from all directions.

## Opportunities:

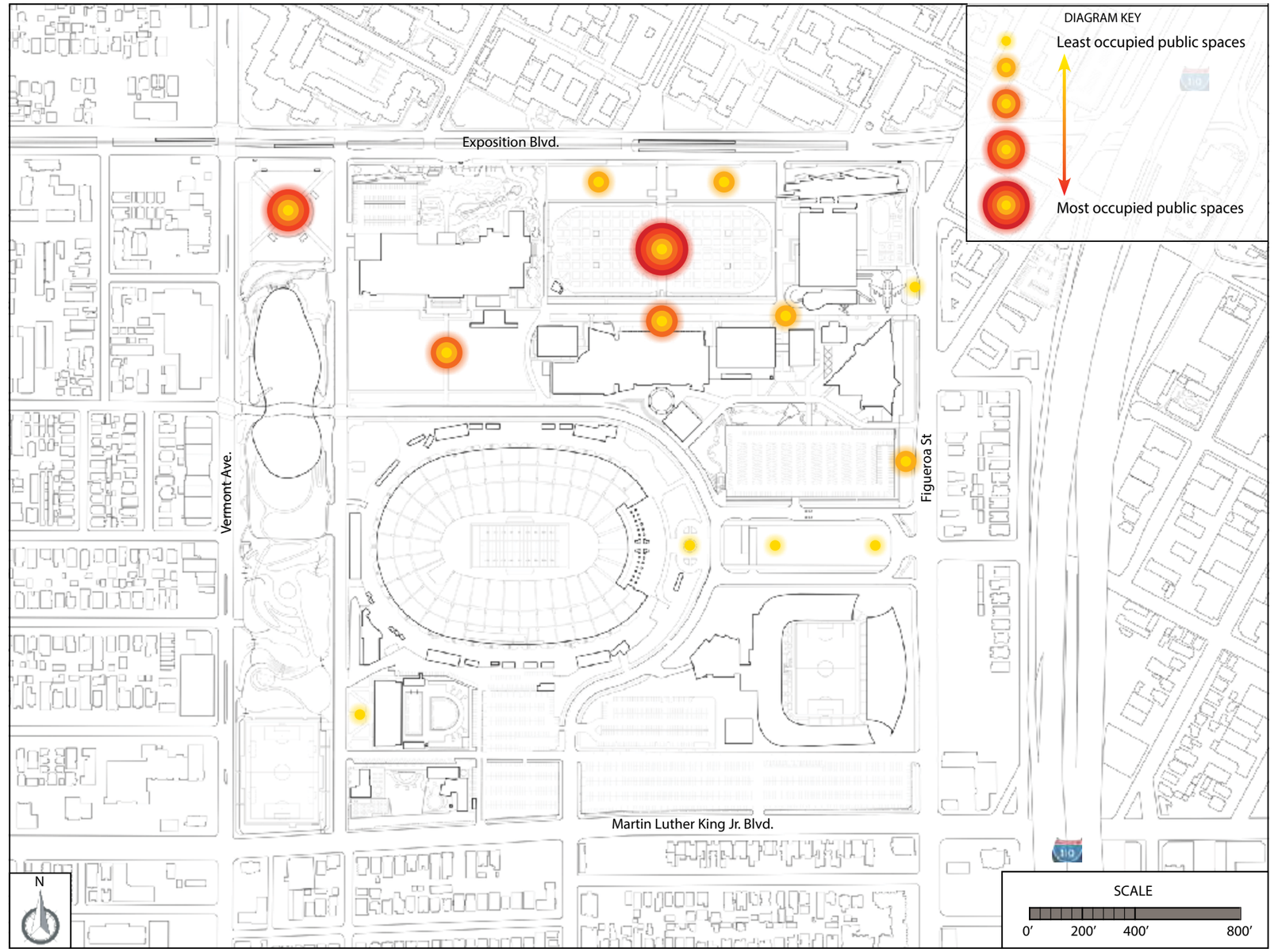
1. Create new gateway entries to the Park on Martin Luther King Jr. Blvd. and Vermont Avenue
2. Equally distribute gateways around the Park so that the Park is accessible for guests coming from any direction.

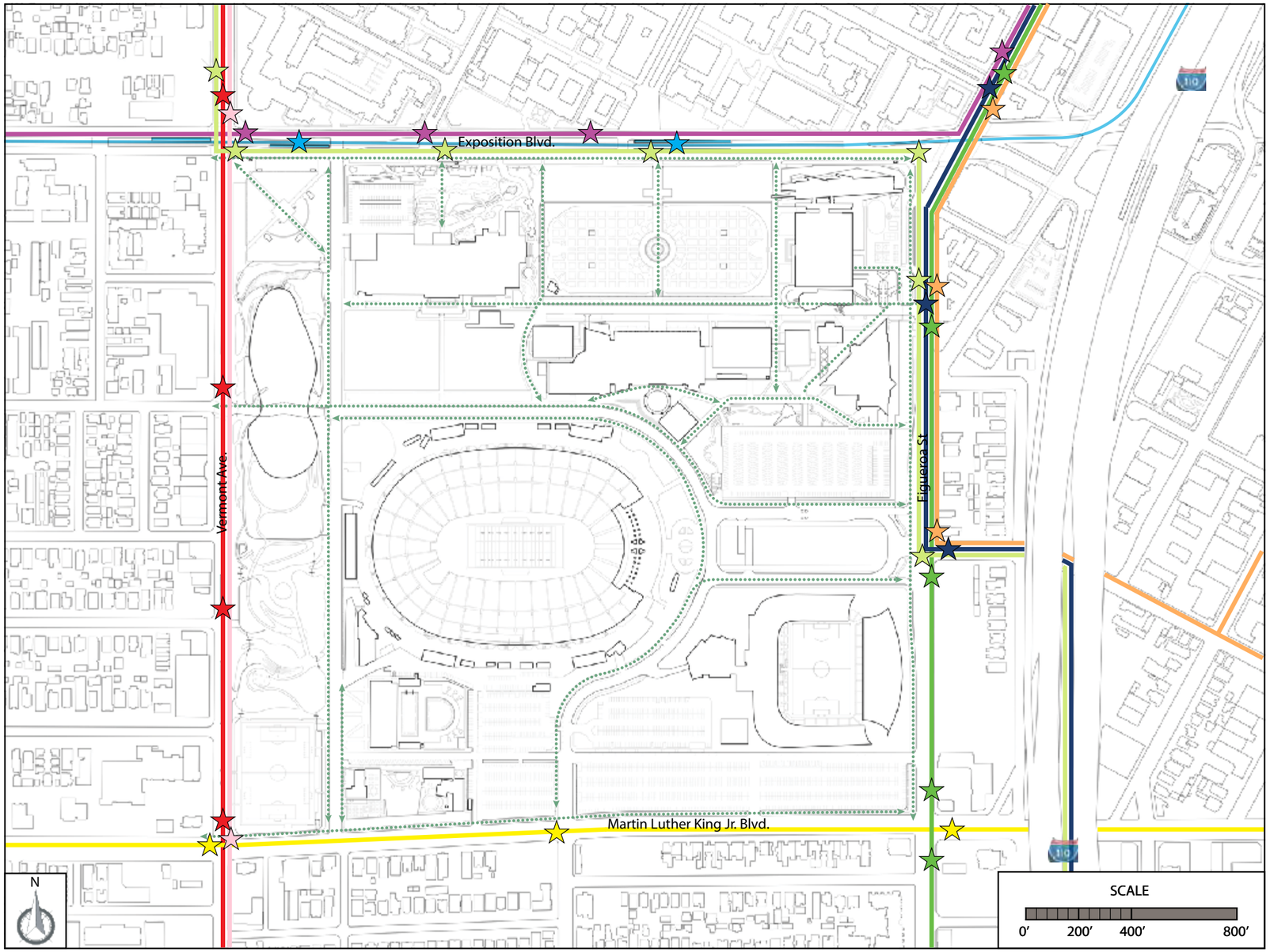
# PUBLIC SPACE USAGE

Use of the public spaces at Exposition Park is concentrated in the northern half of the park, particularly in the Rose Garden and Jesse Brewer Park.

## Opportunity:

1. Create welcoming and comfortable park spaces for active and passive recreation in the southern half of the park to increase access to the Park and better serve the local community.






# PUBLIC TRANSPORTATION

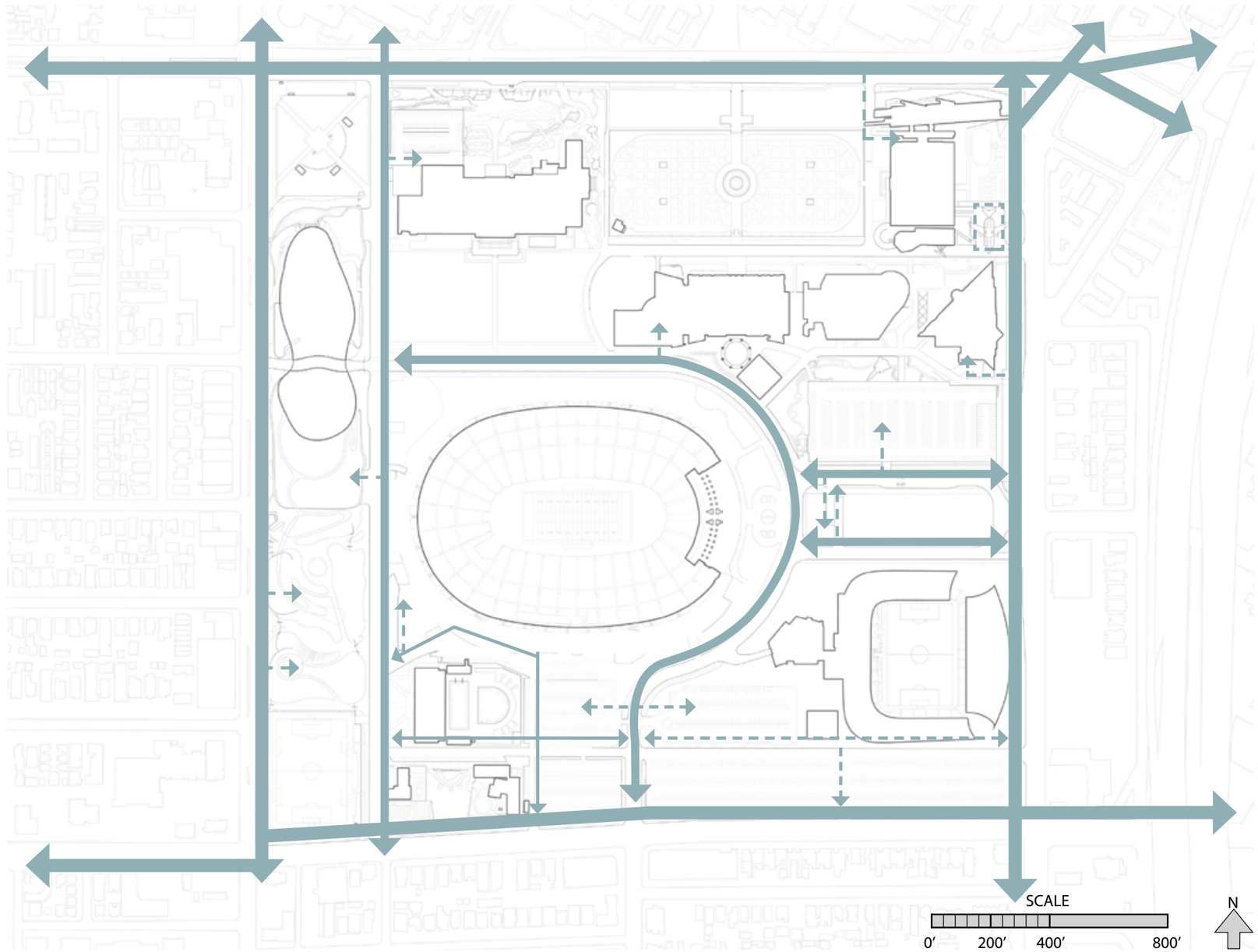
DIAGRAM KEY

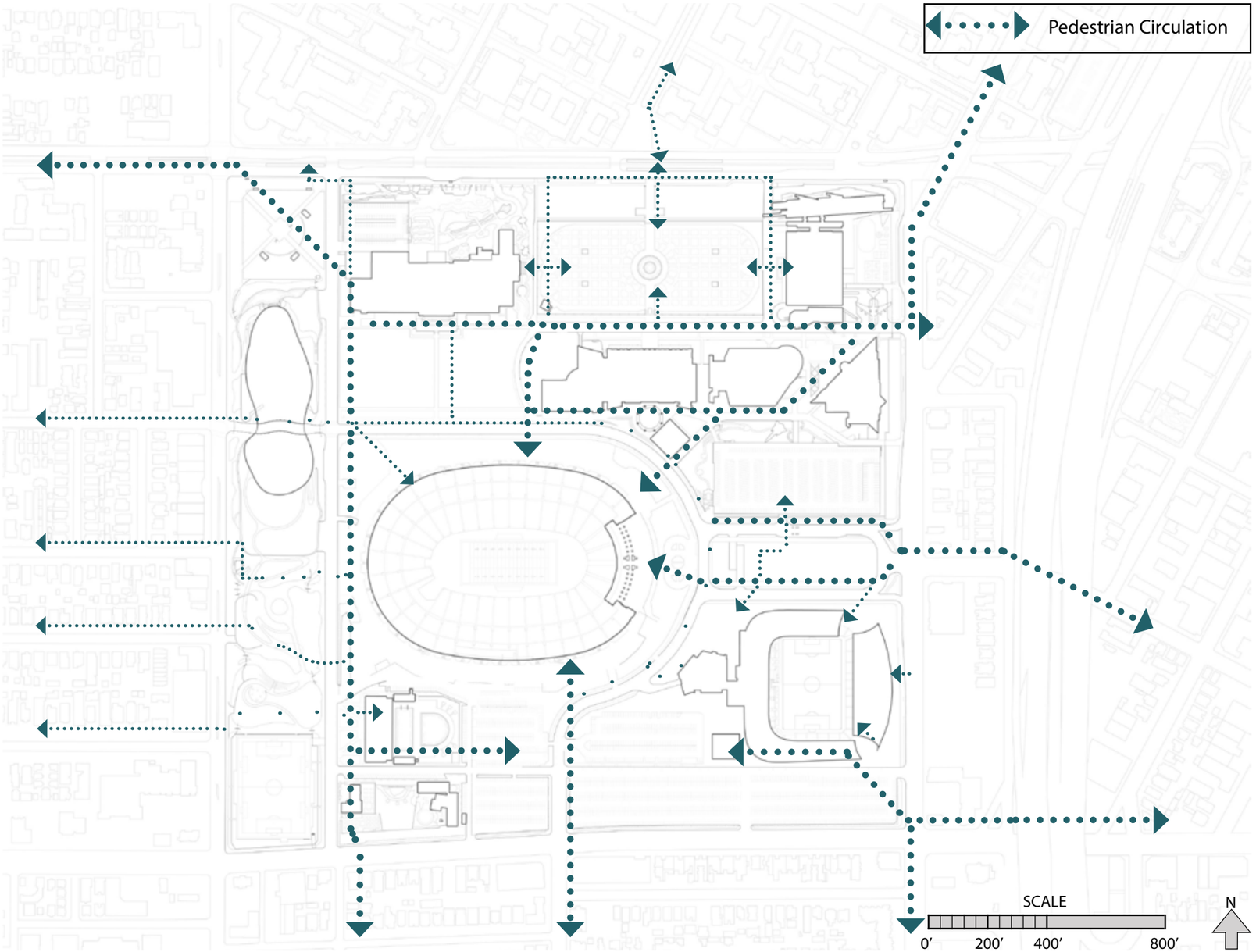
- Pedestrian Circulation Routes
- Exposition Metro Line and Stations
- 40 Bus Line and Stations
- 81 Bus Line and Stations
- 102 Bus Line and Stations
- 200 Bus Line and Stations
- 204 Bus Line and Stations
- 442 Bus Line and Stations
- 550 Bus Line and Stations
- 754 Bus Line and Stations

This diagram illustrates the many forms of public transportation that can be used to get to the Park as well as the pedestrian circulation routes within the Park that are available once you have arrived.

# VEHICULAR CIRCULATION

Vehicular Circulation






# PEDESTRIAN CIRCULATION

The pedestrian and bicycle circulation routes through Exposition Park offer a wide range of user experiences, some delightful, others markedly less-so. Not only is there an uneven aesthetic and user experience to each of these routes, many of the paths are disconnected from one-to-another as visual connections between them are often blocked by buildings or landscape. Moreover, paving materials and landscape treatments vary widely from path-to-path further reducing the 'legibility' of the pedestrian circulation system, and thus making it difficult for park-goers to find their way around the Park. This in turn, has the effect of diminishing the overall visitor experience.

The diagram also includes arrows showing primary building entrances. These are where the vast majority of the Park visitors enter each individual building. This might not be the most significant facade or the biggest doorway but is where typical pedestrian circulation occurs. These building entrances are not loading docks or back-doors. They have a significant role in defining different spaces in the Park, however, they do not carry the highest capacity of pedestrian use.

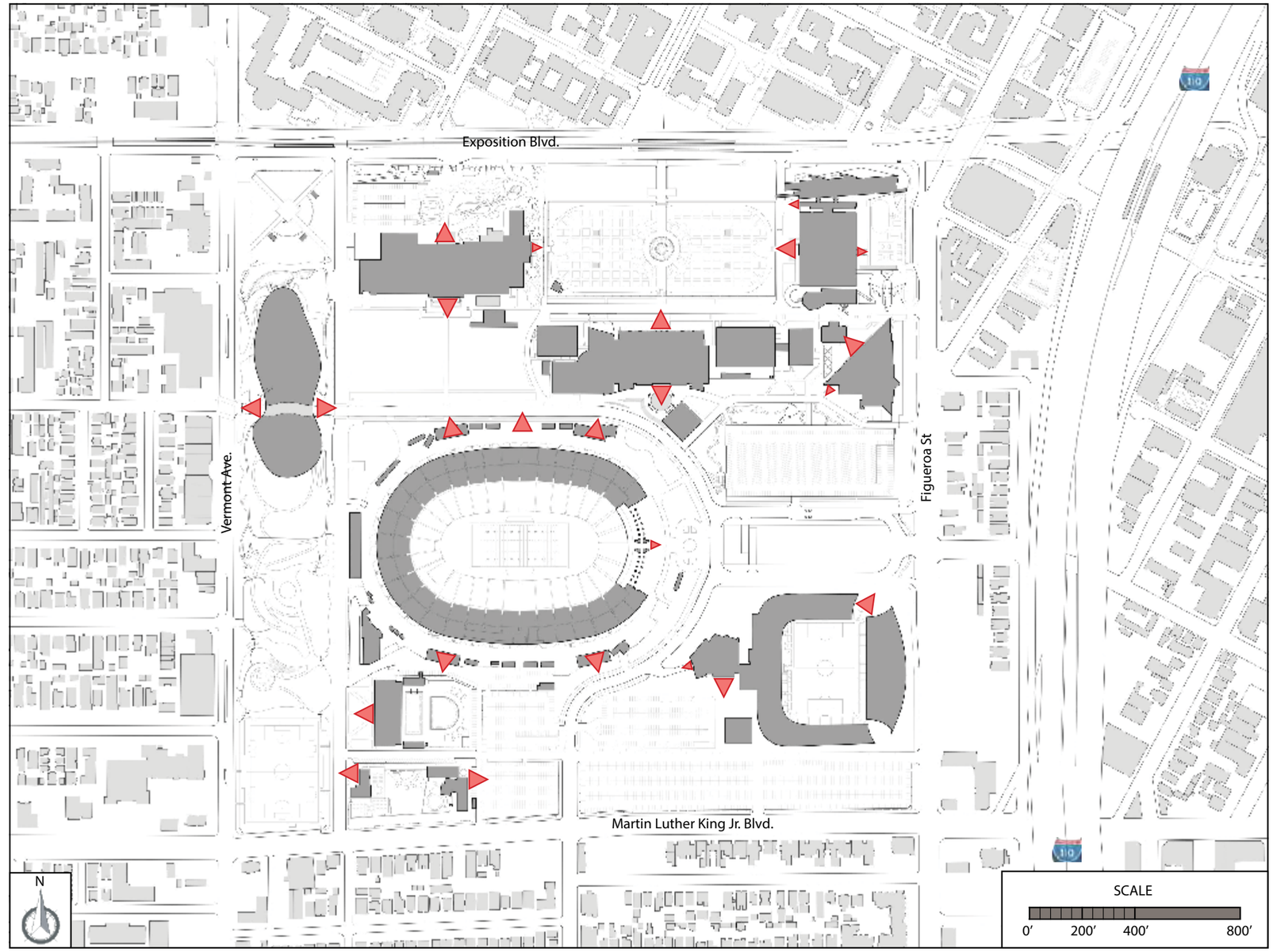
## Opportunities:

Widely traversed by many people for a variety of uses, the Park can promote a healthier and more sustainable lifestyle by providing safe passages from home to school or work and/or as a pedestrian, cycling and transit hub.

1. Connect gateways into the Park with a larger network of pedestrian circulation routes
2. Vacate Bill Robertson Lane from LA DOT street to Park driveway
3. Extend the Pedestrian Promenade (shared street) into South Park Drive to The Banc of California Stadium and connect to the north to create a continuous pedestrian loop
4. Work with the Lucas Museum of Narrative Art to make Leighton Ave. more pedestrian friendly.
5. Use existing, historic buildings and new buildings to frame pedestrian corridors
6. Create an efficient pedestrian circulation network that allows Park visitors pleasant options to get from one Park entity to another
7. Connect circulation routes within the Park to circulation routes in the surrounding community

## Primary Building Entrance:

This is where the vast majority of the Park visitors enter each individual building. This might not be the most significant facade or the biggest doorway but is where typical pedestrian circulation occurs. These building entrances are not loading docks or back-doors. They have a significant role in defining different spaces in the Park, however, they do not carry the highest capacity of pedestrian use.

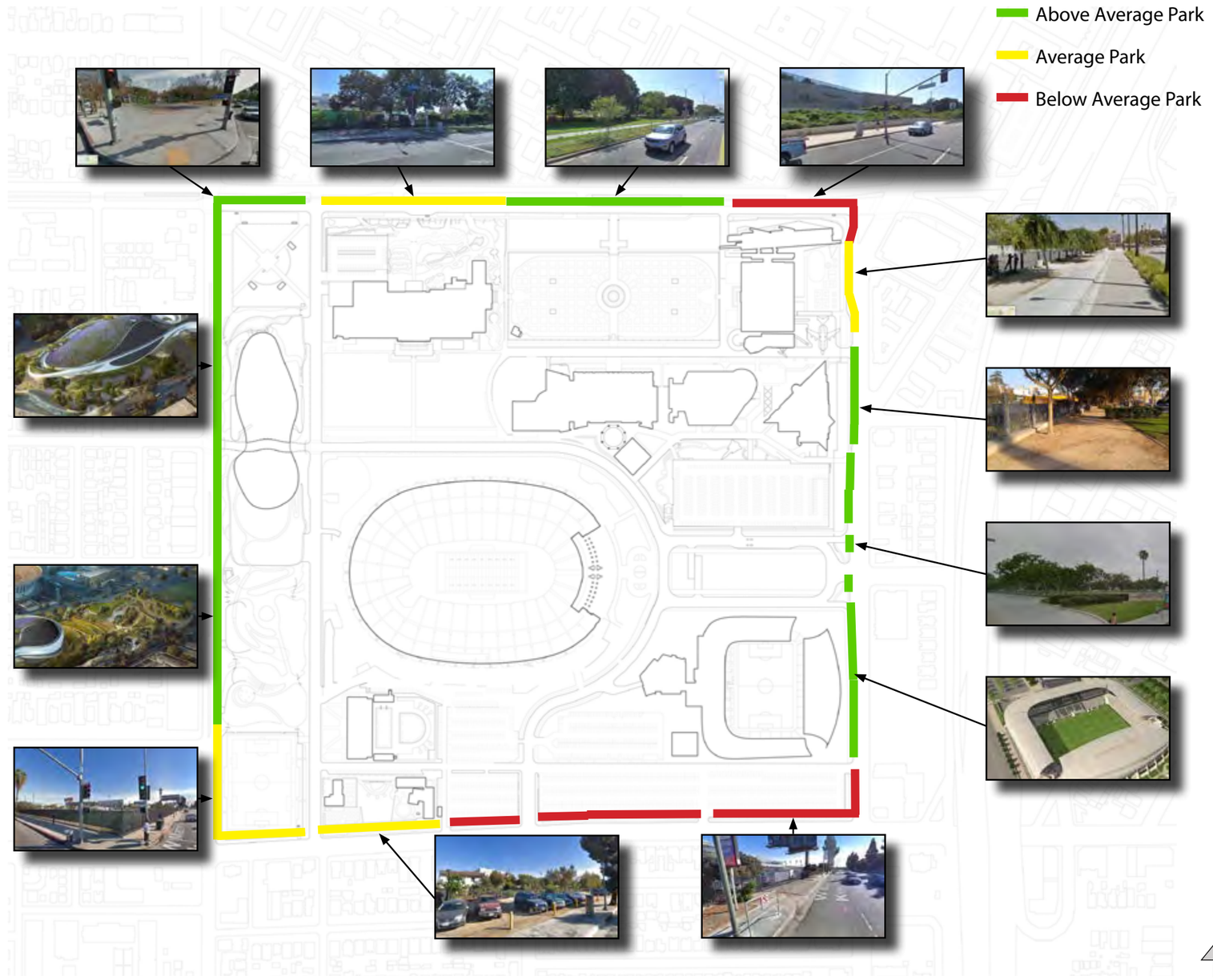


# EXISTING PARK EDGE CONDITION

1. Above Average Park Edge - Defined by ample landscaping that makes the pedestrian experience enjoyable as well as comfortable. The proper dimension required to accommodate a wide variety of activities including walking, running, and biking. Park furniture/feature such as benches, art installations or public transit stations are provided.
2. Average Park Edge - This type of condition has the fundamental structure to be a desirable space, but clearly lacks the cohesive effort to achieve it. Landscape is not fully developed; pedestrian circulation space is inadequate and there are little to no extra Park features.
3. Below Average Park Edge - This is a completely undesirable area to be in and more often than not you will find this type of space unoccupied because of its harsh condition. It is disconnected from the Park, has a nonexistent landscape and in some instances does not provide any space for a pedestrian to inhabit at all.

## Opportunities:

1. The Park perimeter along Martin Luther King, Jr. Boulevard can be significantly enhanced as part of the southern portion of the Park, for example, by moving parking below ground, and creating a park above.
2. The perimeter along Figueroa, Martin Luther King, Jr. can be enhanced with perimeter walkways, protected bike lanes and enhanced landscaping.

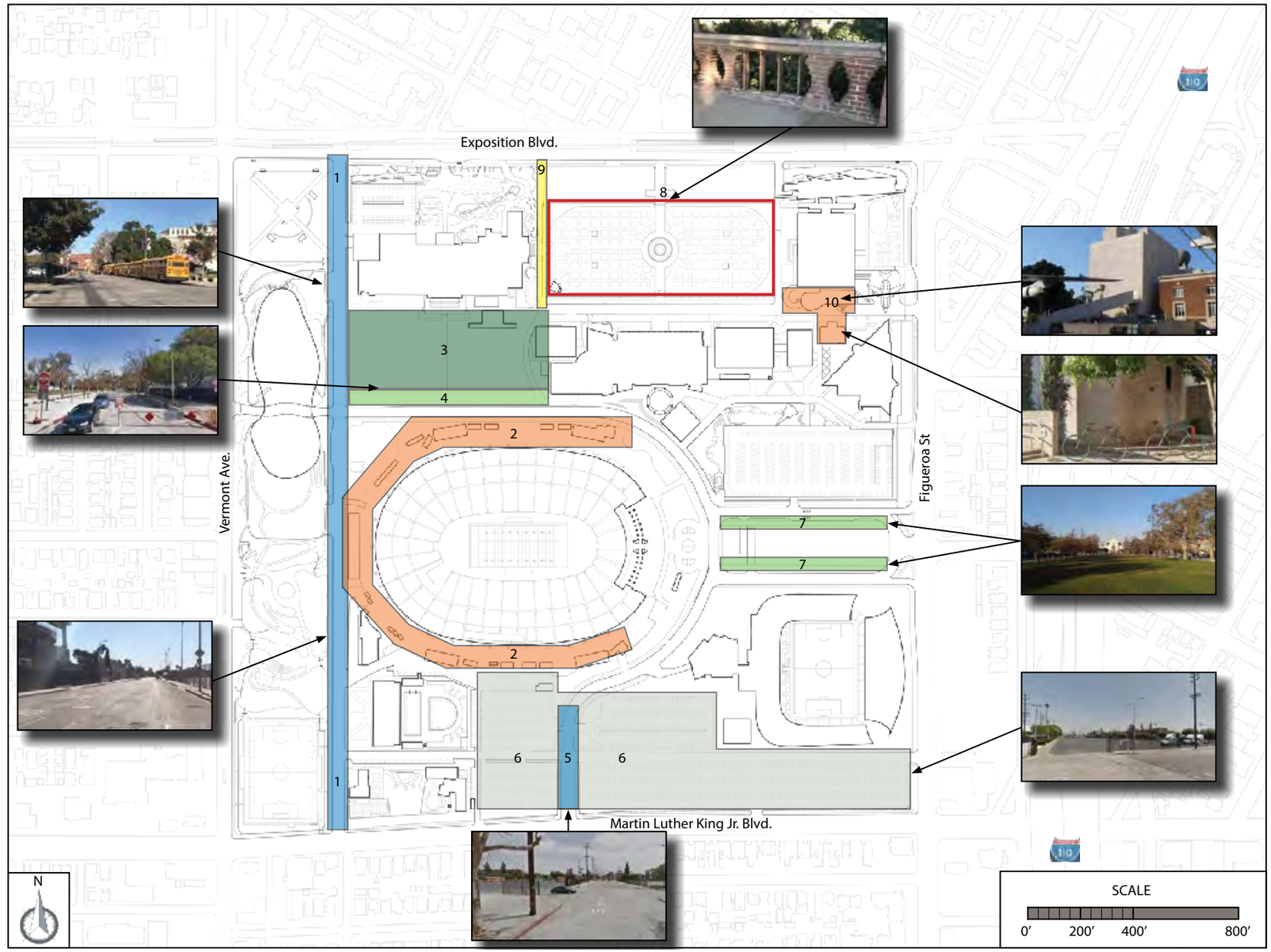


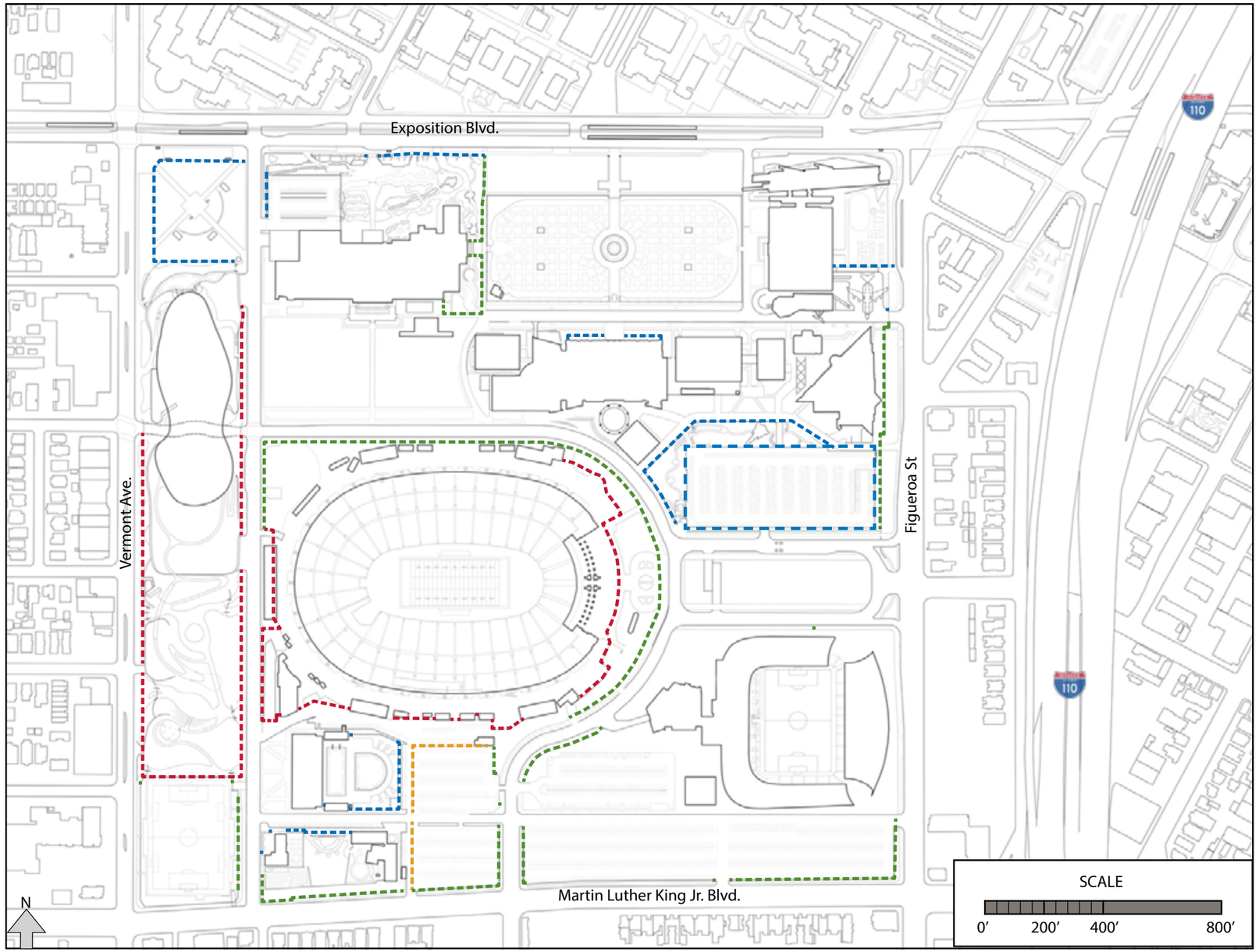
# EXISITNG PHYSICAL CONDITIONS

- Bill Robertson Lane, a public street under the control of LA-DOT, is configured for vehicle traffic and is not welcoming to pedestrians.
- The peripheral service buildings surrounding the Coliseum create an aesthetic eyesore and create an impenetrable visual and physical barrier.
- The South Lawn is comprised of water-hungry turf (with some parts bare) atop compacted soil, and the result of tailgating. Several trees in this area are dead or missing
- As S Hoover St. enters the Park, it becomes a drive-aisle to parking lots. The parking lots are vast, difficult to navigate, and have an absence of landscape.
- Christmas Tree Lane is underutilized due to its harsh ground cover and perimeter of wide roads and tunneling garage entrances.
- Lighting and Wayfinding is inadequate and confusing.

## Opportunities:

1. With the cooperation of LADOT, Bill Robertson Lane can be made into a "shared street".
2. The University of Southern California (USC) can consider consolidation of the concessions, and restroom pavilions to create a more pleasant and unified experience.
3. By replacing the temporary parking spaces that occupy the South Lawn during Coliseum events in an underground garage, the South Lawn can become a beautiful and functionally landscaped education garden.
4. The entry along South Hoover, can be re-constructed to serve vehicles and pedestrians equally well. The parking provided on large lots on the south side of the Park can be placed underground to provide for a great new green space to serve the community.
5. Christmas Tree Lane can be redesigned to make the Park more accessible, more usable, and more festive, all while preserving its historic features.
6. Lighting and Wayfinding can be improved and made more energy efficient and consistent throughout the Park
7. State Drive can be transformed into a pedestrian walkway linking the museums along a continuous path

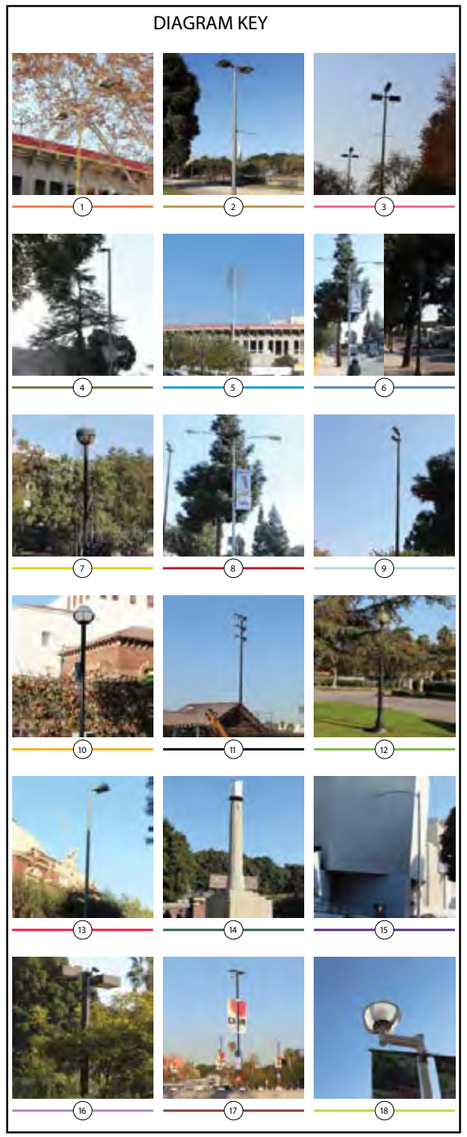


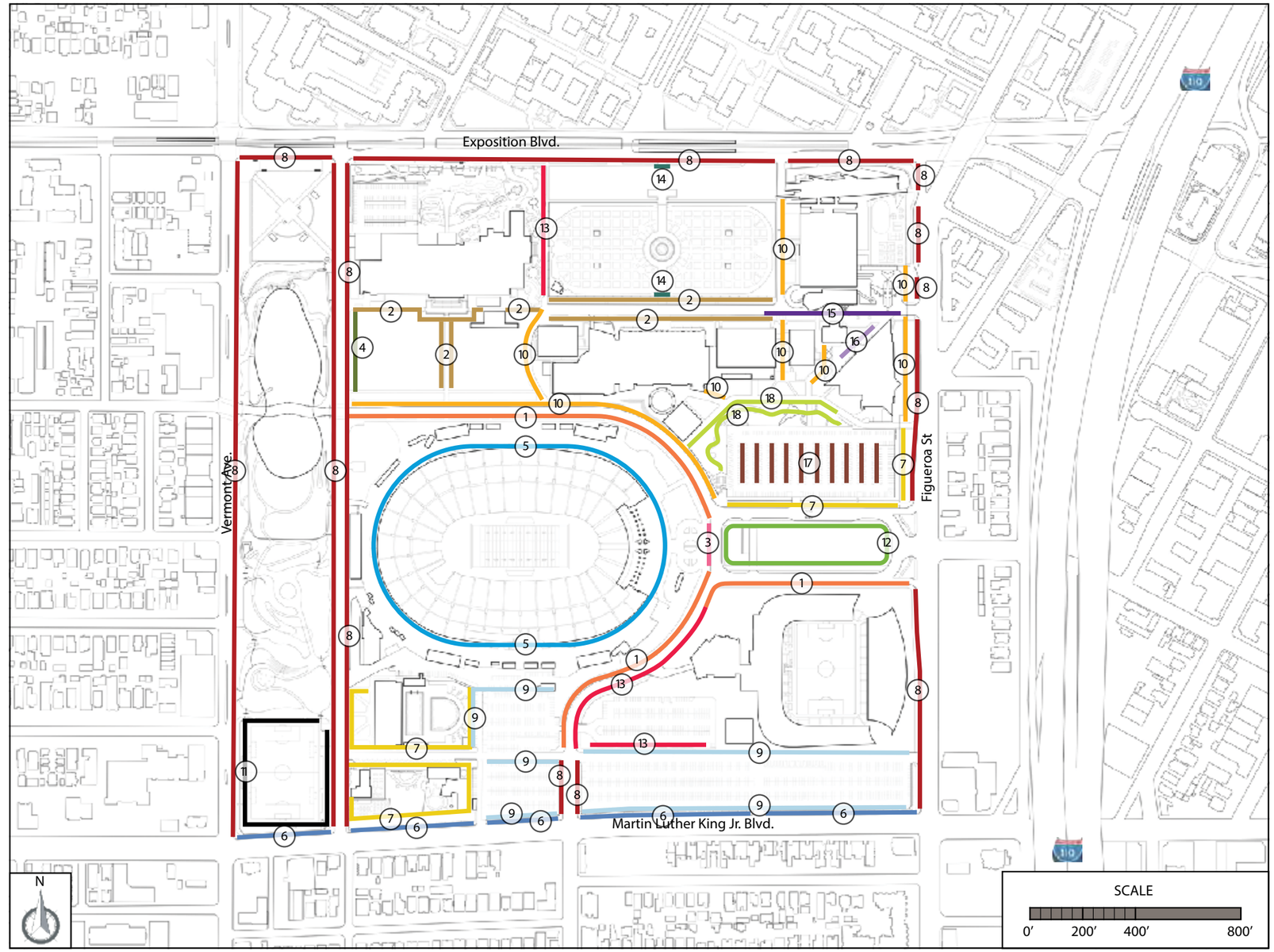


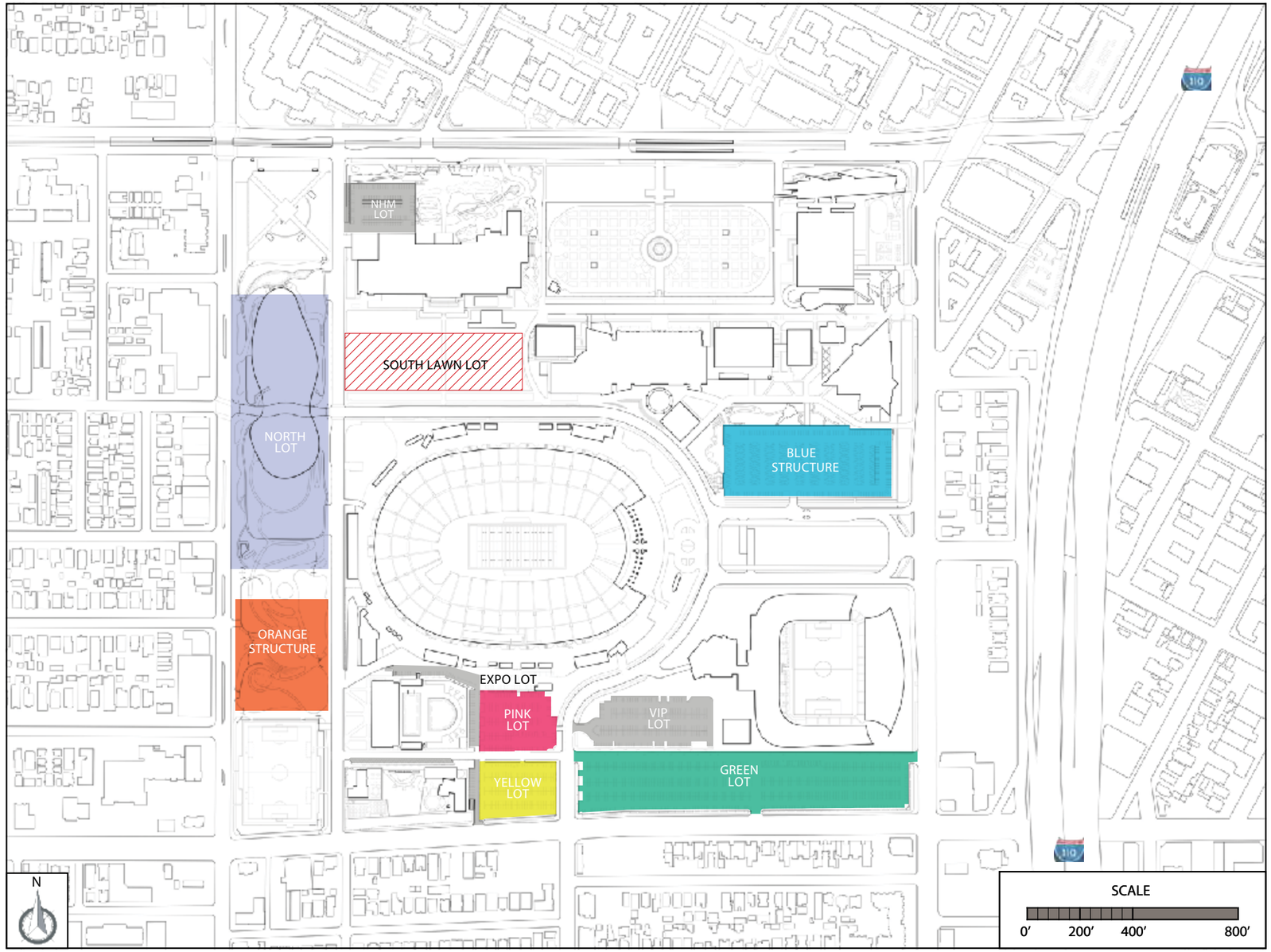

## EXISTING FENCING PLAN

- Existing Decorative Fence
- Existing Chain-Link Fence
- Existing Picket Fence
- Existing Security Fence

# EXISTING STREET LAMPS





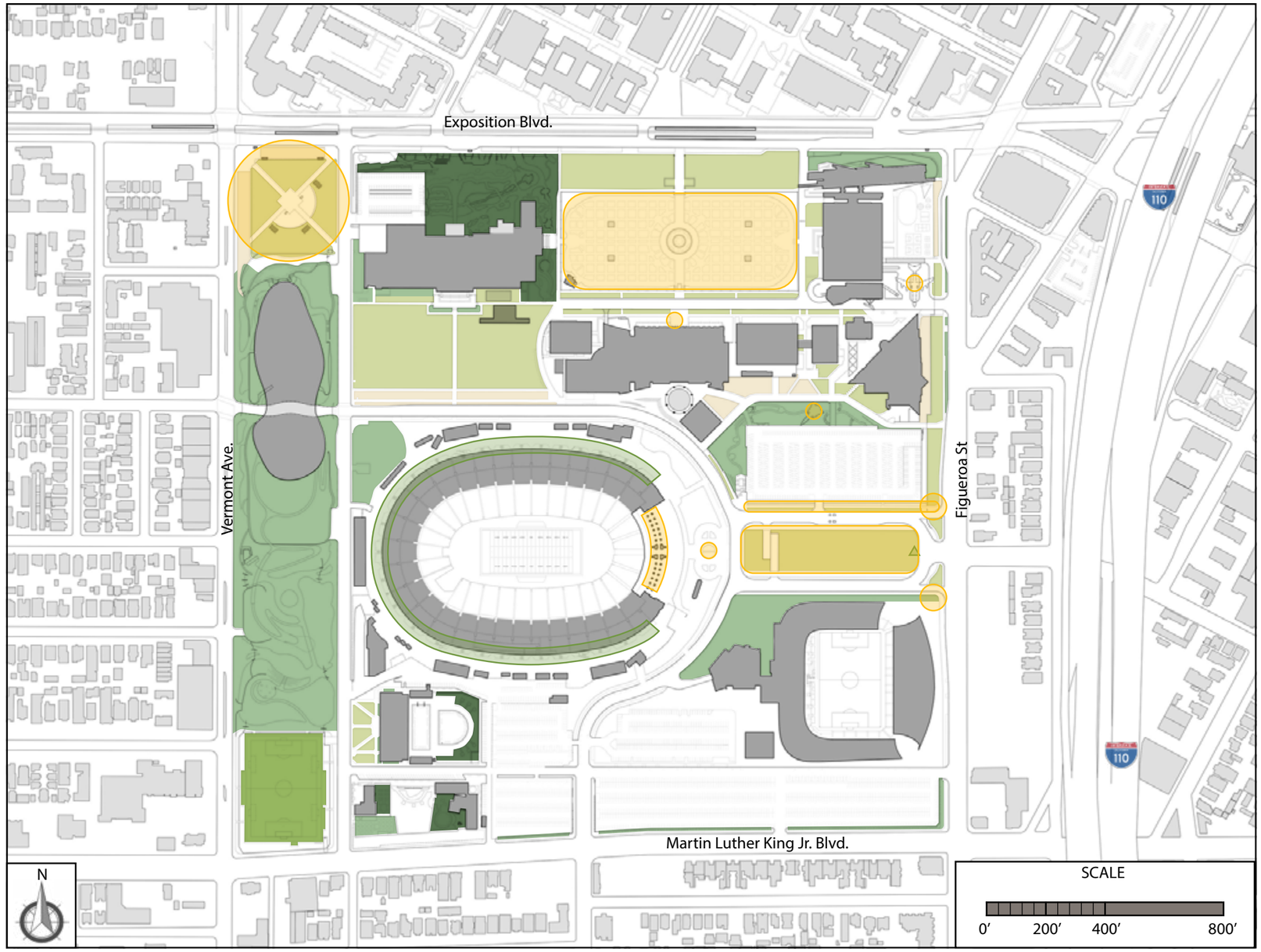

# EXISTING PARKING

DIAGRAM KEY

| | |
|---|---|
| Lots Contolled by OEPM | |
| North Lot | 975 spaces (estimated) |
| Orange Structure | 1,345 spaces |
| Blue Structure | 2,132 spaces |
| Pink Lot | 211 spaces |
| Yellow Lot | 201 spaces |
| Green Lot | 953 spaces |
| South Lawn Temporary Parking for Coliseum Events | 400 spaces |
| Lots Contolled by Other Institutions | 400 spaces |
| Other Exposition Park Spaces | 150 spaces |
| | 6,767 Total spaces |

# EXISTING OPEN SPACE TYPES

- Existing Lawn
- Existing Decomposed Granite
- Existing Public Garden
- Existing Public Sports Field
- Existing Limited Access Garden
- Existing Special Status Vegetation
- Existing Landmark/Historical Feature




EXPOSITION PARK
CALIFORNIA

# EXISTING DRY UTILITIES

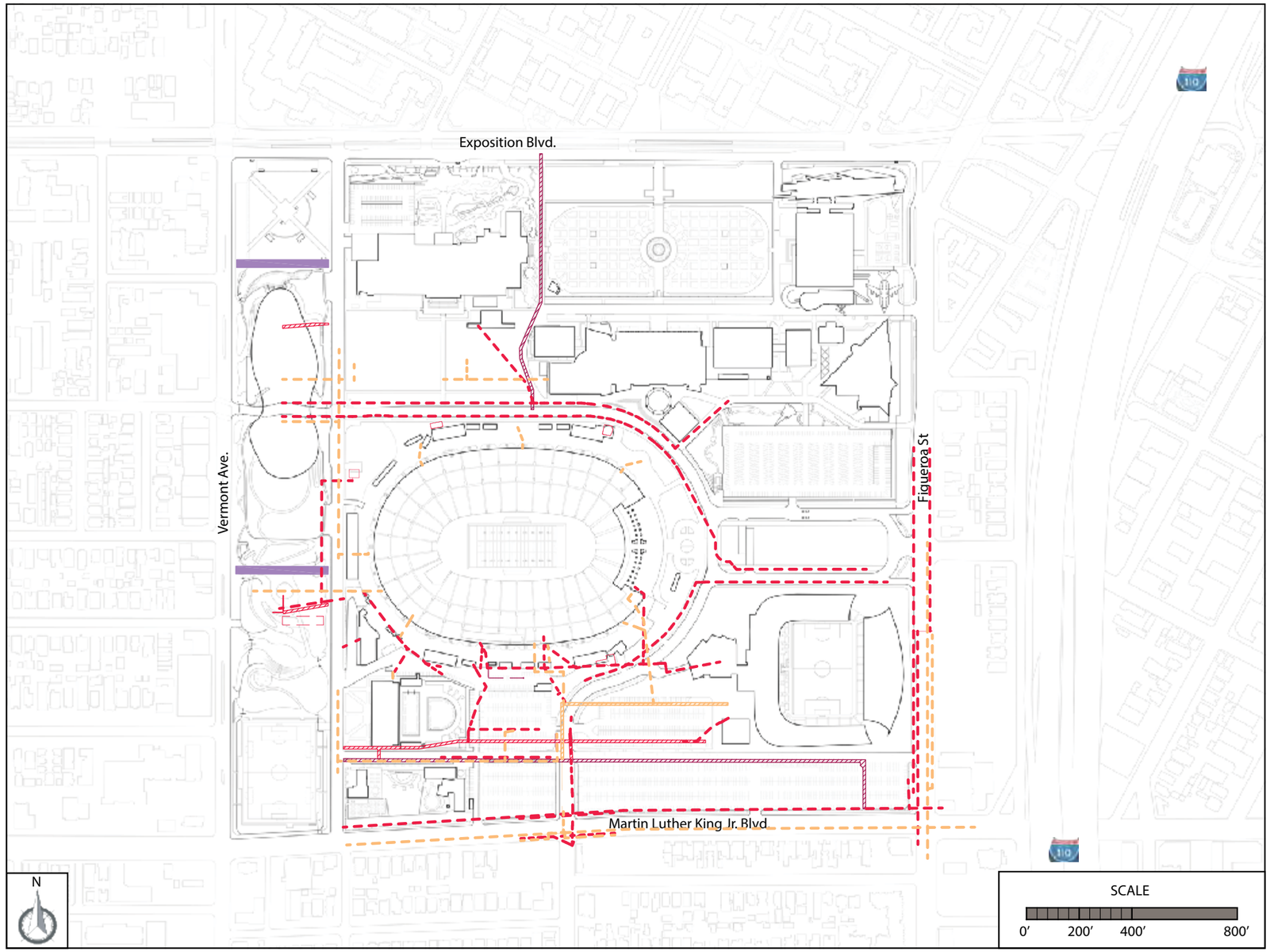


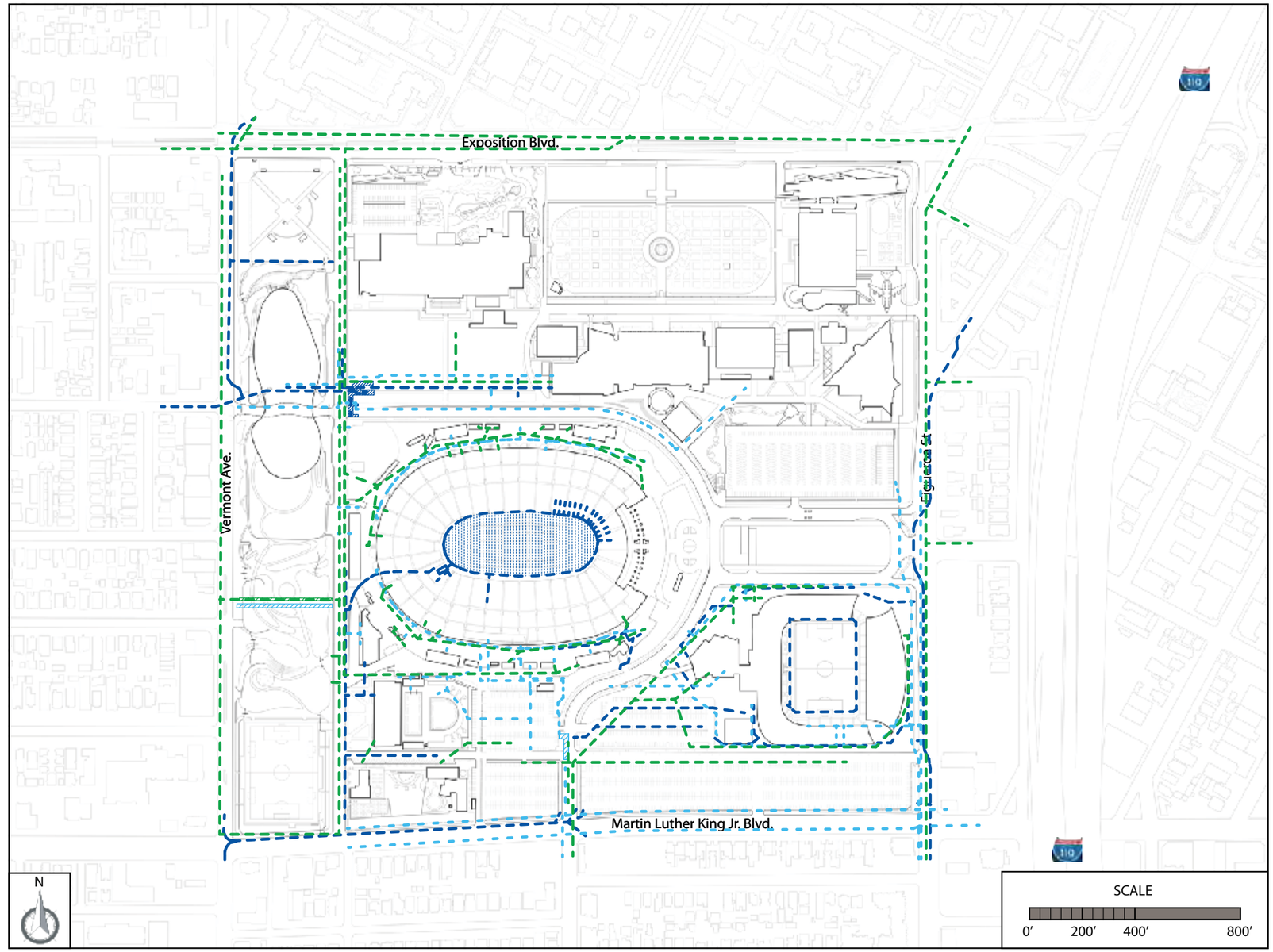

DIAGRAM KEY

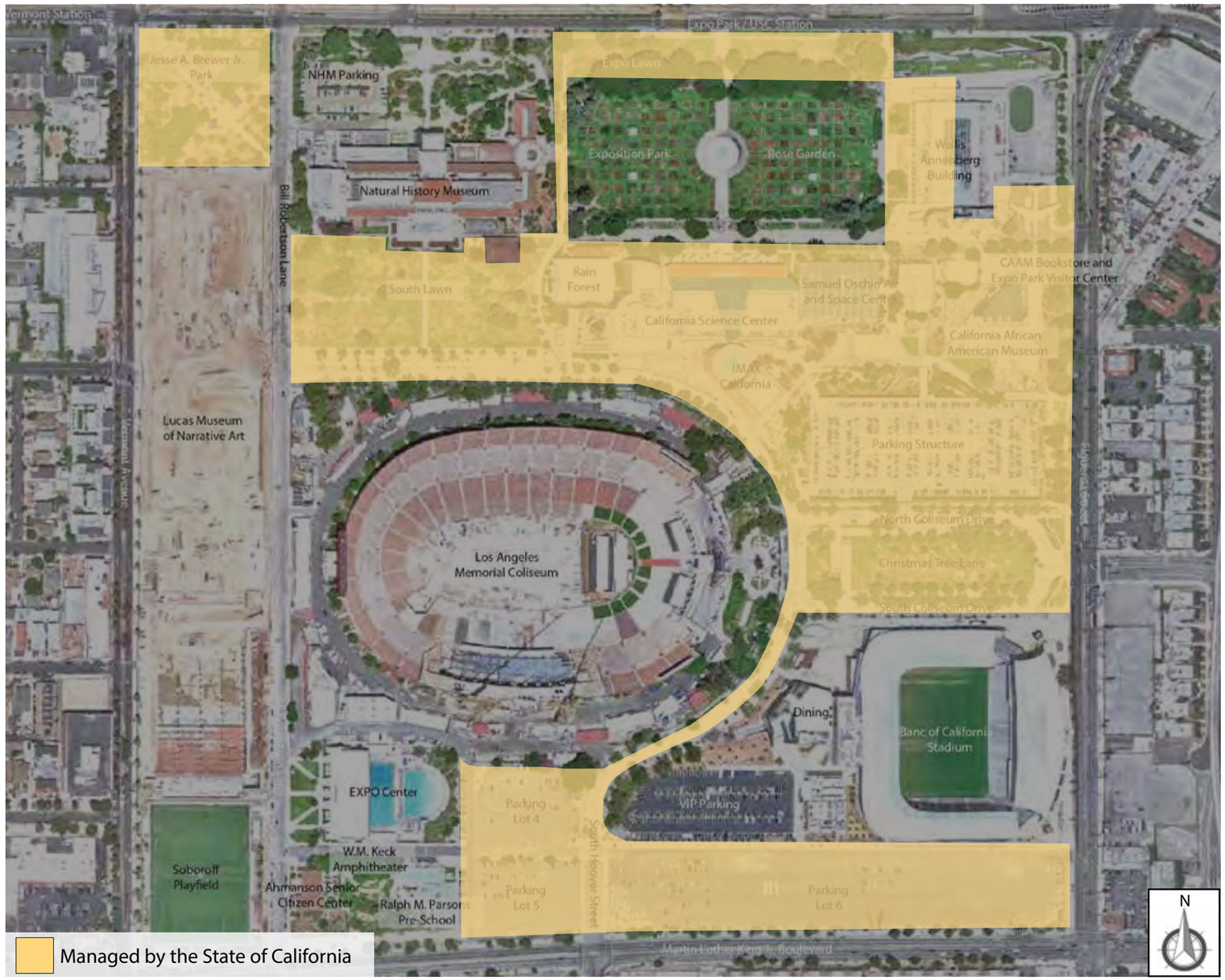
- Existing Electrical Line
- Existing Gas Line
- Existing Telecom Line
- Future Utility Easement
- Existing Utility Easement
- Future Electrical Easement
- Existing Electrical Easement
- Future Telecom Easement
- Existing Telecom Easement
- Future Gas Easement
- Existing Gas Easement

# EXISTING WET UTILITIES

DIAGRAM KEY

- Existing Water Line
- Existing Sanitary Sewer Line
- Existing Storm Drain Line
- Future Storm Easement
- Existing Storm Easement
- Future Sewer Easement
- Existing Sewer Easement
- Future Water Easement
- Existing Water Easement






## COMMON AREAS

Despite appearances, Exposition Park is not one single parcel of land, with one owner or manager. While most of the parcels are indeed owned by the State of California in what is technically named the Sixth District Agricultural Association, there is an exception. The City of Los Angeles owns the parcels that include the Exposition Park Rose Garden, the EXPO Center, the Ralph M. Parsons Pre-School, and the Ahmanson Senior Citizen Center. The City also leases an athletic field from the State, known as Soboroff Playfield. These lands are operated and managed by the City of Los Angeles Department of Recreation and Parks and are therefore not part of the Master Plan. In addition, Bill Robertson Lane is a public street, maintained by the City's Department of Public Works. While this street is not owned or maintained by the State of California, the Master Plan does include a proposal for its re-structuring.

The State is the owner of the remainder of the property in Exposition Park. However, the State has leased many of the parcels to other entities, who in turn manage and maintain their properties. These parcels include the site of the Natural History Museum, which is leased to the County of Los Angeles; the Los Angeles Memorial Coliseum, which is leased to the Los Angeles Memorial Coliseum Commission and sub-leased to the University of Southern California; the Banc of California Stadium, which is sub-leased to the Los Angeles Football Club; and the Dr. Theodore T. Alexander Jr. Science Center School, which was developed over a long-term lease of State-owned land, but the new building improvements are owned by the Los Angeles Unified School District (LAUSD). Each of these entities manages their respective sites.

The remaining Park area – highlighted in brown on this diagram – is State owned and managed. Most of this area (The Common Areas) is managed by the Office of Exposition Park Management (OEPM). However, the land on which the California Science Center and the California African American Museum sit, are under the purview of those respective institutions.

This Master Plan is focused primarily on these Common Areas, as they are under the stewardship of the OEPM. The Master Plan does include proposals that touch on properties under the control of LAFC, USC, and the City of Los Angeles, as these parcels are inextricably part of the visitor experience to Exposition Park. For a more detailed description of the site ownership and lease agreements, see Appendix 1 of this Master Plan, entitled "Leases and Agreements".

# 1.2 Community Engagement

## OVERVIEW

Active engagement with the community was embedded in the Exposition Park Master plan process from the very beginning. Through a series of community workshops, surveys, mailers and other outreach, the design team developed a thorough understanding of the needs and desires of those who most frequently visit Exposition Park. The feedback gathered from these efforts significantly strengthened this plan and ensured that it responds to the community hopes for the future of Exposition Park.

The Master Plan team also undertook a significant communication effort to help the community generate an understanding of the Master Plan's process. Keeping the community involved is a two-way street. While listening to feedback from outreach activities is important, so too is coming back to the community with status updates and changes. This type of feedback loop both gives the community a sense of ownership of the process and empowers them to continue to participate as the project moves along.

Members of the community that were engaged included residents from the nearby neighborhood, local grassroots community organizations, faith-based leaders, local neighborhood councils, the local business improvement district, civic and business leaders and organizations from the broader LA City and County community, parents of the adjacent school, USC which is the Park's neighboring institution, and government officials.

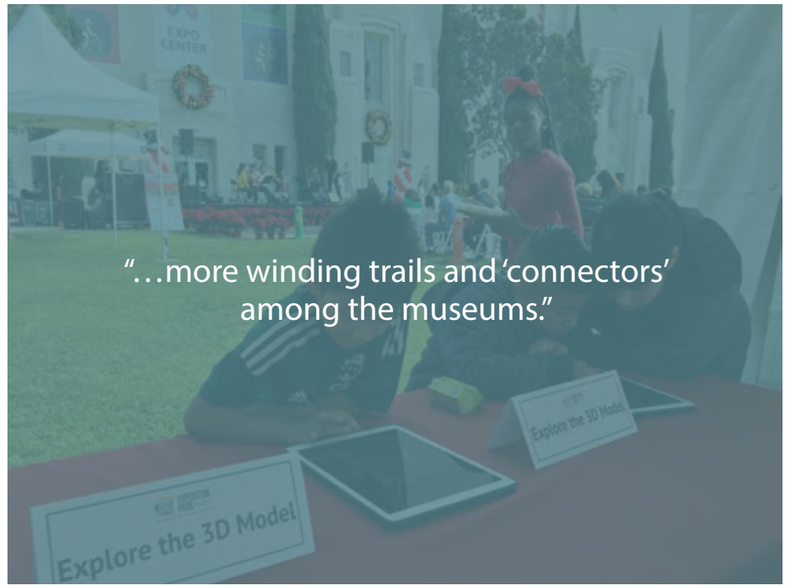
Helping guide the outreach activities were the members of the Community Advisory Committee, which was tasked with bringing the community accurate and timely information about the Plan and process, facilitating meetings and collecting questions, concerns and feedback from community members. Comprised of a cross section of civic leaders, the Committee was chaired by Jacquelyn Dupont-Walker.

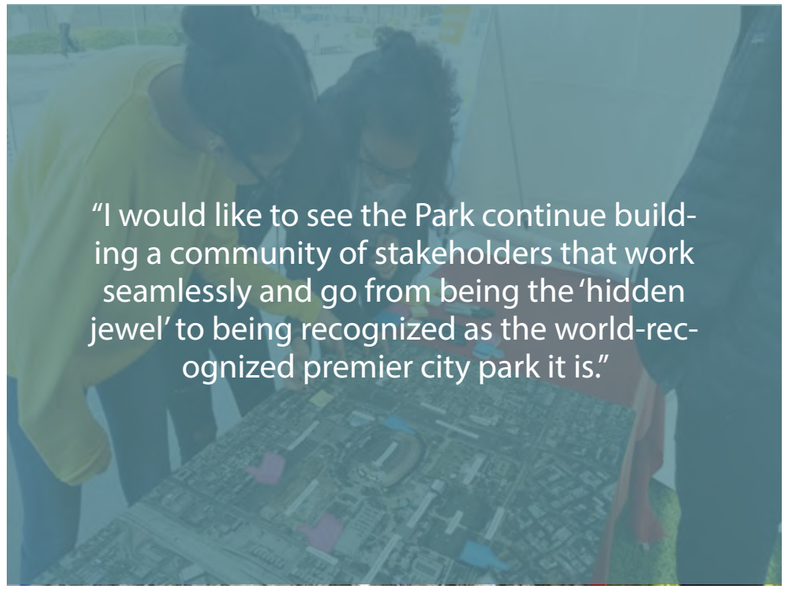
*Press Events*

*Community Events*

*Interactive Approach*

*Consensus Building Process*



## OUTREACH ACTIVITIES

### Survey

An online survey was conducted to gauge the community's highest priorities and hopes for the development and improvement of Exposition Park. 248 members of the community responded to the survey, which included these questions:

Describe Exposition Park in three words. Favorite memory of Exposition Park? Vision for Exposition Park for the next 25 years? How often do you visit Exposition Park? Main reason for visiting? How many attractions when visiting? What would encourage you to spend more time in the Park? Primary mode of transportation when visiting? If using public transportation, why? If using a vehicle, why? How would you rate walkability in the Park? How could the pedestrian experience be improved? Other thoughts / comments?

Responses helped guide the design of the Master Plan.

Additionally, the Master Plan team conducted a special survey designed to collect feedback on the Conceptual Plan at two community festivals. 125 members of the community responded to the survey, which included these questions:

Aspects of the Park you like? Aspects of the Park you wish would be improved? Wonderings you have about the Park? How often do you visit Exposition Park? Main reason for visiting? What would encourage you to spend more time in the Park? Primary mode of transportation when visiting? How would you like to see some of the history of the Park honored or celebrated? Features you would like added? Health and wellness topics you would like the Park to address? What matters to you when attending Park events? What Park amenities would you like to see provided?

### Feedbacks from Surveys

Respondents to the survey are generally welcoming of improvements to Exposition Park but wary of gentrification of the neighborhood. Respondents also expressed the desire for a more connected, immersive park…a more accessible park… a safer park.

Here are the words of some of the community members surveyed--

## Website

A Master Plan website was launched November 2017 to serve as a community information hub for all updates and details on the Master Plan. The website, located at www.expositionparktogether.org, included the survey, history of the Park, a Master Plan phases timeline, a community events section, a blog section featuring all the latest updates, a narrated Conceptual Plan presentation, and the Plan's environmental documents. As of September 4, 2020, the website has had 16,510 views, 5,331 users, 6,552 sessions, and 121 shares. The website was also bilingual to accommodate Spanish speakers who wished to participate in the Master Plan process.

## Social Media

The Master Plan team maintained a Facebook, Twitter and Instagram page dating back to November 2017. Master Plan social media channels were used to post updates, announce community events, host live virtual events, and run ads. Facebook advertisements focused on driving traffic to the website and increasing public participation in the online survey were run from December 21, 2017 to January 5, 2018 and from August 21, 2018 to August 24, 2018. Combined, these ads resulted in 647 clicks, 22,363 views, and 27,630 impressions.

## Media Event

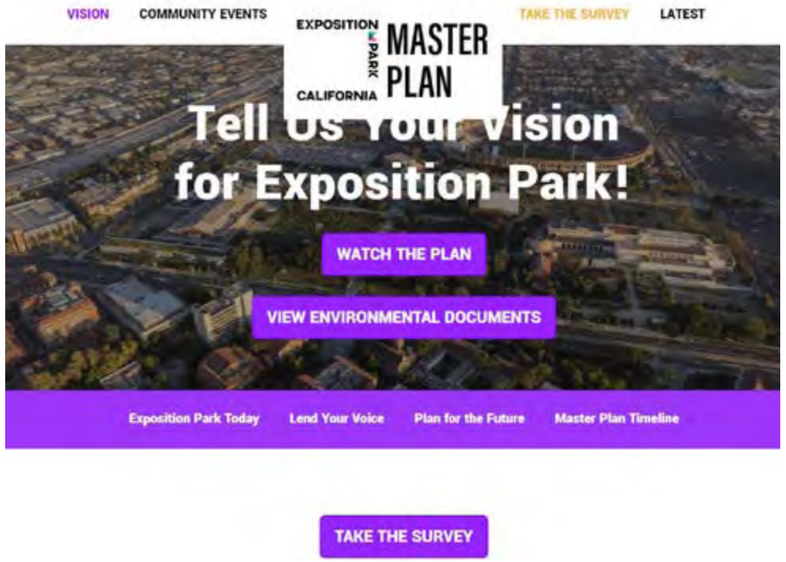
The Office of Exposition Park Management hosted the "Expo Park: Past, Present, and Future" media event on October 20, 2017 to honor the Park's historical past, update the community regarding present Park happenings, and get attendees excited for the Park's future. The event was open to members of the Exposition Park community, including residents, elected officials, and members of the media. Several notable community leaders and members of the Exposition Park Master Plan team presented at the event and survey responses were collected at sign-in.

## Community Outreach/Briefings

Briefings were held with community leaders and organizations to discuss the goals and purpose of the Master Plan; to provide information about the public review process; to solicit the community's ideas as to what the plan should incorporate; and to identify concerns. In addition, a Master Plan informational table was staffed at various festivals and community summits to educate the public on the Master Plan details and collect feedback.

## Master Plan Public Hearings

Information about how the public could participate at each stage of the environmental review process regarding the Master Plan was provided via email blasts, direct mail, social media, website postings, and local newspaper ads. Public Hearings included an in-person Scoping Meeting and virtual Draft SEIR Public Hearing. Hearings included a presentation of the Conceptual Plan, findings from the Draft SEIR, question and answer with technical team members, and opportunities for public comment. Written public comments were collected via email, mail and at in-person meetings during the 30-day Scoping and 45-day Draft SEIR periods. Opportunities to submit written comments lasted from January 22, 2020 to February 21, 2020 for Scoping and from April 17, 2020 to June 1, 2020 for the Draft SEIR phase.




*Master Plan Website*

*Media Events*

# 2 CHAPTER 2 MASTER PLAN


2.0 Master Plan Introduction & Background

2.1 Threshold & Gateway

2.2 Expo Festival Plaza

2.3 Solar Garden

2.4 Festival Park & Community Promenade

2.5 Bill Robertson Lane

2.6 Museum Walk

2.7 CAAM Sculpture Garden

2.8 Zanja Madre

2.9 Olympic Ring Walk

2.10 Additional Park Elements

2.11 Park Wide Elements


Located in one of the most park-poor areas of Los Angeles, the Master Plan is designed to enhance the visitor experience of Exposition Park through a series of new or re-imagined gardens, plazas, and walkways, that weave together a diverse set of institutions and stakeholders into a grand central park for the city of Los Angeles and the State of California. Inspired by historic world's fairs, the re-imagined Exposition Park celebrates the history, community, and culture of both the local neighborhoods and the greater region by creating new passive and active open spaces that educate, inspire, and entertain the users. The Plan puts specific focus on ensuring that the landscape will deliver resiliency and increased performance, which is of critical importance during this era of climate change.

# 2.0 Master Plan Introduction & Background

## *INTERNATIONAL EXPOSITIONS*

*Monroe Doctrine Central Exposition (1923) / Site*

*1964/65 New York World's Fair / New York City*

*Century 21 Exposition (1962) / Seattle*

*Expo 2015 / Milan*

*Expo '85 / Tsukuba*

*1982 World's Fair / Knoxville*

*Expo '70 / Osaka*

## *AERIAL VIEW FROM NORTH-WEST*

## CONCEPTUAL MASTER PLAN THEMES

The Master Plan emphasizes five themes, which inform all of the individual components of the plan: History, Community and Culture, Sports and Entertainment, Health and Wellness; and Science and Nature. The plan also puts into place a set series of sustainable features that include:

- Preserving existing canopy vegetation to ensure healthy tree cover, while augmenting with new native trees that provide large canopies.
- Prioritizing the use of regionally appropriate plant materials to reduce water consumption and establish native plant communities.
- Capturing stormwater and reusing it for irrigation, while also making it a feature of outdoor classrooms.
- Providing unprogrammed open space for physical activity and mental restoration.

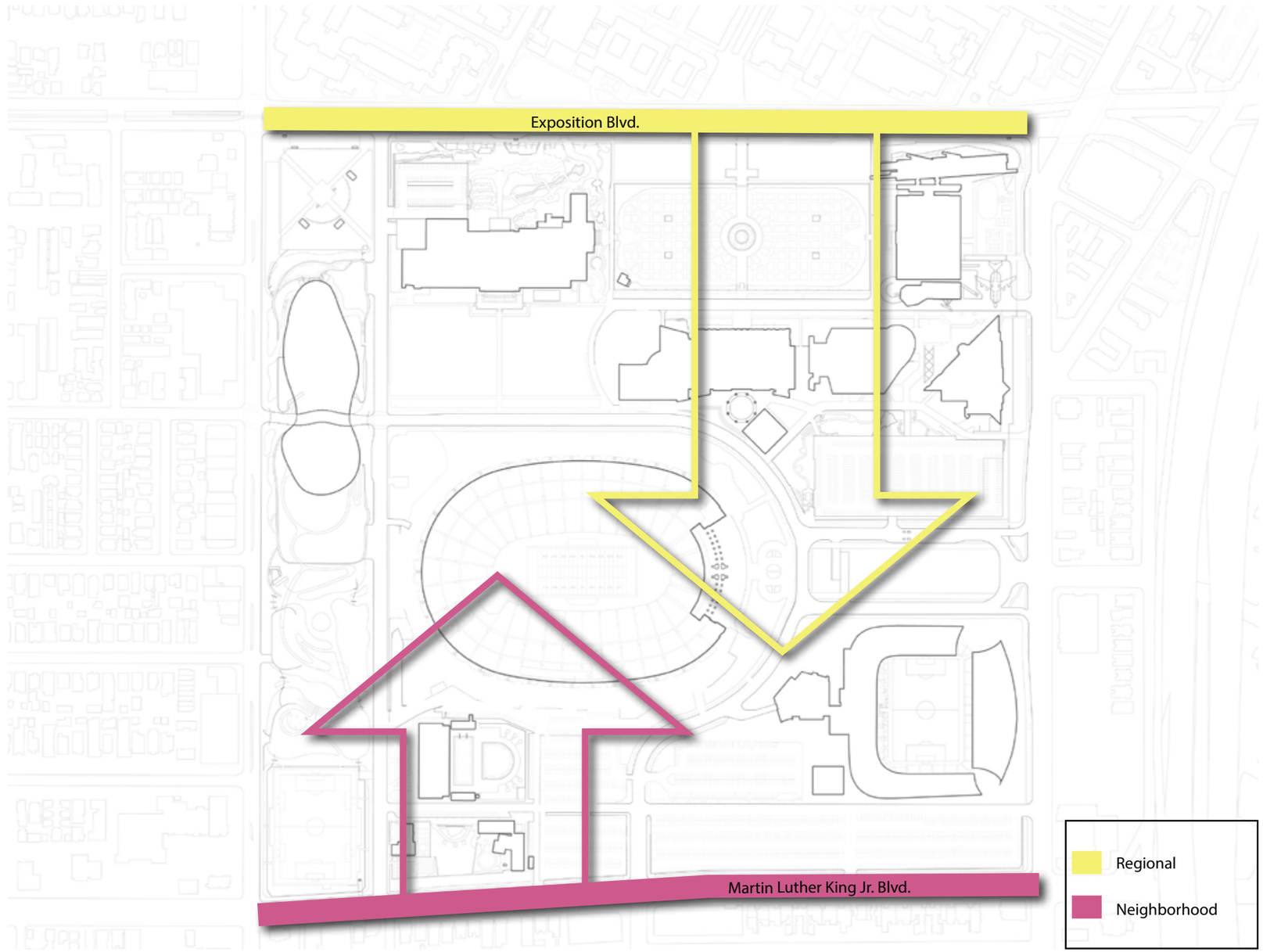
The plan will be implemented as nine distinct projects complementing and enhancing the Park's existing cultural, sports, and recreational facilities, and linking them together with a comprehensive pedestrian circulation and wayfinding system.

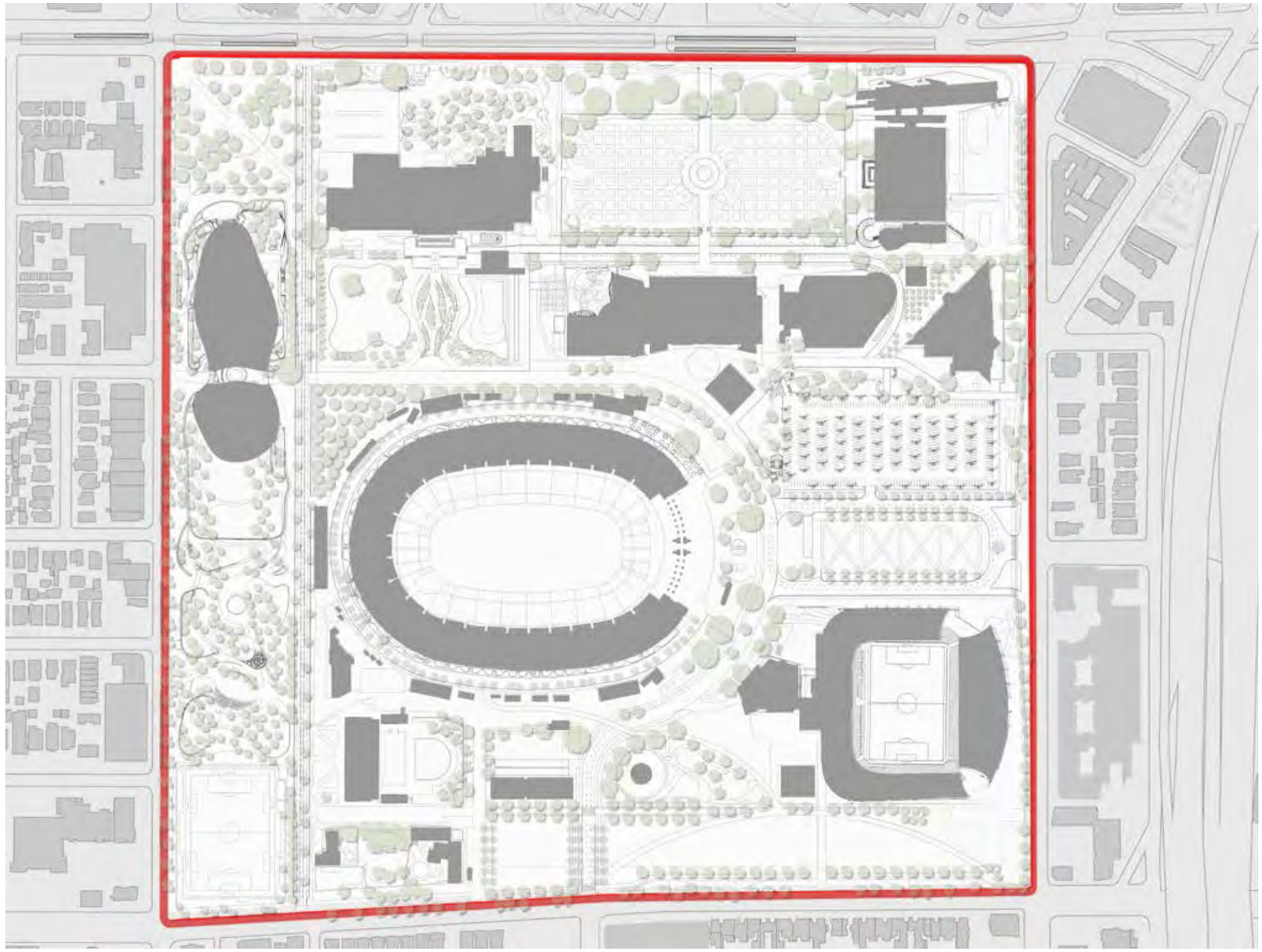
# FROM THE REGION TO THE NEIGHBORHOOD

Programmatically, the Exposition Park Land Use Plan seeks to link the State-owned and regionally significant institutions and spaces of the northern half of the Park with the more neighborhood serving institutions and land in the southern half. At the same time, the plan seeks to enhance the park-going experience in the southern half to match that in the north.

While the two newest institutions, the Los Angeles Football Club (LAFC) and the Lucas Museum of Narrative Art (LMNA) seem to stretch the regionally significant uses southward, each of them have, or will have, robust local outreach that supports the neighborhood including garden spaces, and courts for football or soccer. The Land Use plan seeks to enhance the neighborhood's enjoyment of the Park by consolidating the surface parking that dominates the southern half of the Park into an underground garage. This will free up land to create additional park spaces, which will serve both the local community and Park visitors from the region and beyond.

Structuring the programmatic gradient of region-to-neighborhood are the blended spaces of Christmas Tree Lane, and a proposed "Olympic Ring Walk" around the Coliseum. At the same time, a redesigned Bill Robertson Lane and new north-south pedestrian connections from Exposition Boulevard and Martin Luther King, Jr. Blvd will encourage movement back and forth across the Park itself.



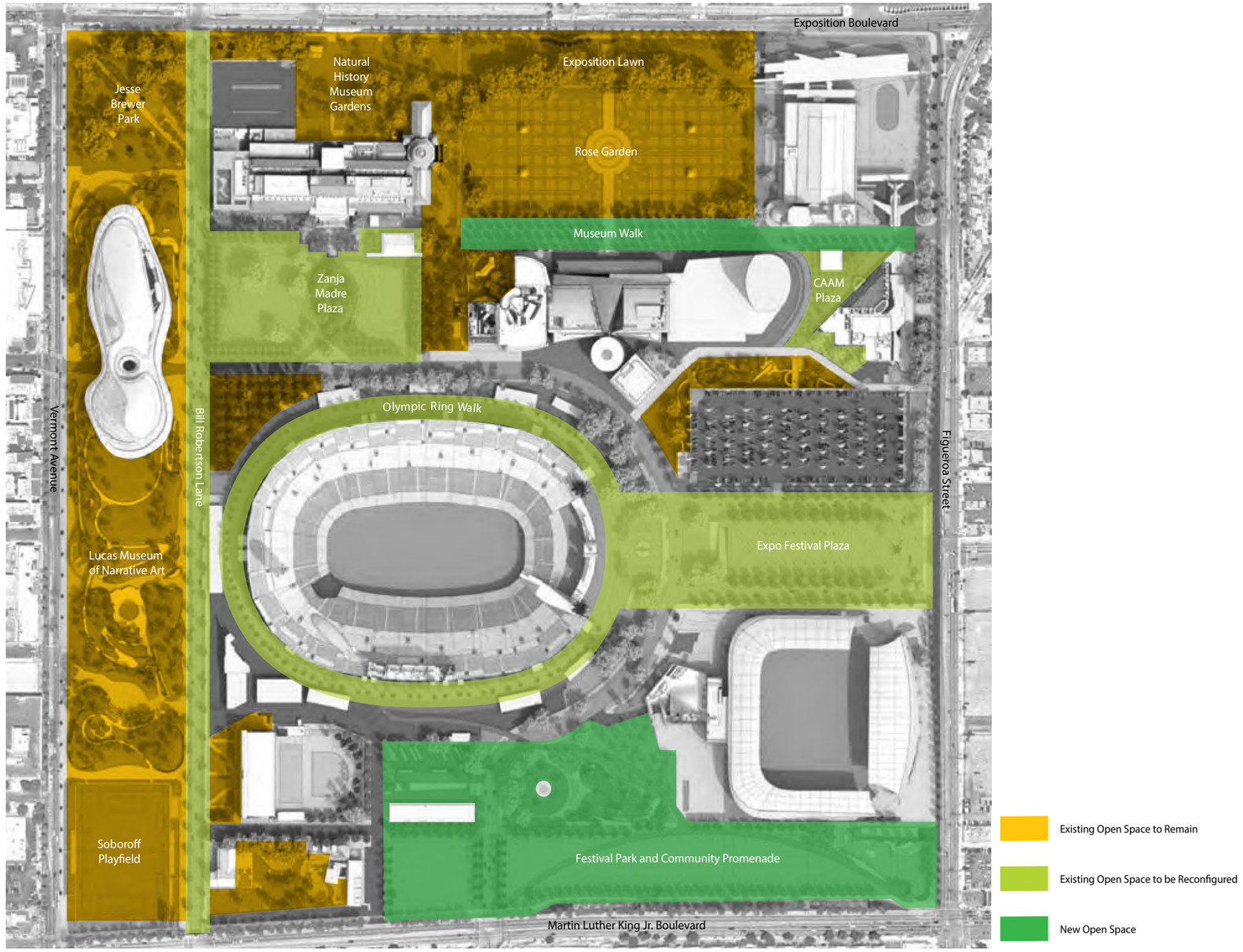


## BUILDING AND OPEN SPACE PLAN

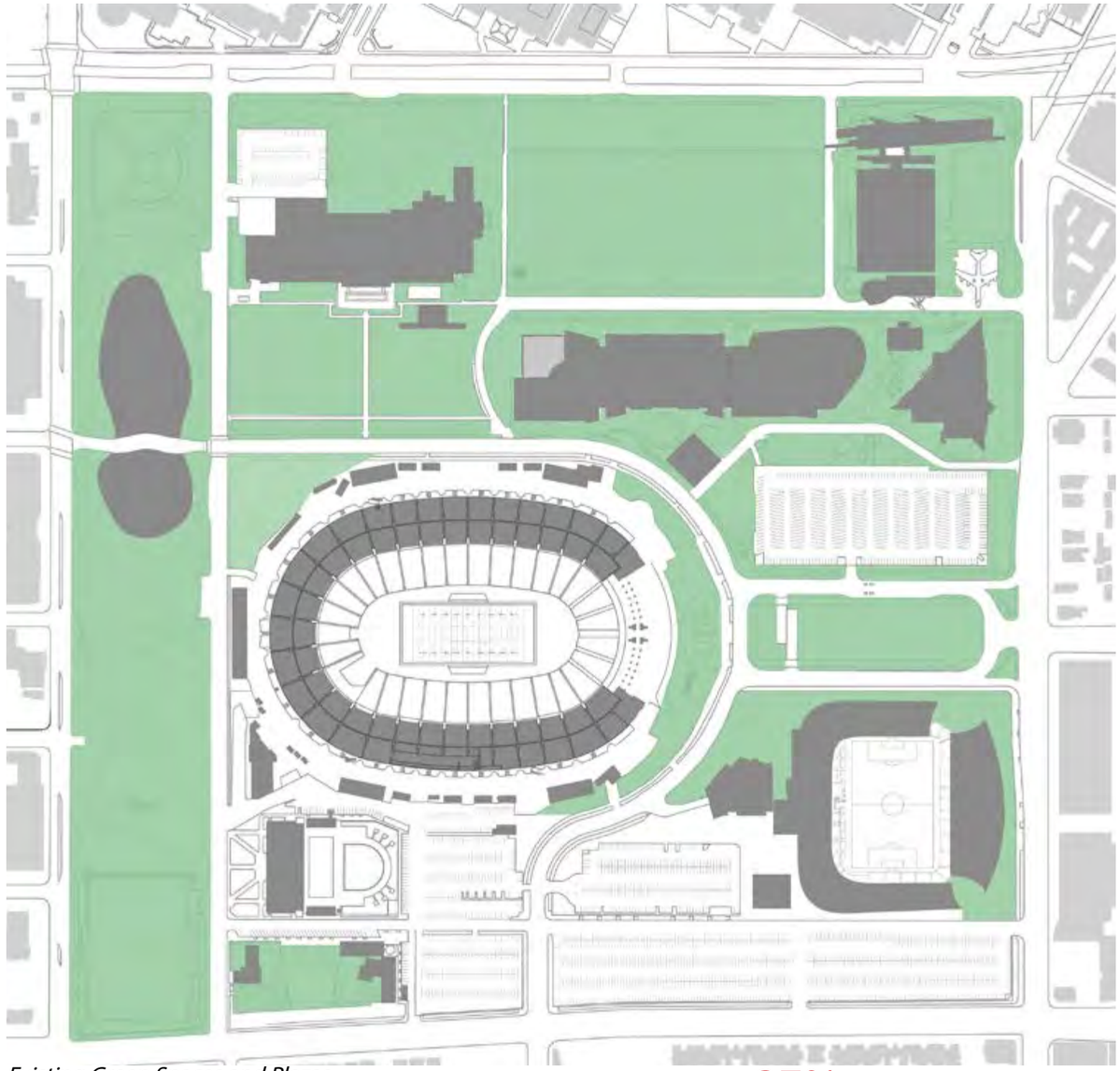
The plan includes 14 acres of new green space on the south side of the Park and the transformation of the existing South Lawn space into a science education garden with an emphasis on water management. The plan also features an opportunity for a bookstore/café, sculpture garden and public restrooms to be built near the California African American Museum, while also providing an "Olympic Ring Walk" which will celebrate the history of the Los Angeles Memorial Coliseum. Other components of the plan include the transformation of existing State Drive into a pedestrian only "Museum Walk" and the transformation of Bill Robertson Lane into a more safe street, welcoming pedestrians, active transit and vehicles alike through new landscape and special paving. A protected bike path has also been anticipated to run along Exposition Boulevard, Figueroa Street and Martin Luther King, Jr. Boulevard.

# OPEN SPACE PLAN

An overriding goal of the Exposition Park Master Plan is to create additional open space on the campus. This will be achieved by both reconfiguration of existing open space (the conversion of the South Lawn of the Natural History Museum into the Zanja Madre) and creation of new open space (the conversion of the south parking lots into the Festival Park and Community Promenade). Particular emphasis has been placed on maximizing the creation of new open space on the southern half of the campus in order to address existing deficiencies in parkland in the adjacent residential neighborhoods.

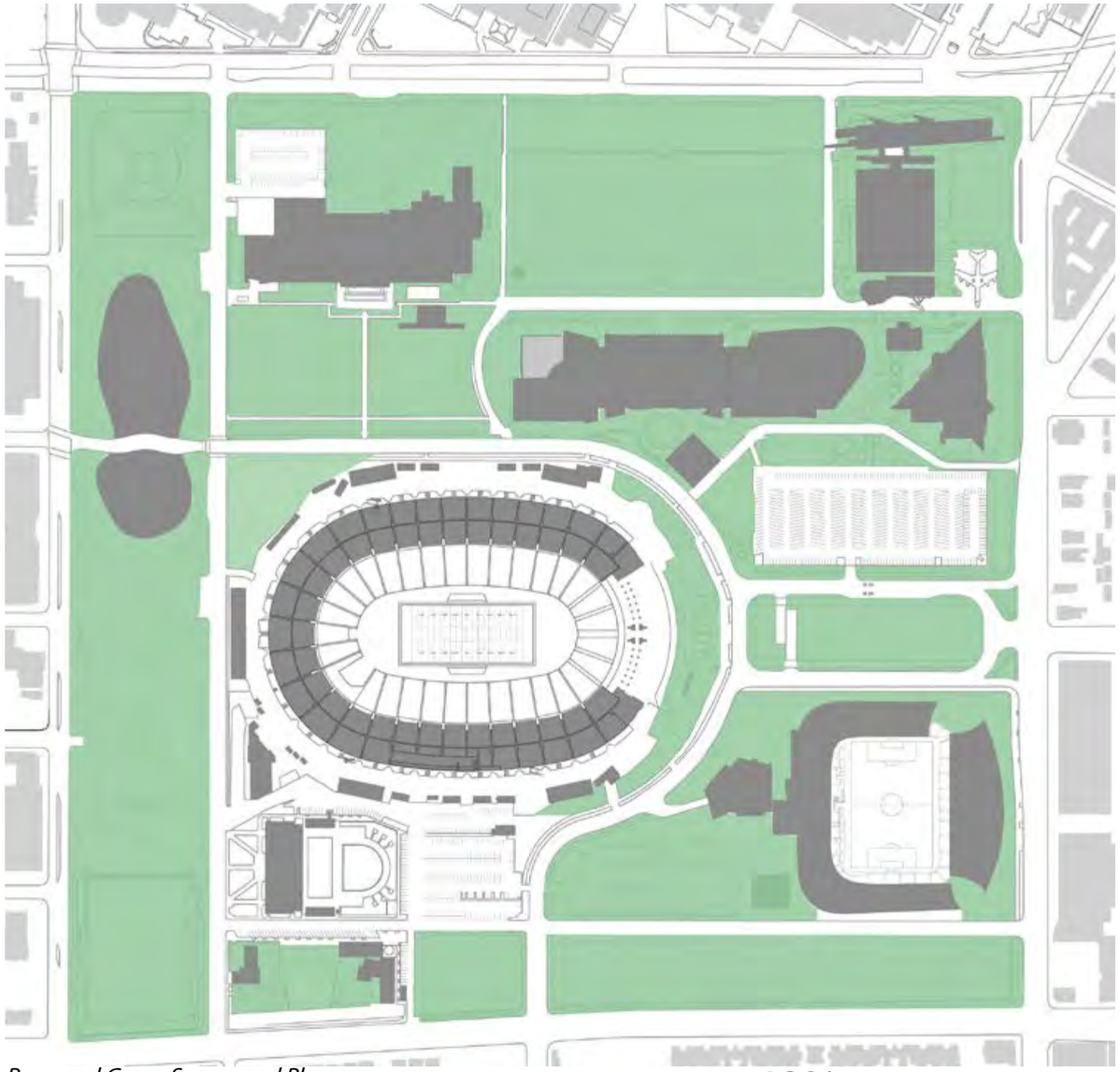


## *OPEN SPACE*



*Existing Green Spaces and Plazas*

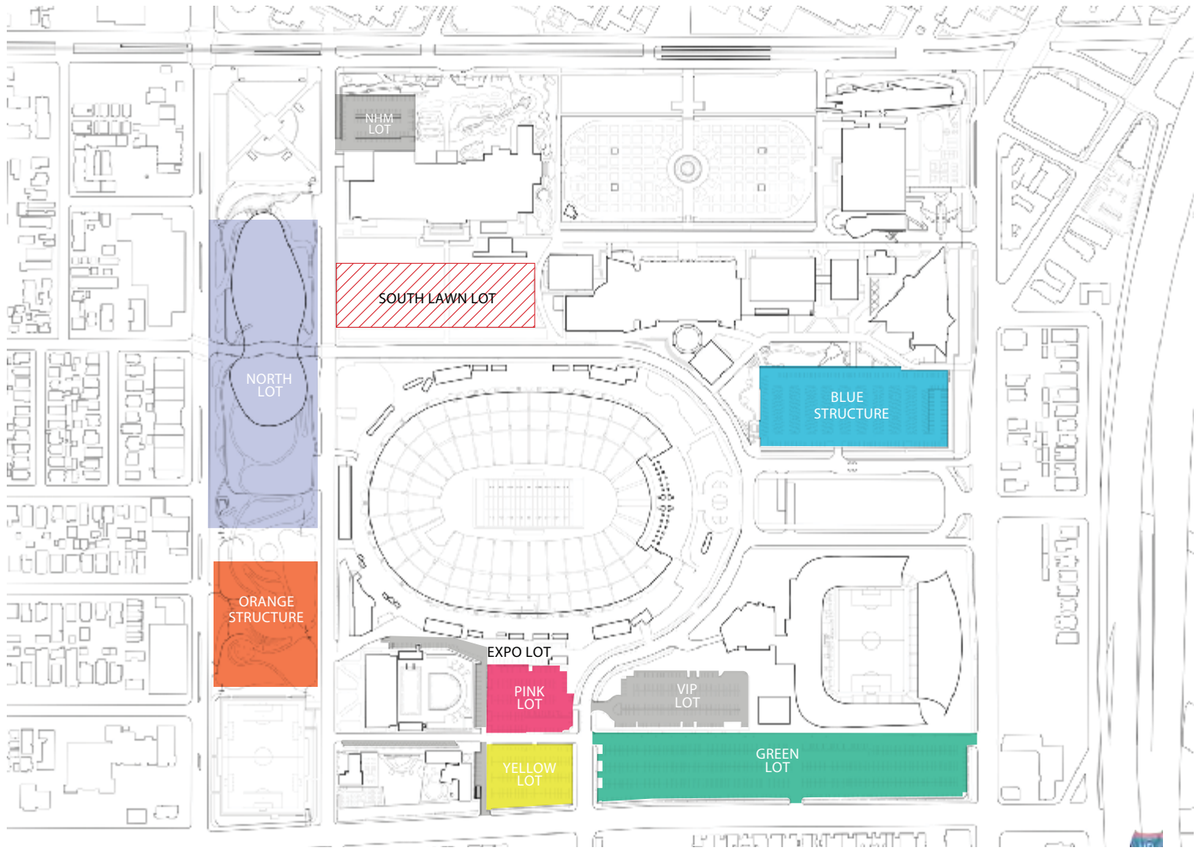
37% Green Space and Plazas



*Proposed Green Spaces and Plazas*

48% Green Space and Plazas

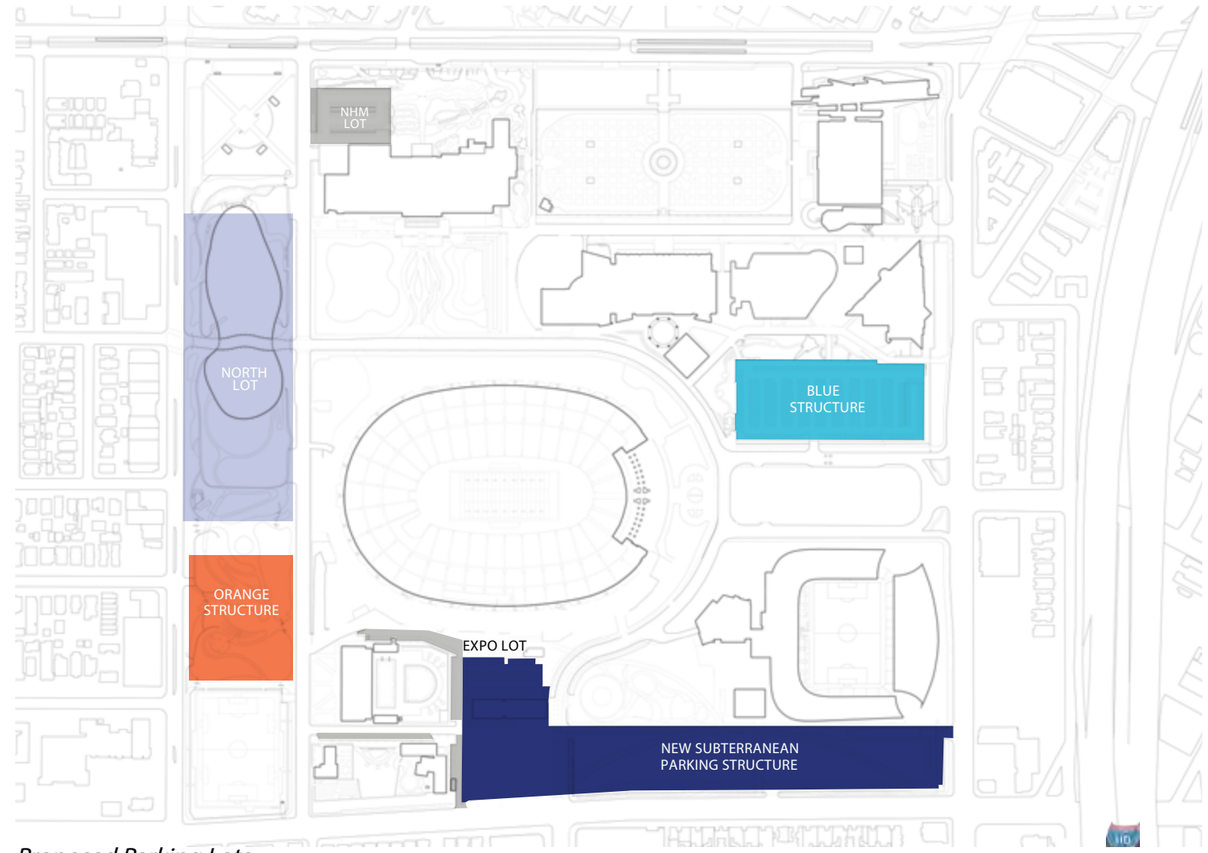
# PARKING




*Existing Parking Lots*

DIAGRAM KEY

| Lots Contolled by OEPM | |
|---|---|
| North Lot | 975 spaces (estimated) |
| Orange Structure | 1,345 spaces |
| Blue Structure | 2,132 spaces |
| Pink Lot | 211 spaces |
| Yellow Lot | 201 spaces |
| Green Lot | 953 spaces |
| South Lawn Temporary Parking for Coliseum Events | 400 spaces |
| Lots Contolled by Other Institutions | 400 spaces |
| Other Exposition Park Spaces | 150 spaces |
| | 6,767 Total spaces |




*Proposed Parking Lots*

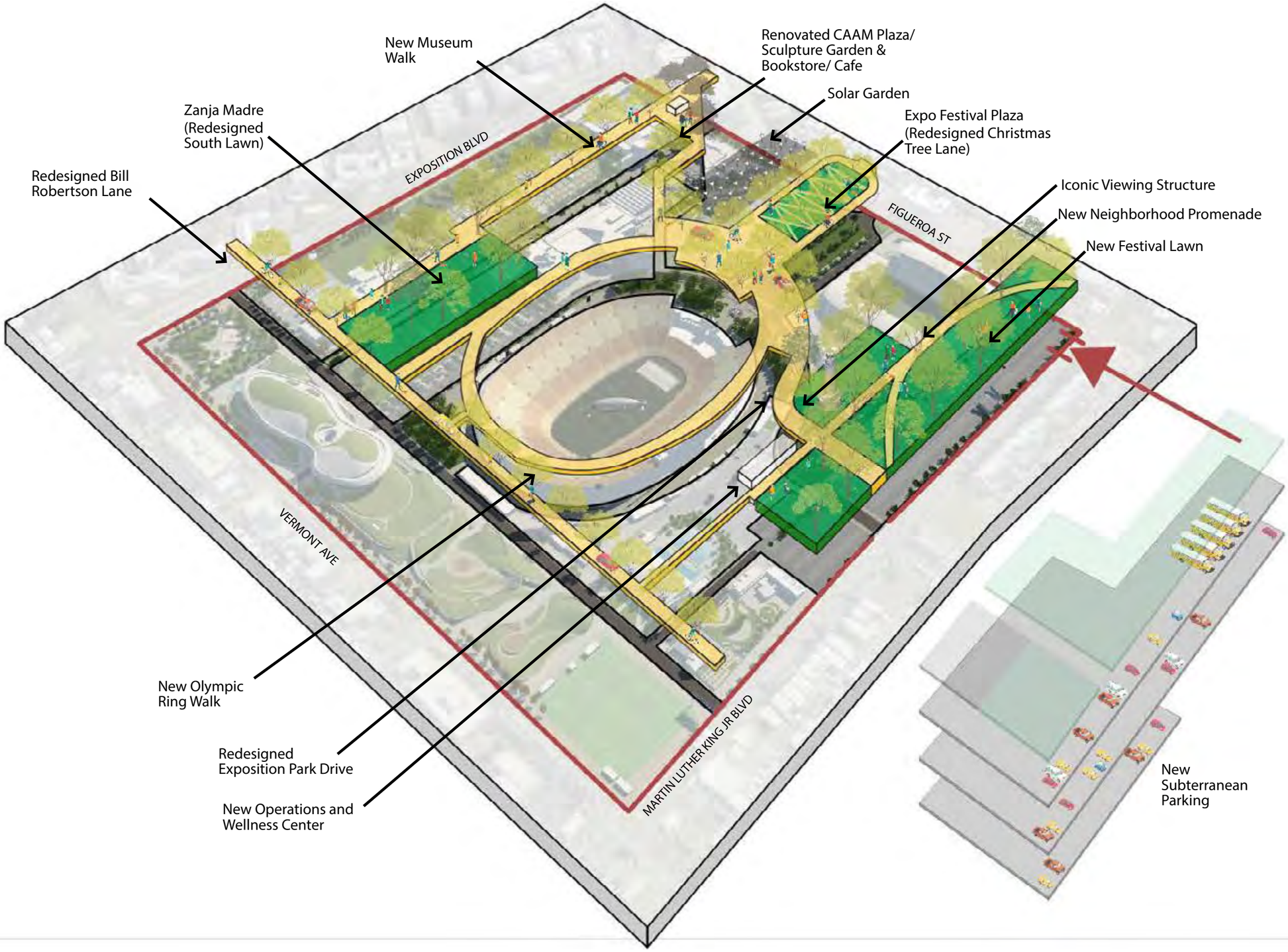
DIAGRAM KEY

| Lots Contolled by OEPM | |
|---|---|
| North Lot | 975 spaces (estimated) |
| Orange Structure | 1,345 spaces |
| Blue Structure | 2,132 spaces |
| New Subterranean Parking Structure | 2,000 spaces (estimated) |
| Lots Contolled by Other Institutions | 155 spaces |
| Other Exposition Park Spaces | 150 spaces |
| | 6,757 Total spaces |

## ELEMENTS

The Master Plan will guide the development of Exposition Park during a 25-year period to link Exposition Park to the surrounding City of Los Angeles by connecting the Park's segments to one another and encouraging the community members and visitors to linger with the inclusion of more plentiful pathways, landscape, and visitor amenities. The plan retains the existing Exposition Park Rose Garden, Ahmanson Senior Center (formerly Exposition Club House), the Wallis Annenberg Building (formerly the State Armory Building), the former SKETCH Air and Space Building, Los Angeles Swimming Stadium, and the Los Angeles Memorial Coliseum interior and surrounding berm, the existing museums, and Banc of California Stadium. However, when complete the Park's individual components will be better connected by improving pedestrian and recreational use of the spaces between its buildings and relocating surface parking spaces to a below-grade parking structure. The plan is composed of nine elements:

1. Threshold and Gateway
2. Expo Festival Plaza
3. Solar Garden
4. Festival Park and Community Promenade
5. Bill Robertson Lane
6. Museum Walk
7. California African American Museum Sculpture Garden
8. Zanja Madre
9. Olympic Ring Walk


New Museum Walk
Renovated CAAM Plaza/ Sculpture Garden & Bookstore/ Cafe
Solar Garden
Zanja Madre (Redesigned South Lawn)
Expo Festival Plaza (Redesigned Christmas Tree Lane)
Redesigned Bill Robertson Lane
EXPOSITION BLVD
Iconic Viewing Structure
New Neighborhood Promenade
FIGUEROA ST
New Festival Lawn
VERMONT AVE
New Olympic Ring Walk
Redesigned Exposition Park Drive
New Operations and Wellness Center
MARTIN LUTHER KING JR BLVD
New Subterranean Parking

## *AERIAL VIEW FROM SOUTH - EAST*

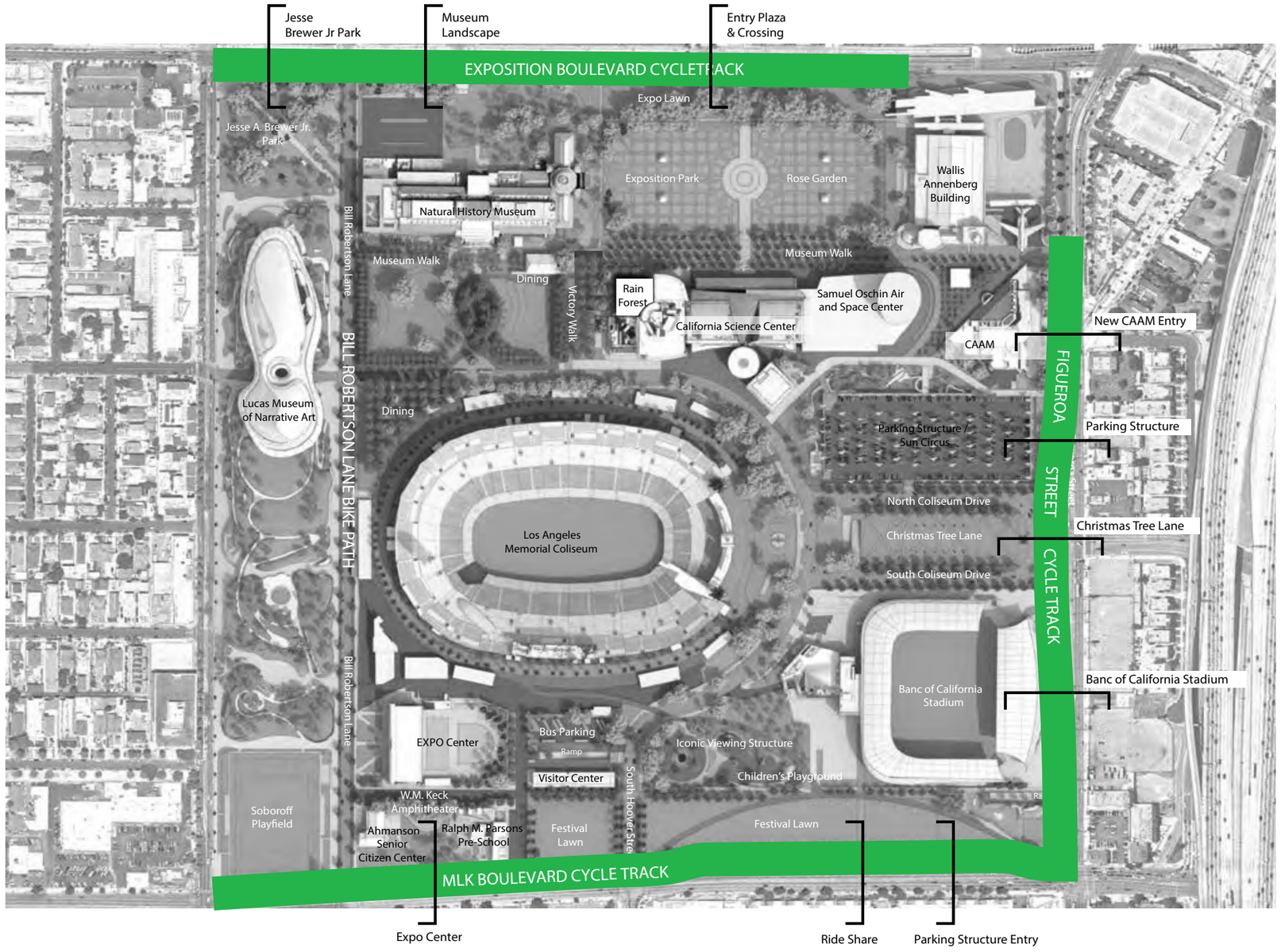
# 2.1 Threshold & Gateway

The streetscapes at the Park perimeter will be re-configured to be more sustainable with increased tree canopy, bioswales for stormwater treatment, widened sidewalks with planted buffers, enhanced crosswalks, protected bike lanes, and wayfinding signage. This new streetscape design will not only welcome visitors and celebrate Exposition Park via communication of a singular brand, it will also enhance the connectivity of the Park within the adjacent urban realm. A protected cycle track will provide much more safety for cyclists than the existing painted bike lanes along Figueroa and coupled with bike racks and bike share stations encourage more people to access the Park via bicycle. New wayfinding signage will welcome visitors arriving via Metro light rail, bus, private car, on foot walking, or on a bicycle from every direction.

The Threshold and Gateway enhancements will be installed along the existing perimeter of Exposition Park. These include including cycle tracks, ride share (drop off/pick up) areas, wayfinding, and improvements to the existing bike lane along Figueroa St. Improvements will occur within state park property and would not encroach into the city streets surrounding Exposition Park. Light rail stations and bus stop locations surrounding the Master Plan Area would remain.

Specifically, Element 1 will include:

1. Installation of a new protected cycle track along Exposition Blvd. between Vermont Ave. and Figueroa St. and along MLK Jr. Blvd. between Figueroa St. and Vermont Ave.
2. Conversion of the existing bike lane to a protected cycle track along Figueroa St. between Exposition Blvd. and MLK Jr. Blvd.
3. Other improvements along the proposed cycle tracks and bike lanes including new canopy of street trees, planting buffers (for protecting cyclists and for treating off-site stormwater), widening of sidewalks with enhanced paving, crosswalk markings, seating opportunities, wayfinding and gateway enhancements, plus ride share (drop off/ pick up) areas at various locations throughout the site

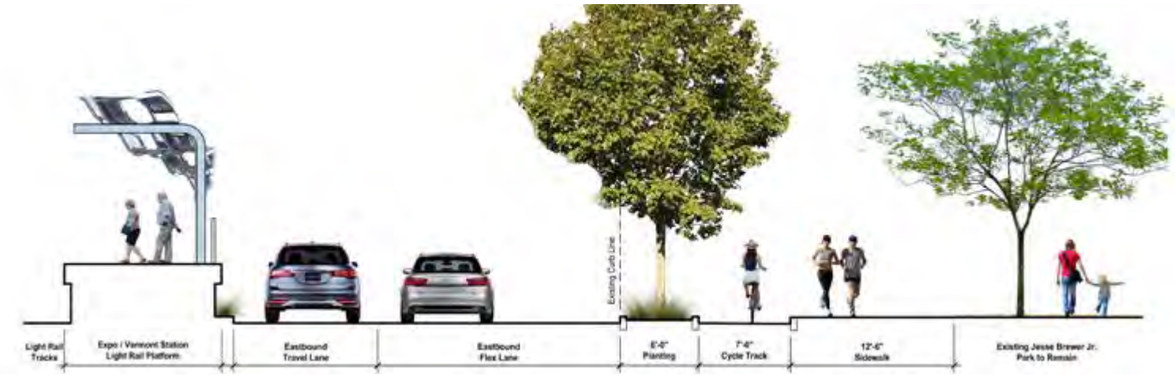



The proposed cycle track will be 7 feet wide along three perimeter sides of Exposition Park (Exposition Blvd., Figueroa St., and MLK Jr. Blvd.), except at Exposition Park Rose Garden Entry Plaza, where the cycle track would be a 16-foot-wide shared use path for bicycles and pedestrians. The planted buffers, for cyclist protection and stormwater treatment, will be approximately 6 feet wide, except at Christmas Tree Lane, where the planter between the through traffic and cycle track will be 12 feet wide and the planter buffer between the cycle track and the sidewalk would be 5 feet wide. These low impact development (LID) best management practices (BMPs) would be installed per the City's LID Ordinance.

The sidewalk on the north side of the Rose Garden located immediately adjacent to the continuous concrete benches with light are historic elements and will be retained. To ensure that all other charter defining elements of the Park are retained, detailed design for this element should be reviewed, by the State Architect for verification of character-defining feature preservation in accordance with the Secretary of the Interior's Standards for the Treatment of Historic Properties.

# EXPOSITION BOULEVARD

- New canopy street trees
- Build protected cycle track within current right of way
- Planting buffer to treat off-site stormwater and provide additional protection for cyclists and pedestrians



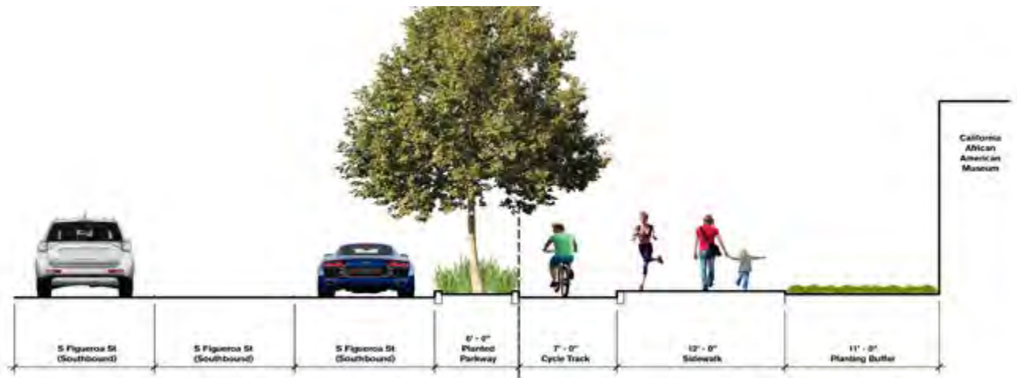

*At Jesse Brewer JR. Park*

*At Natural History Museum Landscape*

*At Rose Garden Entry Plaza & Crossing*

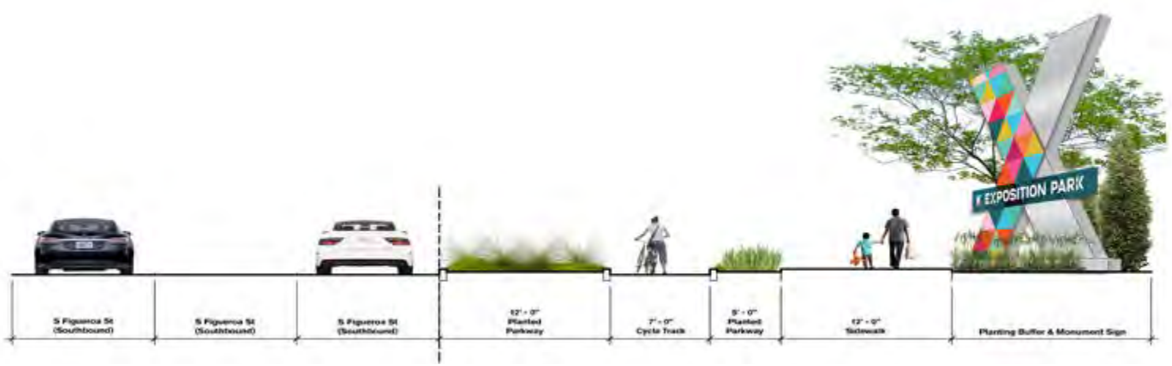
## SOUTH FIGUEROA STREET

- New canopy street trees
- Convert "MyFig" bike lane into a protected cycle track from Exposition to MLK
- Planting buffer to treat off-site stormwater and provide additional protection for cyclists and pedestrians
- Widened sidewalks with enhanced paving and seating areas




*At New CAAM Entry*

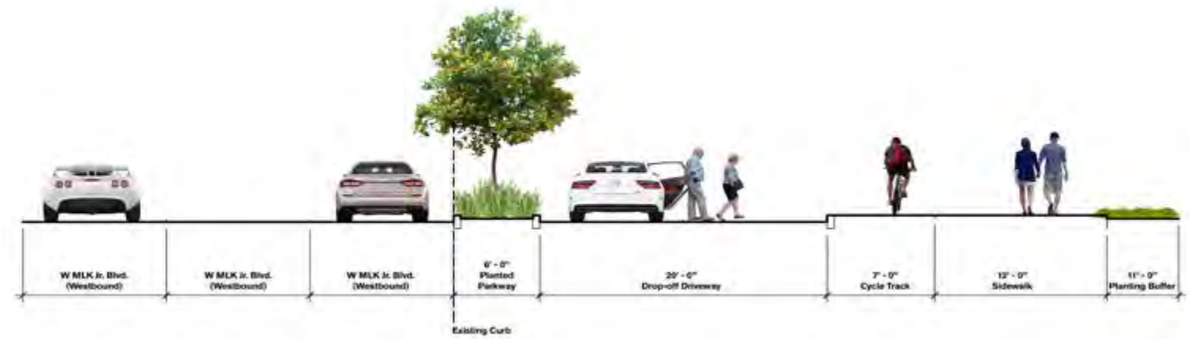
*At Existing Park Structure*




*At Christmas Tree Lane*

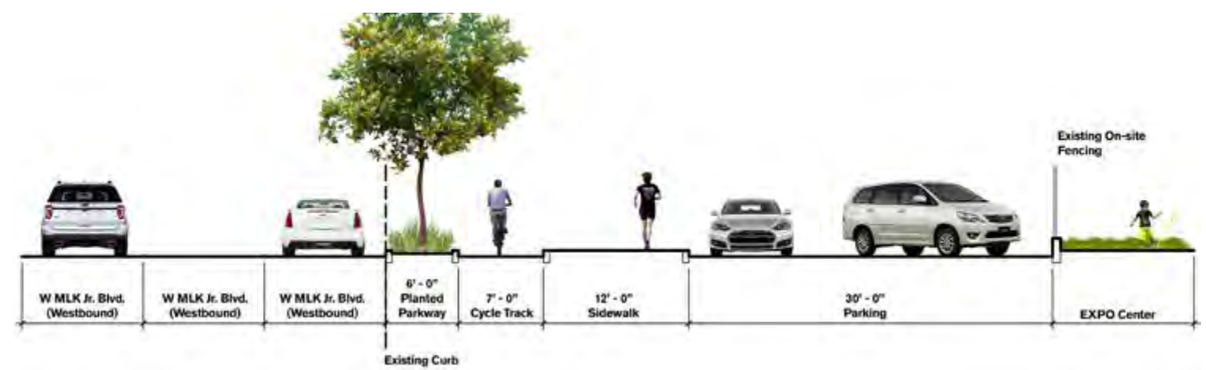
# MARTIN LUTHER KING BOULEVARD

- New canopy street trees
- Planting buffer to treat off-site stormwater and provide additional protection for cyclists and pedestrians
- Widened sidewalks with enhanced paving and seating areas

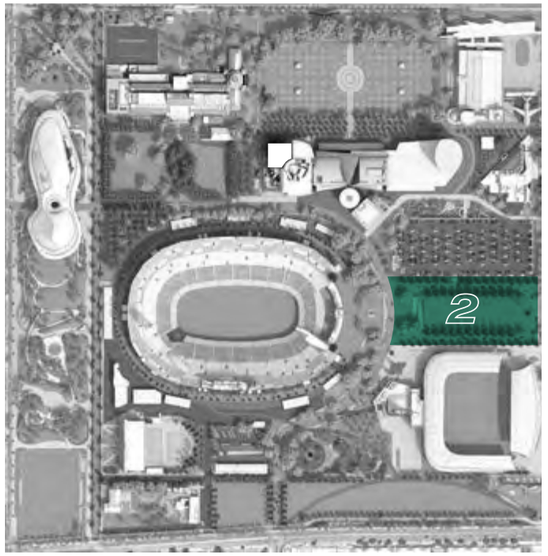



*At Ride Share Zone*

*At Parking Structure Entry*




*At Expo Center*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# 2.2 Expo Festival Plaza

Encompassing the area between the Banc of California Stadium, and the existing Blue Parking Structure, Expo Festival Plaza will enhance the pedestrian experience of this iconic space, while making It more of a place of celebration. The space is re-imagined as a large urban plaza framing the historic Christmas Tree Lane and its central green. This reimagined space fosters seamless pedestrian connections by not only eliminating the existing curbs and raising the streets, but also by adding a network of new pathways that bridge the green space. Elimination of curbs and raising of the street level also significantly improves ADA accessibility in this area. Decorative paving throughout visually unifies the space while new canopy shade trees, benches, energy-efficient lighting, truncated domes and planted bollards separate the pedestrian and vehicular zones and provide an additional level of security. The design of this space envisions the use pervious and impervious materials and the capture and reuse of stormwater on-site.

Consisting of approximately 5.2 acres, this element of the Master Plan overlaps with the modification of the existing vehicular circulation islands, walking paths, and bike lane along Figueroa St. at S. Coliseum Dr. that would be part of Element 1 – Threshold and Gateway. The existing vehicular ramps (for accessing the underground parking structure but also visible just north of S. Coliseum Dr.) are located at the west side of the Expo Festival Plaza and would remain.

The redesign of the space in this way will provide additional space for pedestrian circulation, picnicking and celebrations, as well as other passive recreation activities. Additional shade trees have been provided to improve guests' comfort. The proposed pathways which bi-sect Christmas Tree Lane in concept will facilitate the movement of visitors across the space and, being at the same level as the rest of plaza, will not impede any aspect of "fan fest" activities that currently take place or the passive recreation experience. Importantly, the final design of this of this space, including materials used to implement these pathways will the subject of a robust stakeholder outreach process, ensuring that community members, visitors, fans and stakeholder institutions have ample opportunity to contribute to the final layout.

Of note, Christmas Tree Lane is a character-defining feature to the National Register designation of the Coliseum. So is the view provided from Figueroa Street to the Coliseum Plaza. Because Expo Festival Plaza is being created within this area, the detailed and final design for these spaces will need to be evaluated and found to be in compliance with the Secretary of the Interior Standards for Rehabilitation.

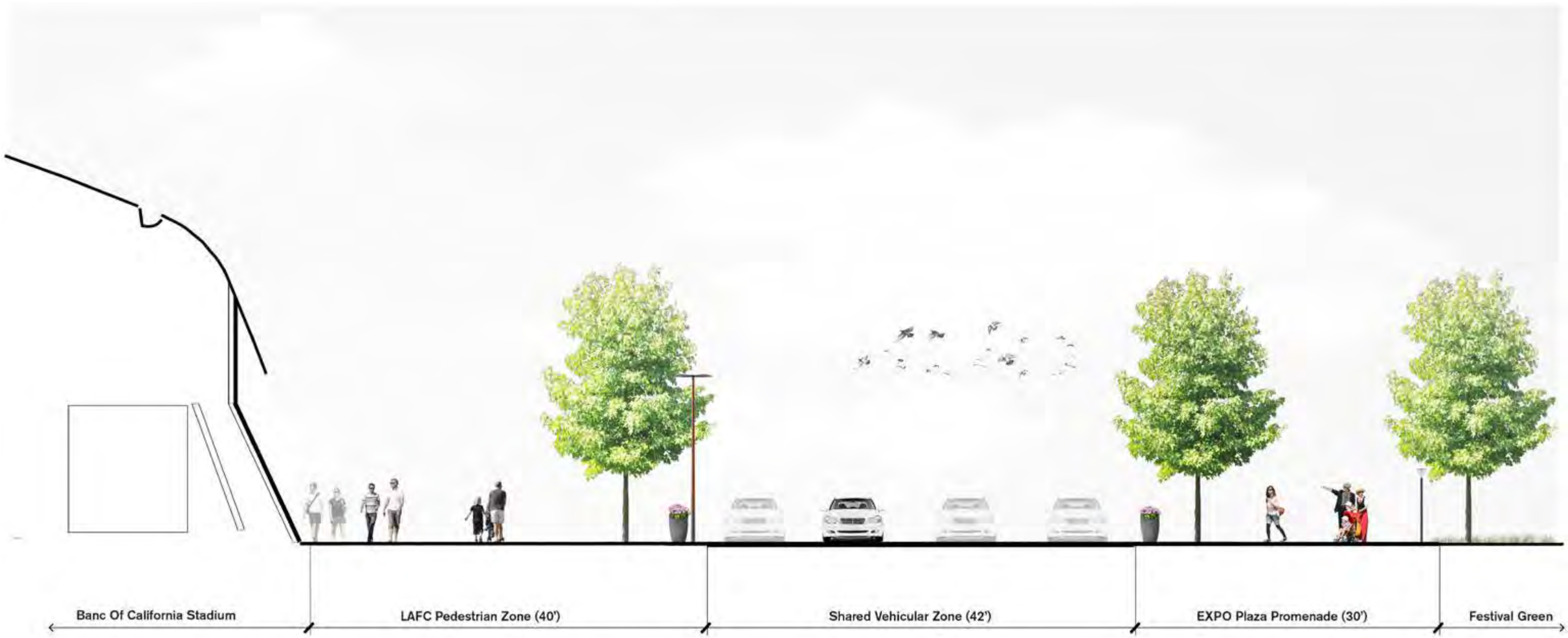
# EXPO FESTIVAL PLAZA

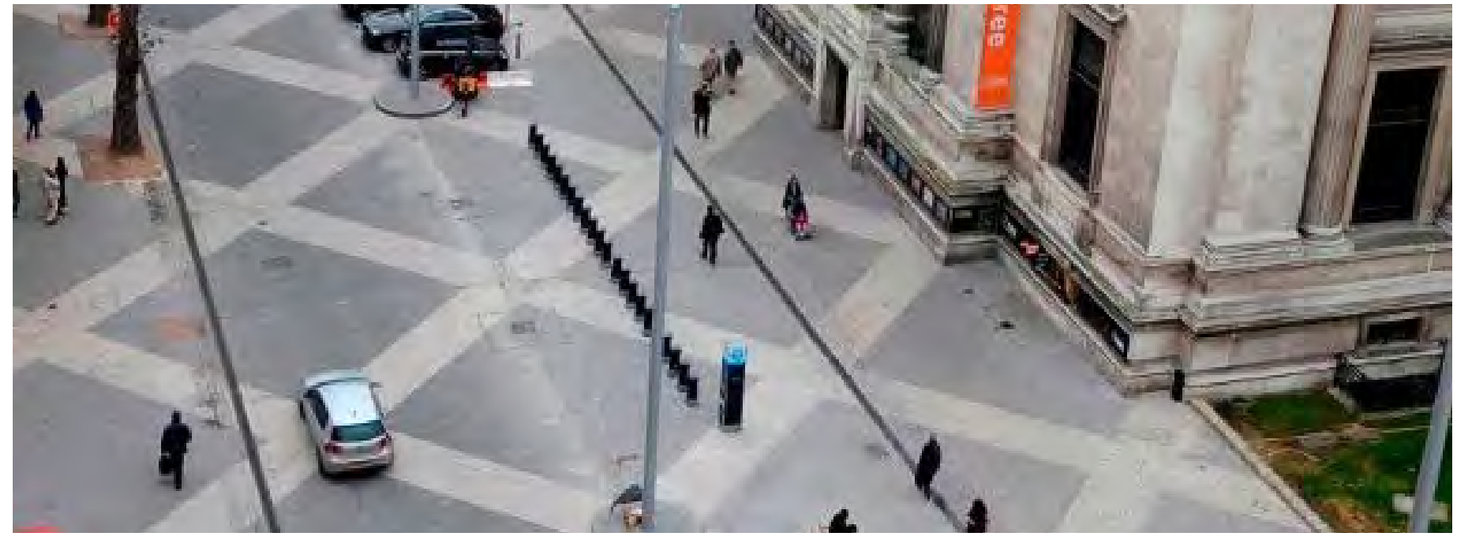
LAFC Pedestrian Zone with Decorative Concrete and Unit Pavers

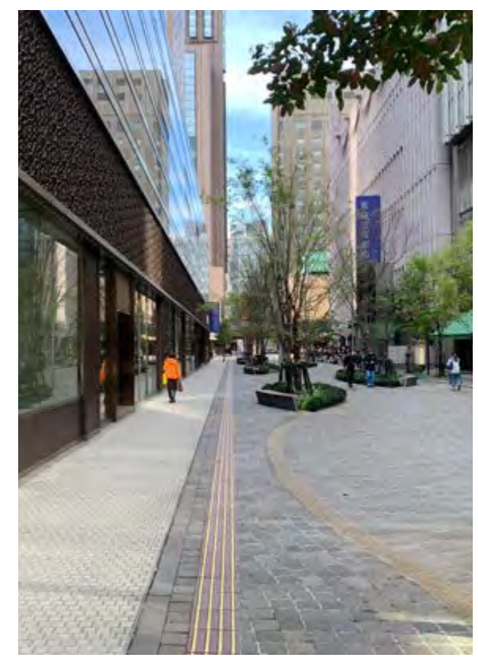
Zero Curb with Bollards and Truncated Domes

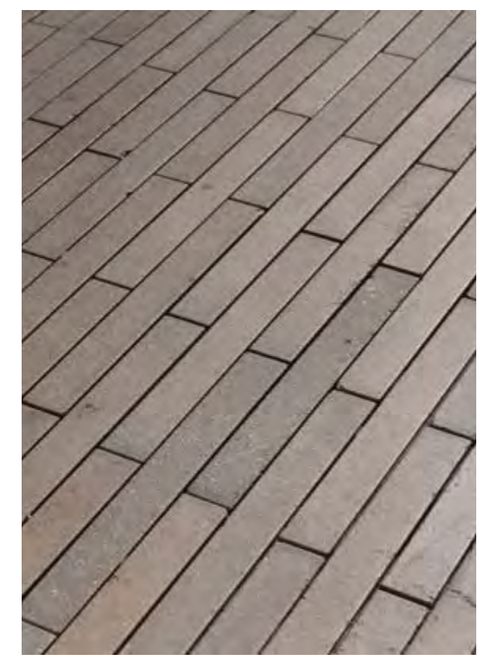
Vehicular Zone with Decorative Concrete Unit Pavers

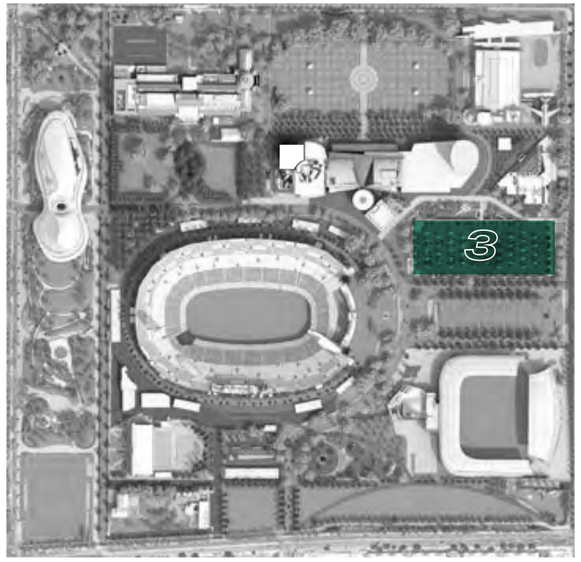
Canopy Shade Trees in Security Planter Bollards


Banc Of California Stadium
LAFC Pedestrian Zone (40')
Shared Vehicular Zone (42')
EXPO Plaza Promenade (30')
Festival Green








3

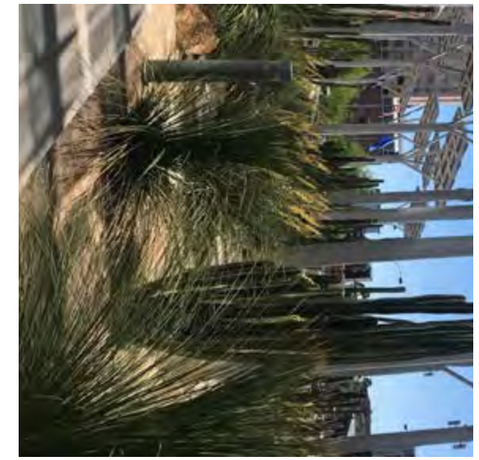
# 2.3 Solar Garden

Inspired by the tent like structures seen at many world expositions and recognizing the reality that the existing Blue Parking Structure was designed to provide shade to arriving visitors and to accommodate and a canopy of solar panels, the plan proposes a "solar garden". This element implements the original vision for the Blue Parking structure in a contemporary and festive manner simulating an orchard of sorts, providing a more welcoming vehicular entrance to this existing facility. Specifically, the top of the Blue Parking Structure will be outfitted with a set of artistically designed solar panels on poles (as well as electrical connections) to be analogous in their spacing to an orchard of trees. Because these poles will be installed atop existing concrete plinths, their installation will not alter the number (2,131) of existing parking spaces in the existing structure. As the design moves forward, the Park entities and general public will be asked to participate in the design review process.

## *VISITOR PARKING STRUCTURE VIEW FROM EXPOSITION PARK DRIVE*

Solar Garden Photovoltaic Shade Array

## *PARKING STRUCTURE & SOLAR GARDEN*

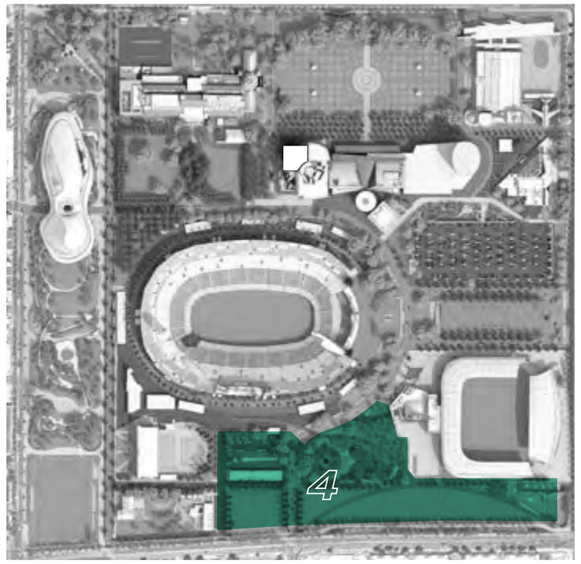


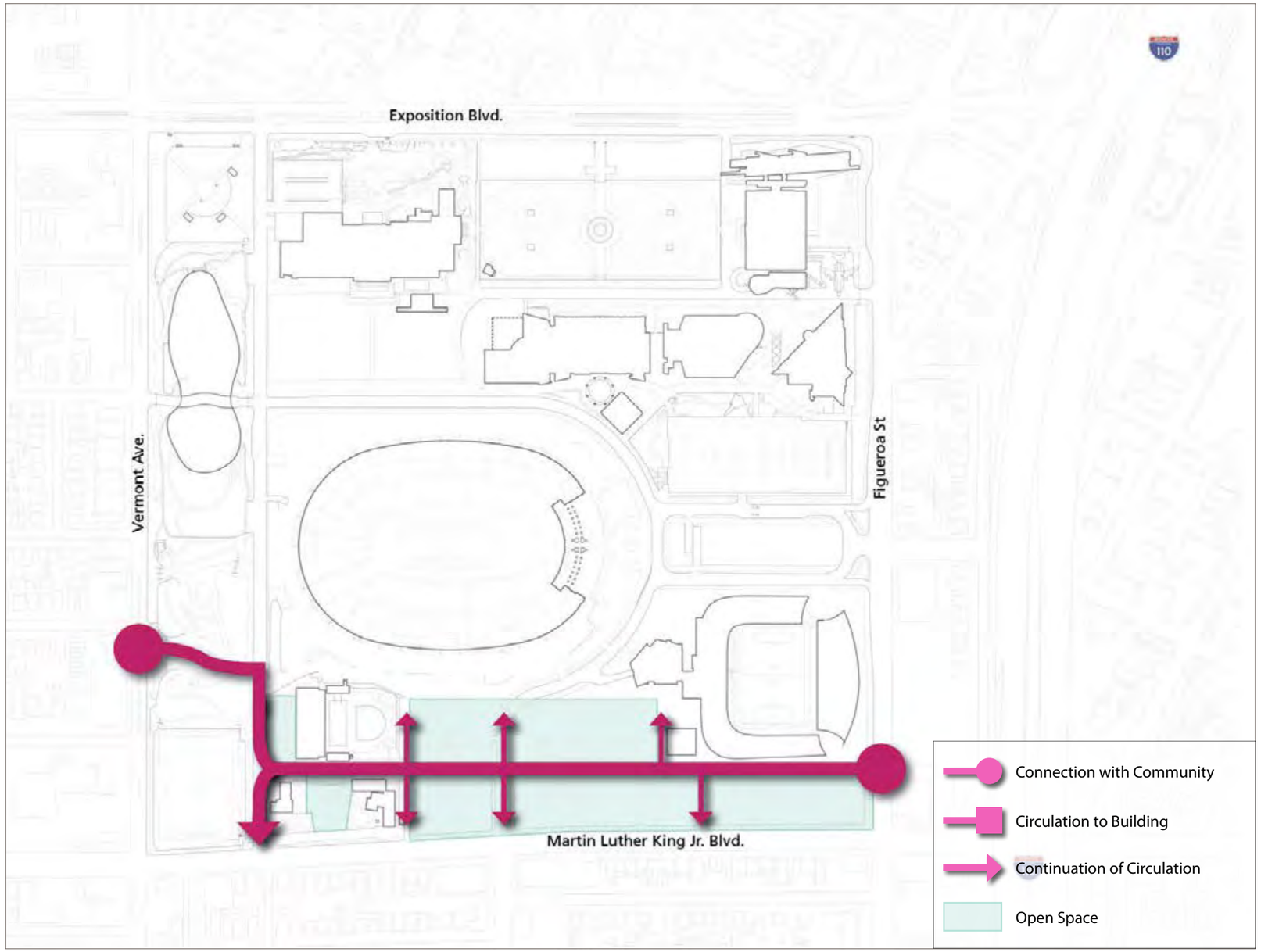
## *AERIAL VIEW FROM NORTH - EAST*

# 2.4 Festival Park & Community Promenade

Providing much-needed open space for the adjacent community to the grand Festival Park provides an expansive lawn area for passive recreation such as casual lawn sports, picnicking or concert viewing. The Park space sits above a 2000-car subterranean garage (to replace existing on-site surface parking) and is irrigated using captured stormwater. A broad Community Promenade planted with canopy shade trees and complemented with benches and lighting, provides a comfortable, direct connection along the length of Festival Park. Additional elements could include a destination children's playground, an iconic viewing structure or public art piece, park operations center with public restrooms or Wellness center; and skate park; or other active recreational uses desired by the community.

The space itself is planned to be approximately 14.2 acres and will be located at the southeastern corner of Exposition Park along MLK Jr. Blvd. and extending just past S. Hoover St. Element 4 would be bounded by the Banc of California Stadium and the Coliseum to the north, Figueroa St. to the east, Martin Luther King, Jr. Blvd. to the south, and the Ralph M. Parsons Pre-School and EXPO Center to the west.






Complementing Museum Walk to the north, the Neighborhood Promenade will provide an east-west connection, in the southern half of Exposition Park that is intended to serve the immediate community as a place to stroll and enjoy the Park's leisure spaces in an informal manner. Likely to take on different physical forms depending on its adjacent context, the Promenade will exhibit consistency in materials and furnishings. It will ultimately connect the imagined playfields at the Southeast corner of the Park, through a new "commons" and then to EXPO Center, the outdoor amphitheater, day care center and senior center terminating at Bill Robertson Lane, opposite the soccer fields. In the case of the Neighborhood Promenade, however, the journey is more important than the destination since the inclusion of this passage addresses the community's desire, for a lovely park-like space for walking or promenading while meeting with friends and neighbors.

Among the activities and amenities, one might find here are:

- Restrooms
- Pedestrian access to structured parking facilities
- Pedestrian Access to play fields
- Pop-up events, with storytelling, vendors, food-trucks, exhibits
- Literary programs
- Community Gardens
- LAFC-partnered programs
- EXPO Center-partnered programs
- Health and Wellness Center
- Park Information and Operation Center

Banc of California
Stadium
EXPO Center
Bus Parking
Iconic Viewing Structure
Children's Playground
Operations Center
theater
enter
Pre School
Festival Park &
Community Promenade
Skateboard Park

A double row of monumental Date Palm trees flanks a new Park entry at South Hoover Street, welcoming to the Park. Additional improvements along Martin Luther King Jr, Blvd. are shared with Element 1 – Threshold and Gateway along MLK Jr. Blvd. such as a cycle track, a ride share/drop-off/pick-up area, landscaping, gateway improvements, wayfinding, and crosswalk enhancements. The area will include overall improvements such as landscaping/planting (trees, palms, understory planting and turf), pervious and impervious surfacing, wayfinding elements (vehicular and pedestrian), seating areas located in and around the Recreational Areas and Promenade, stormwater treatment (a drywell over the Recreational Areas and a capture and use system over the new parking structure) plus skylights or daylighting features[1] for the new subterranean parking structure, arrayed in two rows on the Festival Lawn along Martin Luther King, Jr. Blvd.

The desire for places for Park visitors (particularly nearby residents) to stroll is palpable, as evidenced at present by the sight of families promenading with kids, dogs, and strollers in tow through the exiting parking lots. The new Promenade will run parallel with Martin Luther King, Jr. Boulevard between the new Festival Lawn to the south and the new Recreational Area to the north. This new walkway would connect from the intersection of Figueroa Street and Martin Luther King, Jr. Blvd. at the east end to the southern side of the Operations/Wellness Center at the west end while traversing Hoover St.

While the design of the Festival Park will be fleshed out once funding is identified, and with the active participation of Park entities, neighboring residents and the general public, the Master Plan anticipates some additional characteristics. For example, the space will be bisected by at least three secondary pedestrian paths east of Hoover Street, One new path would bring visitors into the site starting at the existing sidewalk corners of Martin Luther King Jr. Blvd./Hoover St. and Martin Luther King Jr. Blvd./Figueroa St. adjacent to one of the Recreational Areas (Skate Park). The second new path would bring visitors into the site from the existing sidewalk along MLK Jr. Blvd. and across the Festival Lawn, in a northerly direction, towards the Banc of California Stadium and the proposed Recreational Area (Playground and Plaza). A third new path would intersect the new Promenade east of the new Playground and traverse just north of the new Recreational Area (Playground and Plaza), connecting visitors from the Festival Park and Community Promenade to the existing Coliseum.

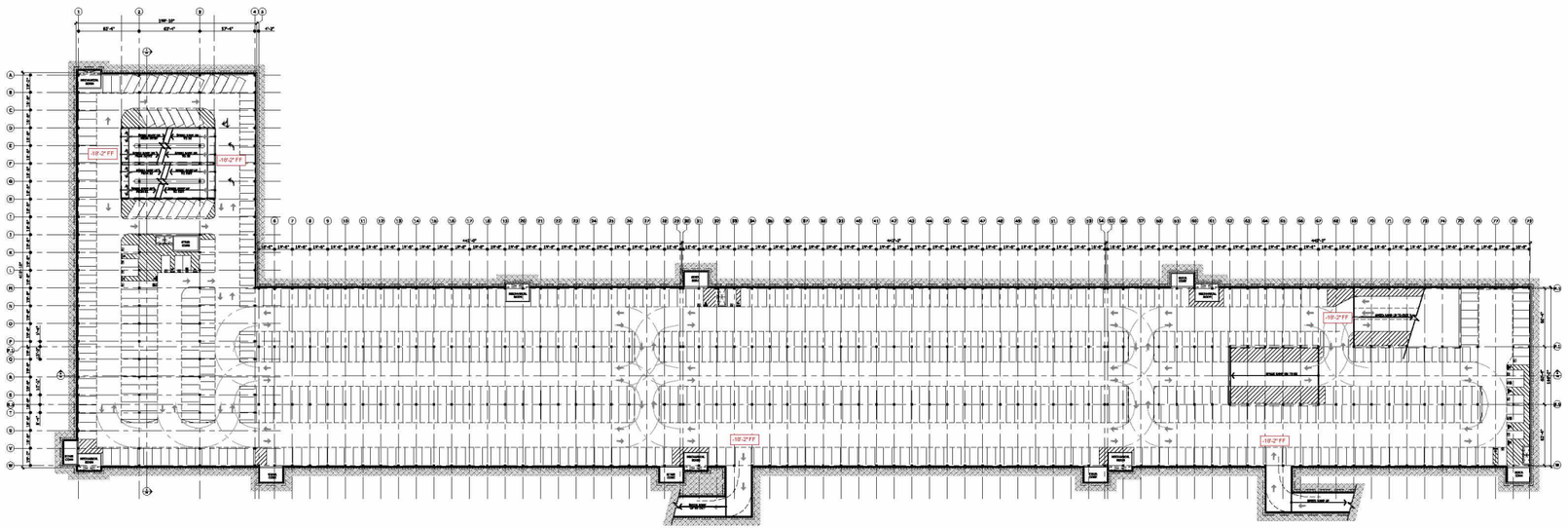
EXPOSITION PARK
EXPOSITION PARK

Decomposed Granite Community Promenade

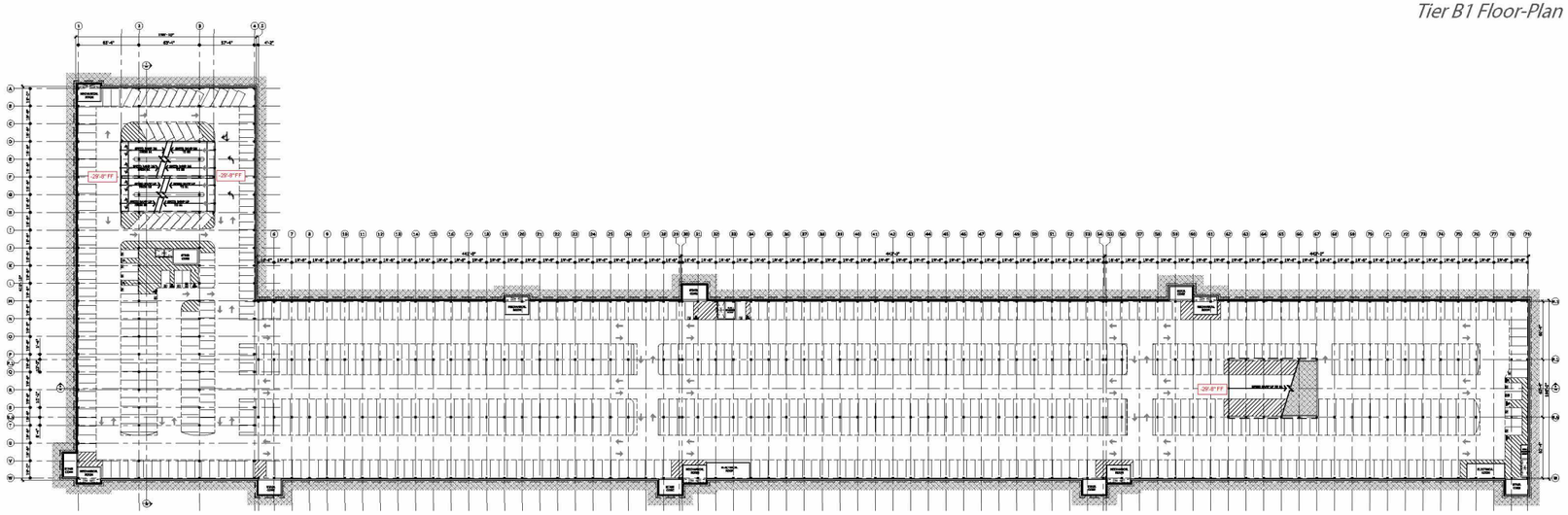
Iconic Viewing Structure with Perimeter Plaza

Destination Inclusive Children's Playground

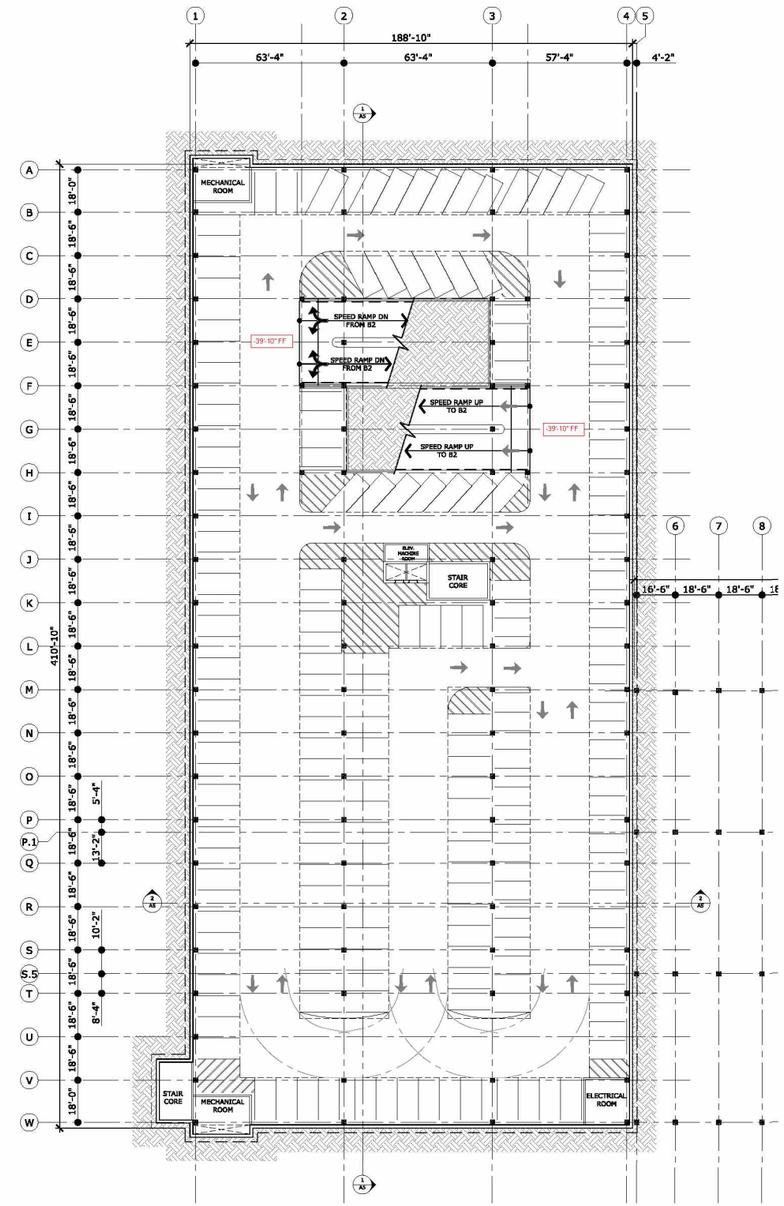
# EXPOSITION PARK CENTER PARKING STRUCTURE PLANS



Tier B1 Floor-Plan

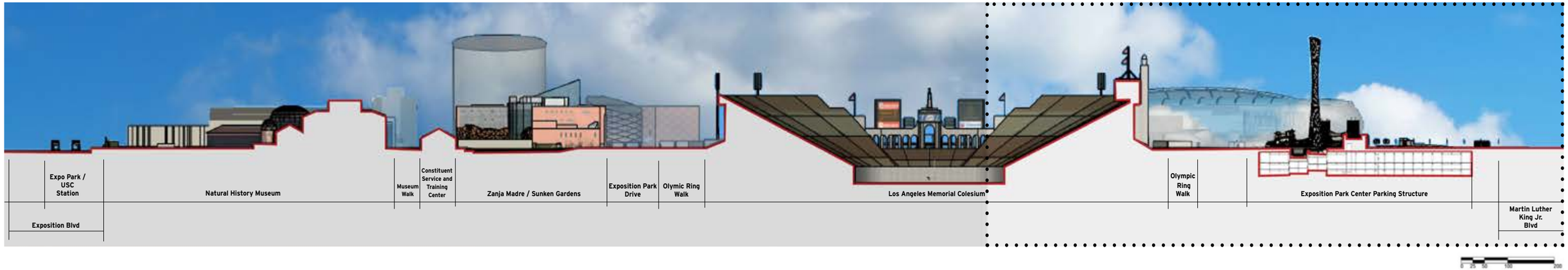


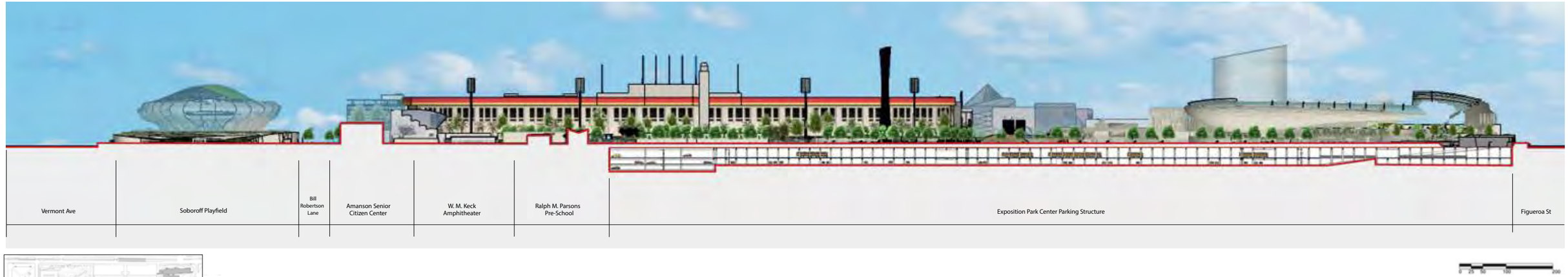
Tier B2 Floor-Plan




Tier B3 Floor-Plan

# CROSS SECTIONS SHOWING THE NEW PARKING STRUCTURE



To make room for the Festival Park, the Pink, Yellow and Green parking lots as well as the Gold parking lot at Banc of California Stadium (totaling 1600 spaces) will be demolished and replaced with a 2,000-space underground garage accommodating the existing surface spaces plus 400 temporary or "tailgating" spaces that are currently provided on the South Lawn during Coliseum events.

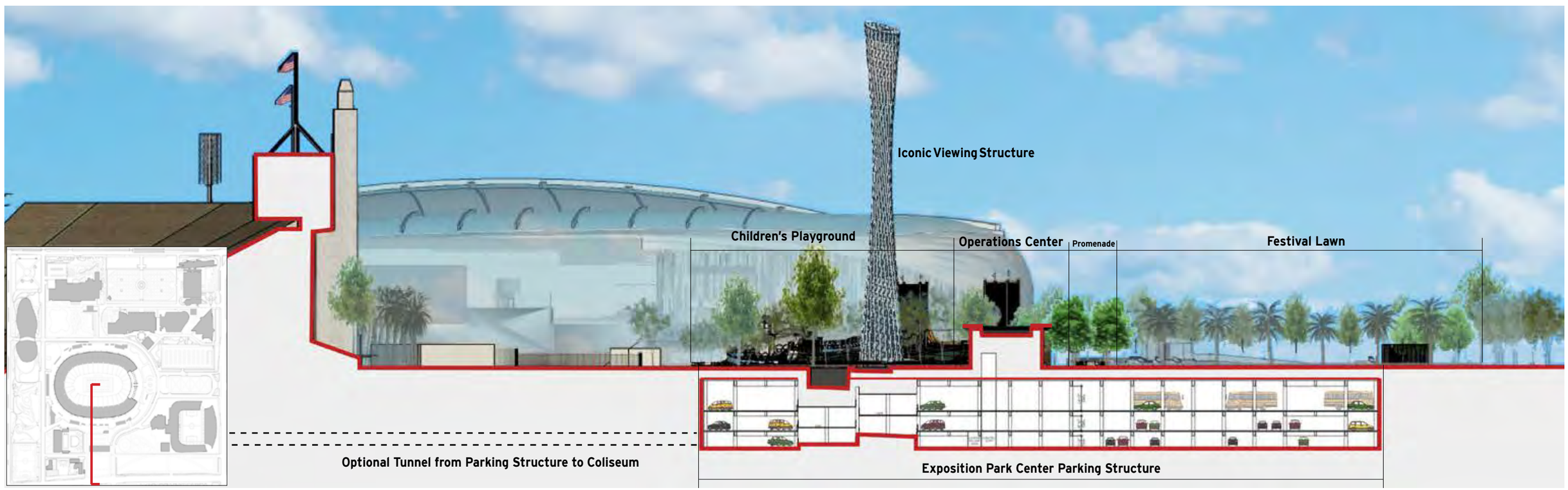
The new subterranean parking structure, which is two-levels for 85 percent of its footprint, and three-levels for the remaining 15 percent, would incorporate vehicular ramped ingress and egress access (ingress access from Martin Luther King Jr. Blvd., Figueroa St., and S. Hoover St.; egress access from Figueroa St., Martin Luther King Jr. Blvd. and northwest of the new Information/Operations Center/Restrooms).

During a school week (when schools are visiting), the garage could accommodate 94 school buses and 1,440 cars at a single time. Additional school bus parking (roughly 17 spaces) is accommodated on a surface level lot just north of the new Operations Center (or Wellness Center).

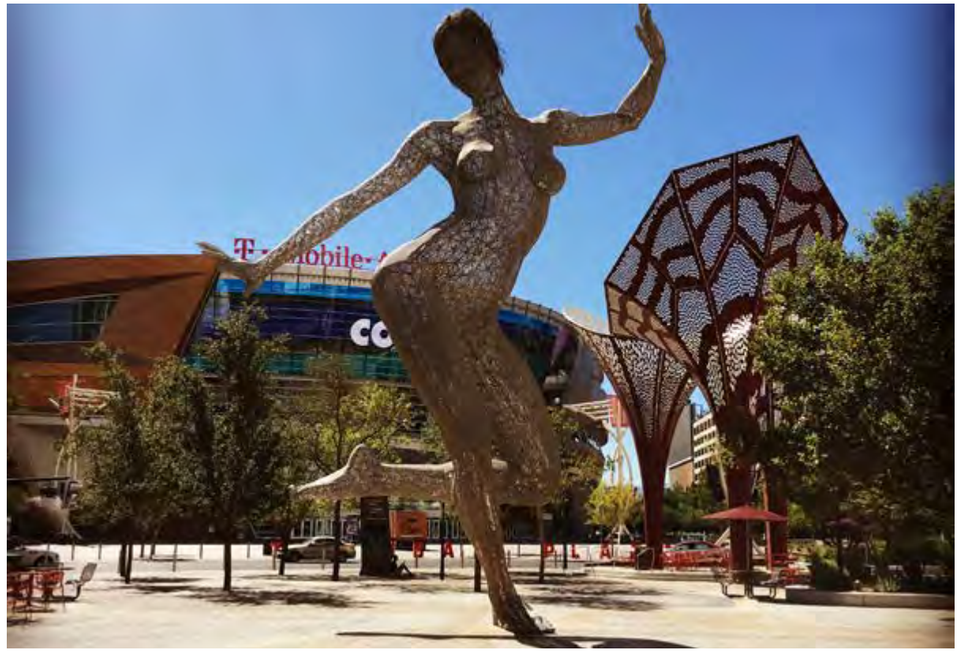
In order to allow for this school bus parking, the first level of the parking garage is planned with a 14-foot height clearance. Not only will this allow school buses to park on this level, but when paired with the skylights lining the edges of the garage, it will allow an alternative use for this level of the garage should the day come when autonomous transportation reduces the overall need for parking.

The garage should also be engineered and constructed to support tractor trailer trucks on the top level, either for use during the Olympics or for emergency response.

The design of the subterranean parking structure is at this point conceptual. When funding becomes available, it will be further refined, and could realistically accommodate up to 120 school busses during the school day. This is 50% higher than the peaks recorded in the years 2017-2019. That said, during detailed design of the garage, it is likely that additional bus parking spaces can be accommodated.

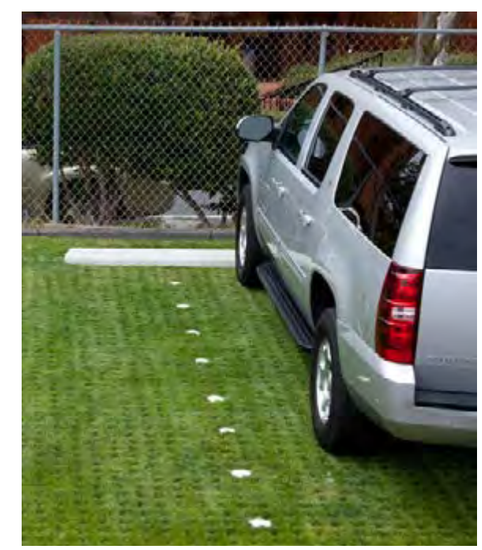


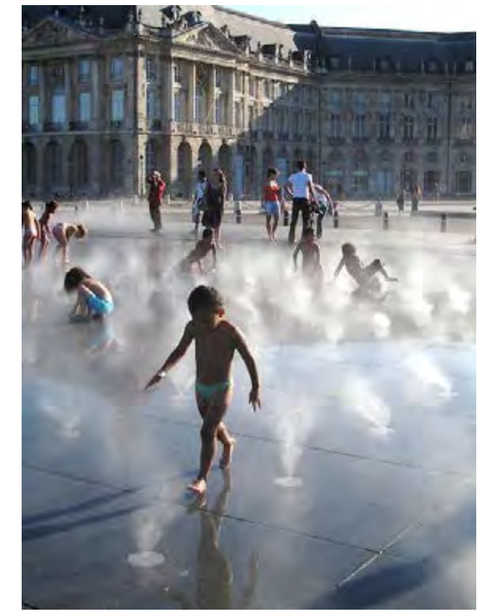
## *NATURAL LANDSCAPING / WIDE PROMENADE*



HBO
citi

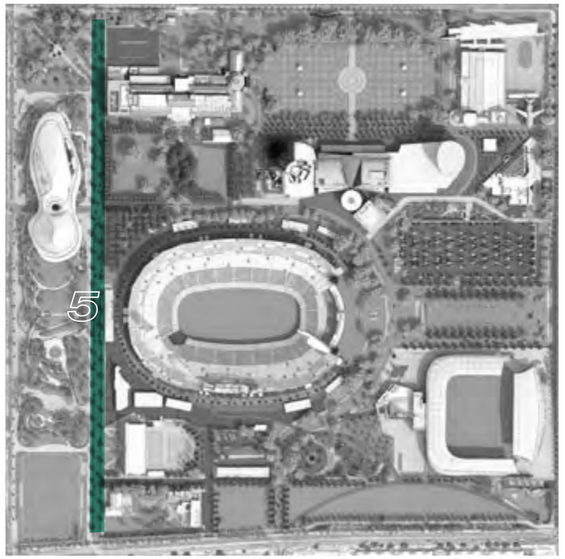
Mexican street kitchen
Taking Mexican street food back to the streets!
Mexican street kitchen
CHARGRILLED MEATS
TOMATO SALSAS





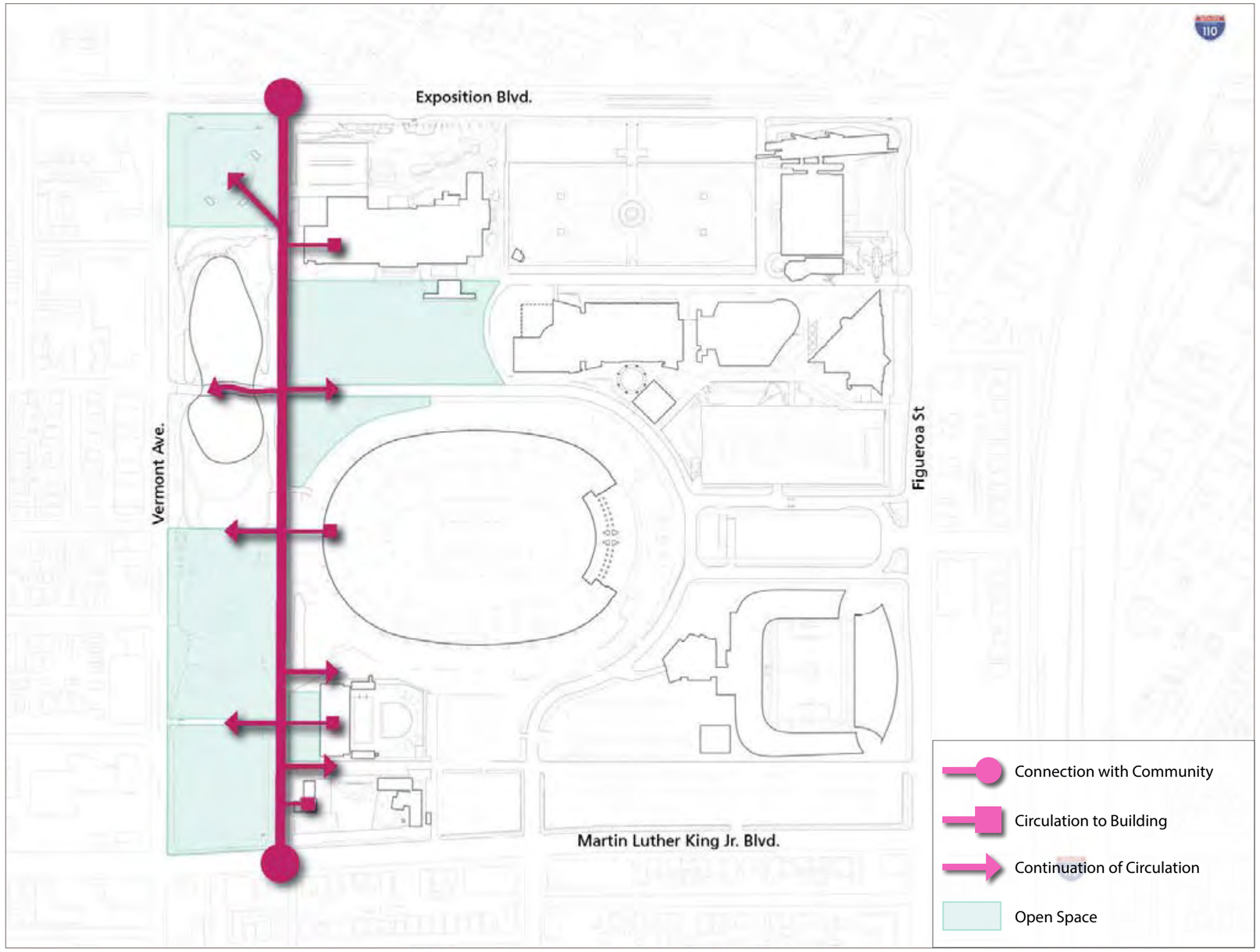
## *ICONIC VIEWING STRUCTURE*

The "iconic viewing structure" is intended to provide a place from which one could gain views of Downtown Los Angeles and the greater Los Angeles Basin, and would itself be visible from outside of the Park. Sitting on land within the Banc of California Stadium's sub-lease, it would require cooperation of the Los Angeles Football Club in order to come into fruition. If and when funding for such a structure becomes available, its design-development will be subject to an iterative design process with key park stakeholders and members of the community. Images of other towers have been included in this Master Plan document as inspiration and not as examples to emulate. No design direction has been settled upon.


5

# 2.5 Bill Robertson Lane

Situated between Jesse Brewer Park, the Lucas Museum of Narrative Art, and Soboroff Field to the west, and the Natural History Museum, the Los Angeles Memorial Coliseum, EXPO Center, and the Ahmanson Senior Center to the east – Bill Robertson Lane is an existing north/south vehicular drive, owned by the City of Los Angeles, that is proposed to be reconfigured with a shared pedestrian and vehicular streetscape to facilitate multi-modal circulation and access to each of these institutions. Decorative paving and security bollards distinguish the pedestrian and vehicular zones – as well as drive-thru and drop-off lanes (for both busses and shared ride vehicles). Canopy shade trees planted in underground root cells enhance the pedestrian experience, by calming and reducing the speed of traffic. Existing service and garage entries located along Bill Robertson Lane will remain. Combining pervious and impervious surfacing (decorative concrete paving and concrete unit pavers), truncated domes, new low-energy pedestrian-scaled street lighting, and wayfinding signage, improvements, detailed design will require collaboration and coordination of the City of Los Angles, Department of Transportation, Bureau of Engineering, and Urban Design Division of the Planning Department among other agencies.

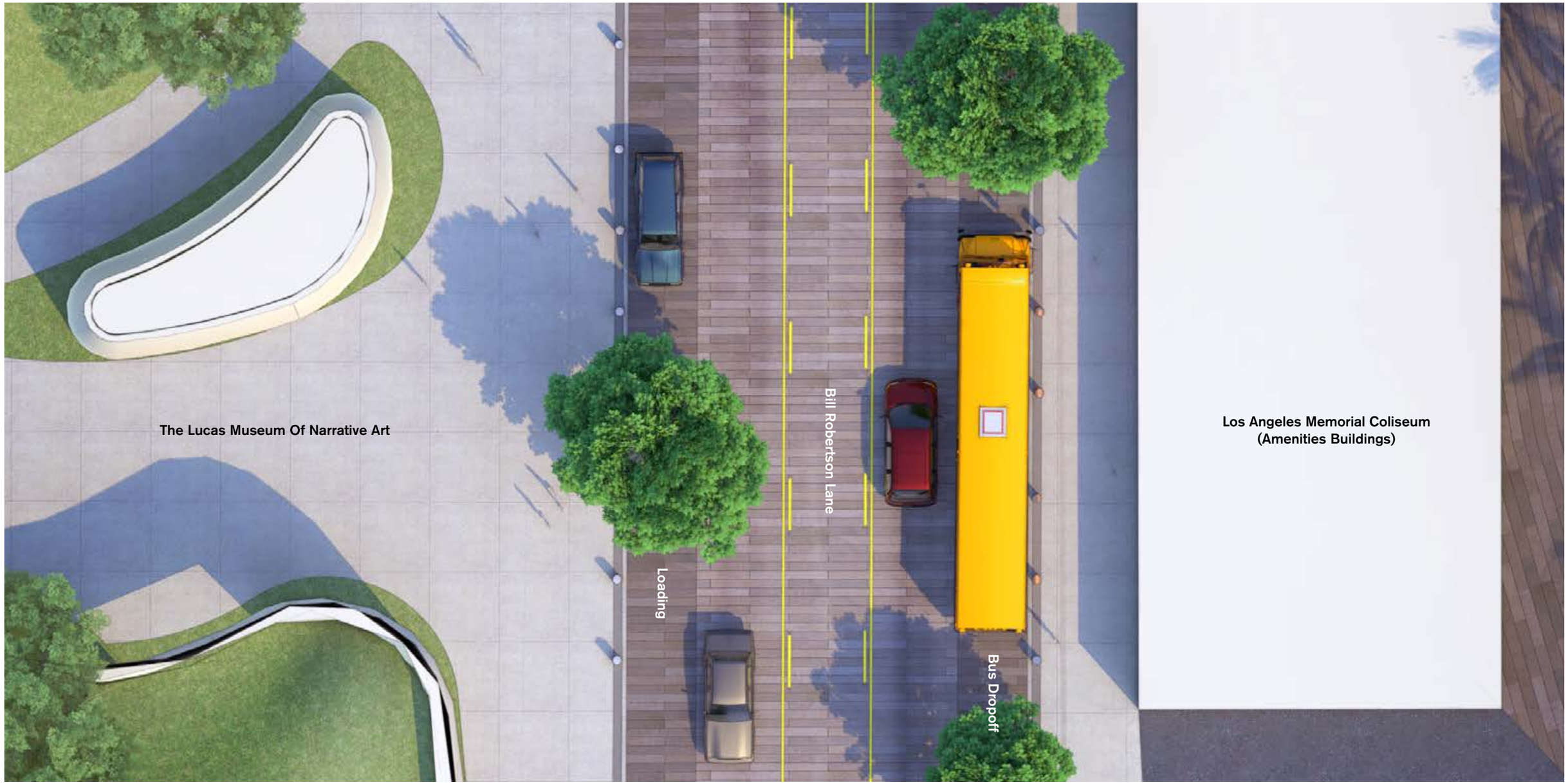



While Bill Robertson Lane is the only north/south connection through the Park serving motor vehicles, it has the potential of providing pedestrians an elegant path to move from the neighborhood centric activities on the south side of the Park to the regional serving institutions and spaces on the north side. This provides an excellent opportunity to make-over Bill Robertson Lane as both a "shared-street" and "green street" befitting it is setting within Exposition Park.

It is imagined that this "shared street" will have textured, permeable paving that is flush with the curb – reinforcing the pedestrian-priority orientation of the street. The travel way will be delineated with just enough width to satisfy the needs of the trucks and buses that currently utilize the street – but narrower-than the existing street section, in order to keep vehicles moving slowly and to discourage cut-through traffic. Parallel parking will be allowed in key locations. Trees, bollards, specialty paving, and drainage swales are elements that can be used to delineate the vehicular path of travel. The latter may also be used, to enhance storm-water recharge, and be accompanied by signage that explains how rainwater is captured, filtered or cleaned and released. Retractable bollards to close sections of the street for festivals. Pedestrian Access to LMNA and its gardens.

Along the route of BRL, one would expect to find:

- Pedestrian access to Trojan Corner
- Pedestrian access to EXPO Center, E.C. Lawn and Soboroff Playfield
- Pedestrian Access to Senior Center and the Ahmanson Gardens
- Pedestrian Access to South Lawn and its activities
- Pedestrian Access to Jesse A. Brewer, Jr. Park
- Interpretive Signage
- Pop-up events
- Extensive length of benches.
- LMNA-partnered programs
- Expo Center-partnered programs
- Bike and scooter stations
- Ride-sharing pick-up areas.


The Lucas Museum Of Narrative Art
Loading
Bill Robertson Lane
Bus Dropoff
Los Angeles Memorial Coliseum
(Amenities Buildings)

Lucas Museum of Narrative Art

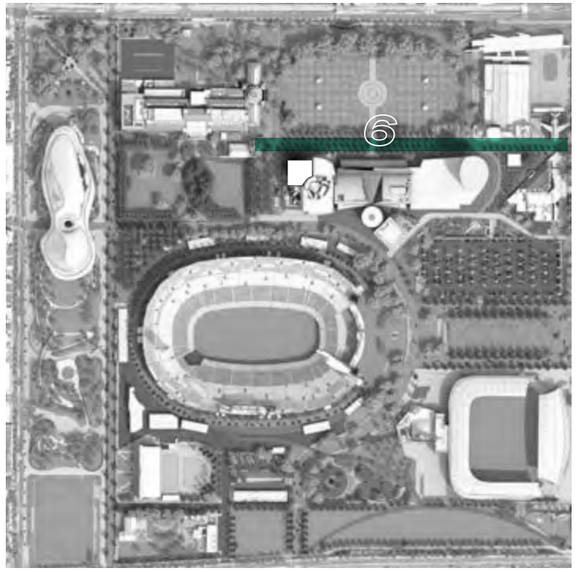
Decorative Concrete Paving

Zero Curb with Bollards and Truncated Domes

Canopy Shade Trees

School Bus Drop-Off

## *WIDE PROMENADE / PAVER PATTERNS / KIOSKS & PAVILLIONS*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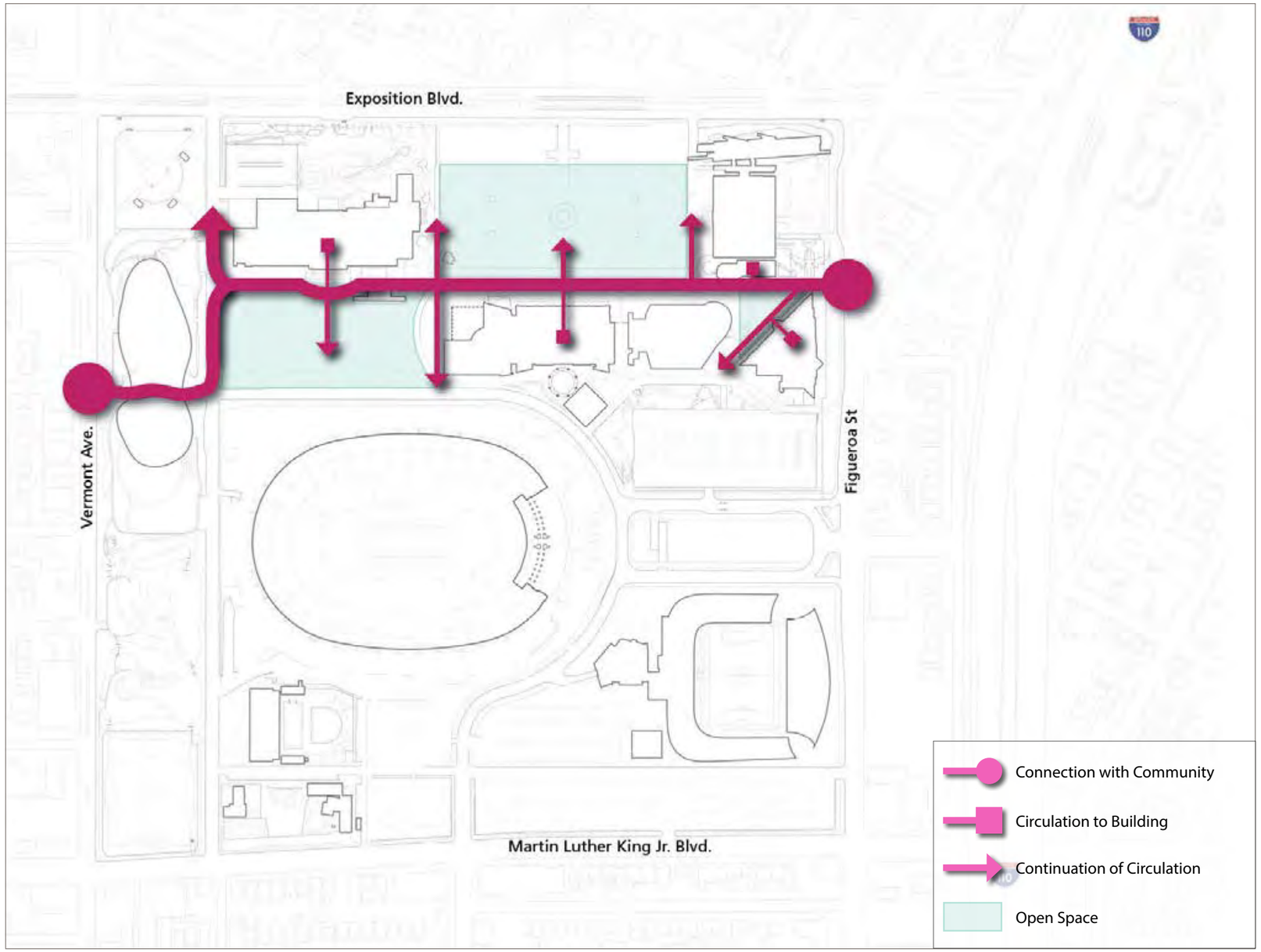
# 2.6 Museum Walk

Situated between the California Science Center to the south and Rose Garden to the north and connecting the Figueroa Street, as well as the California African American Museum and the Dr. Theodore Alexander, Jr. Science Center School on the east side of the Park with the Natural History Museum, and the Lucas Museum of Narrative Art on the west. State Drive will be closed off to normal vehicular traffic (however fire access will remain) and transformed with decorative unit pavers into an east/west pedestrian spine. This strategy will encourage visitors of one museum to visit others and allows the celebration of these individual cultural institutions as part of a singular brand. Flanking the reconfigured promenade is a seating and amenity zone with canopy shade trees, broad areas of understory planting, and decomposed granite providing ample seating opportunities for picnicking and informal gathering. Low energy, pedestrian-scaled lighting, wayfinding, trash, and recycling receptacles will also be part of the ensemble. Museums may also choose to utilize this area, for small outdoor exhibits and even to collaborate on shared themes. The Museum Walk would also incorporate stormwater treatment such as dry creek and drywell applications.

An important feature of this proposal is that Museum Walk will accommodate occasional vehicular use along what is now the route of State Drive. from Figueroa St. to the southeastern corner of Exposition Park Rose Garden, to allow for pick-up and drop-off for the Dr. Theodore Alexander Science School, for ride-share vehicles during major events, service vehicles and fire access. Vehicular use would be controlled with the use of new retractable bollards. Because Museum Walk also serves as a loading location, for several institutions, as well as a basecamp and crew-parking location for filming taking place nearby, vehicular access to Museum Walk for service vehicles at scheduled times will also be permitted. All current Game Day VIP parking spaces along State Drive would be relocated and accommodated by the parking structure in Element 4 – Festival Park and Community Promenade.

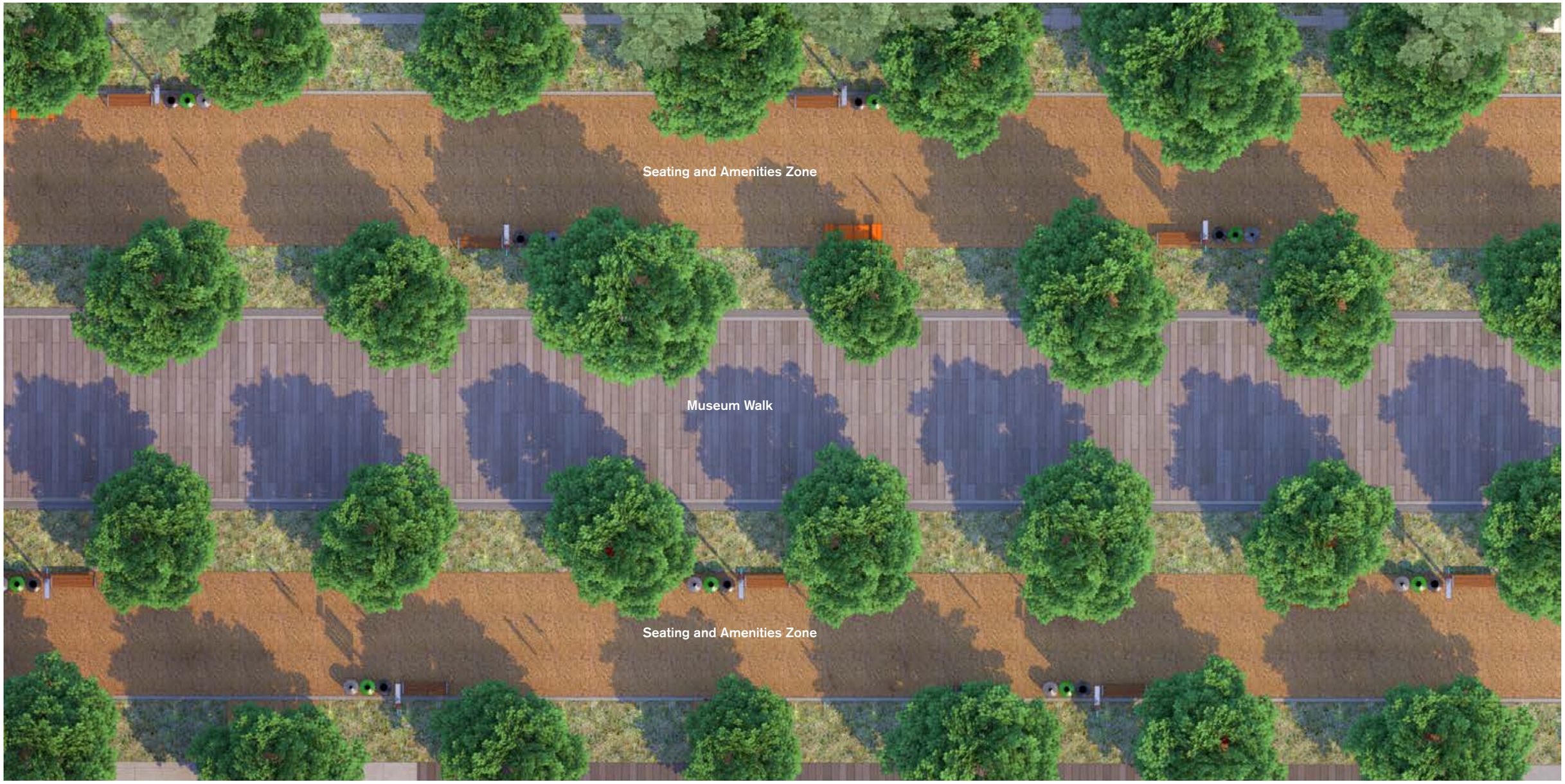



By utilizing a unifying palette of paving materials, lighting, signage and landscape, Museum Walk will come to embody the Park's brand as place of connections. Because the space occupied by the clear connections allowed by this passage between the California African American Museum (CAAM), the re-purposed gallery in the current Aerospace Museum, the California Science Center (CSC), the Rose Garden, the Natural History Museum (NHM), the South Lawn, and the Lucas Museum of Narrative Art (LMNA), will become especially meaningful when the exhibitions themselves are curated and linked from one to the other.

Along Museum Way, Park goers, are likely to find the following:

- Coffee kiosk
- Outdoor cafe
- Restrooms
- Literary programs
- Site specific signage (or App-based narrative descriptions)
- CSC-partnered programs
- CAAM-partnered programs and gift shop
- NHM-partnered programs
- LMNA-partnered programs

Because Museum Walk borders the Exposition Park Rose Garden, which is on the National Register of Historic Places, the detailed design for this Master Plan element, will need to be evaluated for compliance with the Secretary of the Interior Standards for Rehabilitation. More specifically, if any unanticipated alterations occur along the southern exterior character-defining features of the Exposition Park Rose Garden, construction activities will need to be monitored and evaluated for adverse effects to these historical resources.

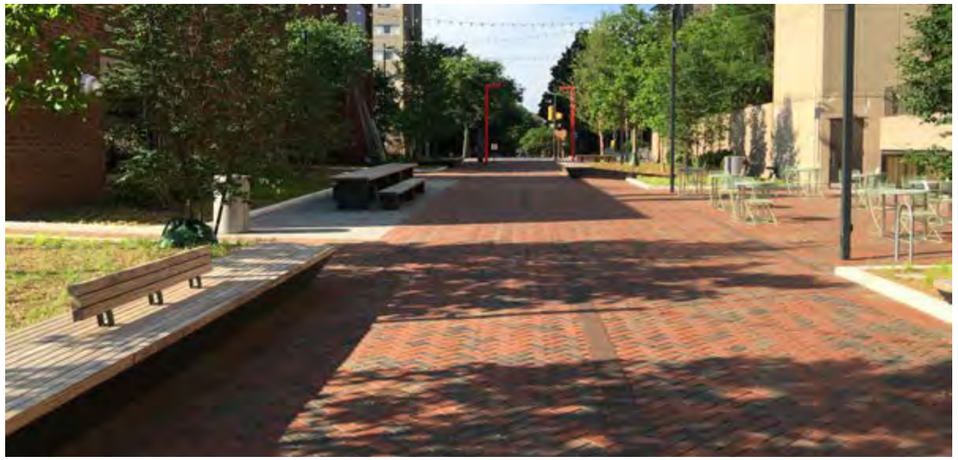

Seating and Amenities Zone
Museum Walk
Seating and Amenities Zone

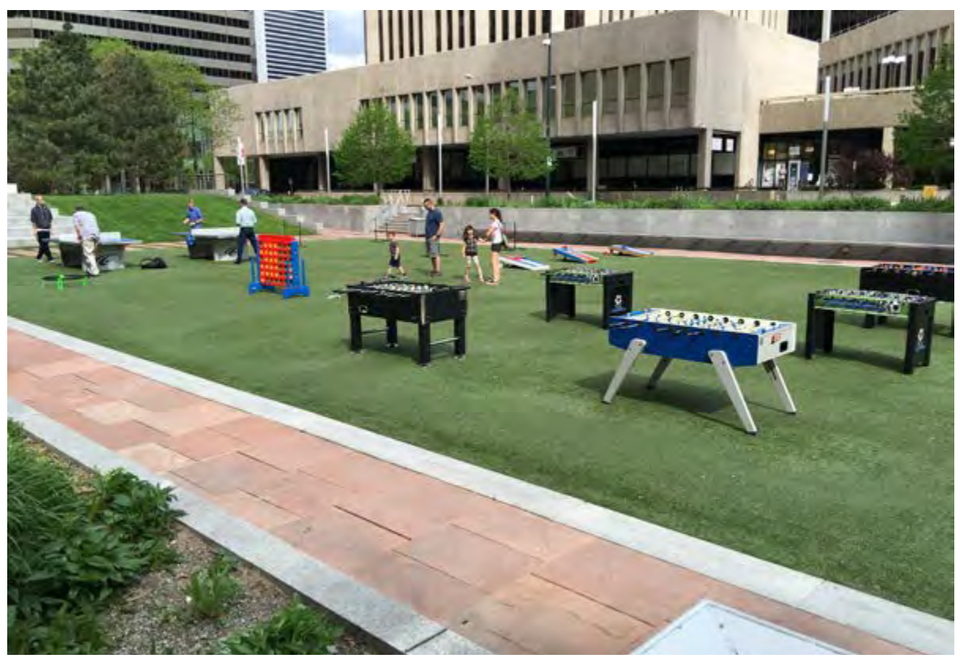
Reconfigured Pedestrian-Oriented
State Drive with Concrete Unit Pavers

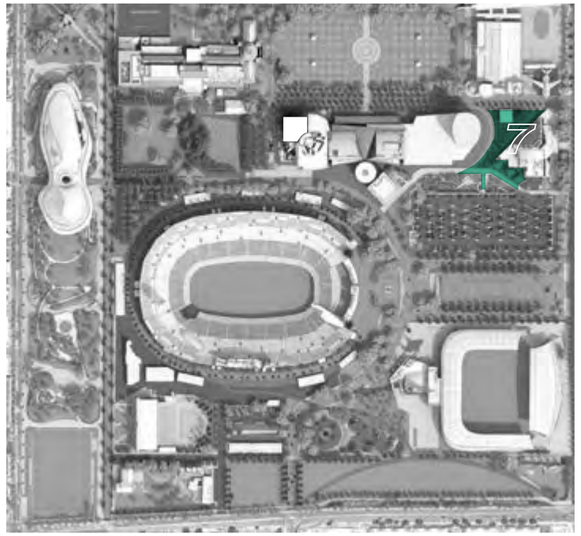
Amenity Promenades with Canopy
Shade Trees and Seating Areas

Adjacent Museum
Seating and Amenity Zone (Varies)
State Drive
Pedestrian Zone (24')
Seating and Amenity Zone (36')
Rose Garden

## *CLEAR LINEAR PROMENADE / SPECIAL PROGRAMMING / CAFE SEATING*



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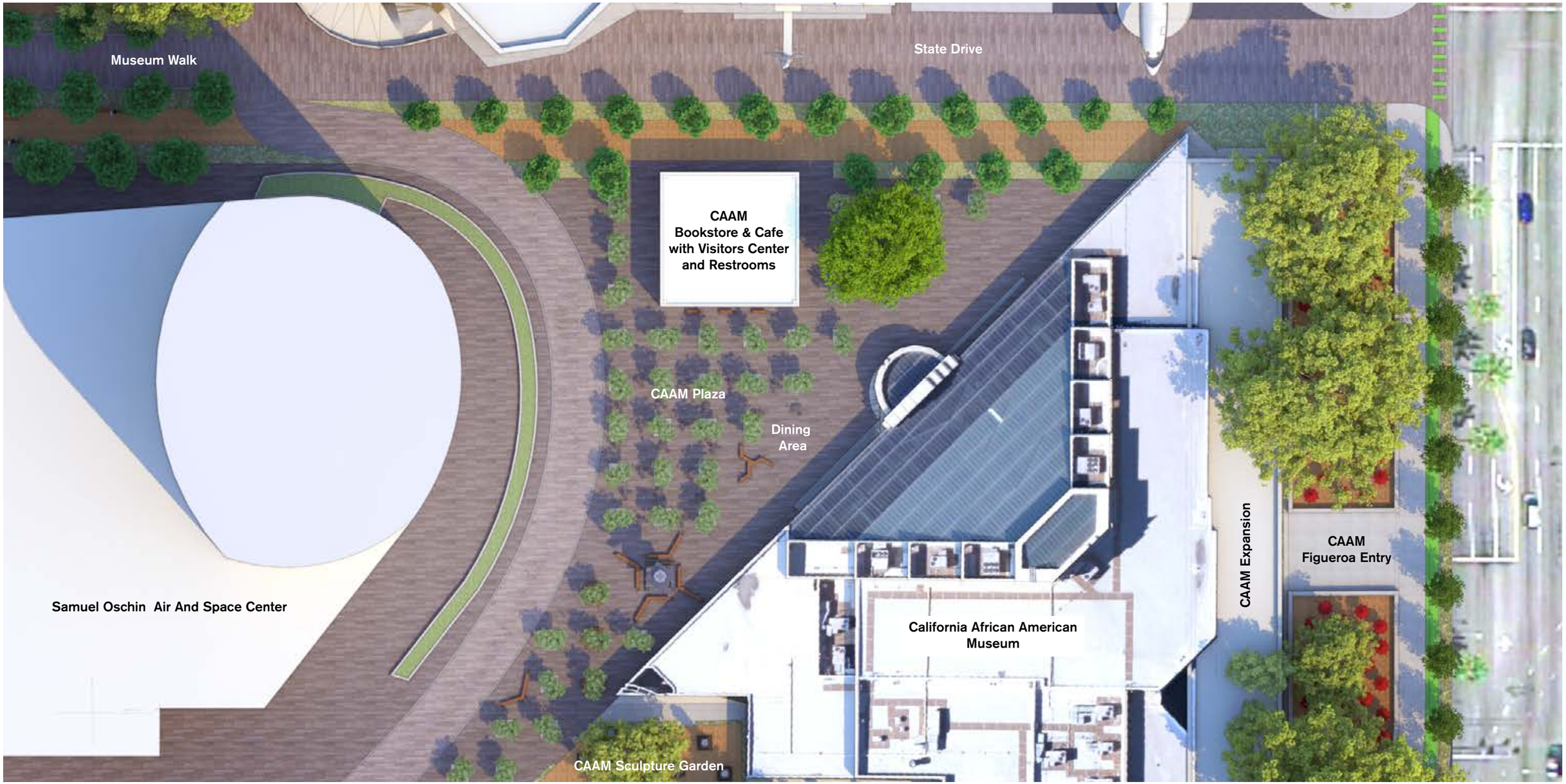
# 2.7 California African-American Museum Sculpture Garden

The space between the California African-American Museum (CAAM) and the future Samuel Oschin Air and Space Center, of the California Science Center (CSC) has been designed as a new plaza space highlighted by a new bookstore/café for CAAM and public restrooms serving all visitors. The plaza contains a grove of new canopy shade trees planted and decorative paving that visually unifies the plaza with a broad fire lane that serves the future Samuel Oschin Air and Space Center. Public art and sculptural seating elements in the plaza complement an adjacent CAAM sculpture garden that could feature work by prominent African-American artists and would enhance the pedestrian experience in front of the existing CAAM with the provision of dining and seating amenities. The Sculpture Garden's design will be detailed in close collaboration with CAAM and CSC as and will leverage plans to demolish the existing Kinsey Auditorium, and CSC Administrative (East and West) Buildings, as part of the plan to construct the Oschin Air and Space Center.

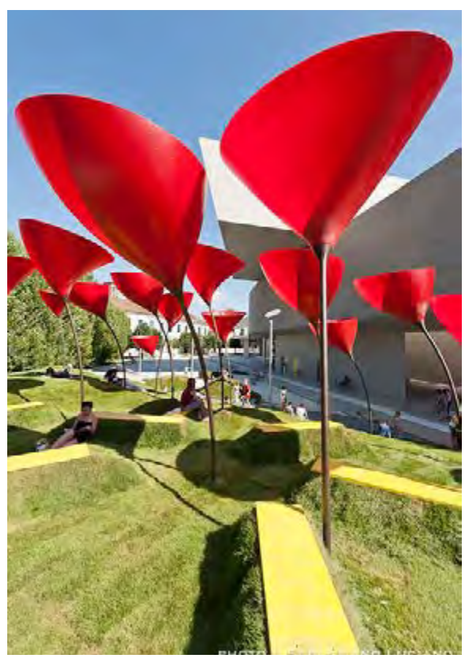

Museum Walk
State Drive
CAAM
Bookstore & Cafe
with Visitors Center
and Restrooms
CAAM Plaza
Dining
Area
Samuel Oschin Air And Space Center
California African American
Museum
CAAM Expansion
CAAM
Figueroa Entry
CAAM Sculpture Garden

Concrete Unit Paver Promenade serves as Fire Lane for Samuel Oschin Air and Space Center

CAAM Bookstore and Exposition Park Visitors Center

CAAM Plaza with Canopy Shade Trees and Flexible Seating for Events

Existing California African American Museum (CAAM)



# 2.8 Zanja Madre

The "Zanja Madre" (or Mother Ditch) were the aqueduct/irrigation canals bringing water to the Los Angeles pueblo via Rio Porciuncula (Los Angeles River) during Spanish colonial rule.

This contemporary interpretation is designed to resolve a confluence of streets and pathways that intersect the space – including Museum Walk, Bill Robertson Lane, Victory Walk, and Exposition Park Drive. This existing South Lawn will be transformed into a new Zanja Madre – a stormwater treatment garden that also serves as a new entry experience for the Natural History Museum. At roughly 4.7 acres in size, this garden is flanked by open lawn spaces – subtlety depressed to provide catchment for stormwater and facilitate active recreation, while also preserving several large canopy shade trees and a re-paved Victory Walk along its eastern edge. Seating steps adjacent to the lawn provide an opportunity to serve as outdoor classrooms to complement the educational programing of the Natural History Museum, California Science Center and other adjacent institutions.

The new central plaza-like gathering space would include improvements such as planters, concrete seat walls, boulder seating, pervious and impervious surfacing, trees and understory planting. The new west sunken lawn area would contain a large specimen tree and the north, south, and west boundaries would be lined with two or more rows of trees. The new Victory Walk improvements would consist of an allée and the planter on the east side of the allée would encompass a grove of trees with improved surfacing materials. Other improvements include stormwater treatment such as a dry creek. All the Game Day VIP overflow parking spaces at the South Lawn would be relocated and accommodated by the parking structure in Element 4 – Festival Park and Community Promenade.

Currently, the South Lawn accommodates approximately 400 parked cars during Coliseum events as part of Game Day VIP overflow parking spaces, leaving the lawn area in relatively poor condition. The new Victory Walk (located on the east side of this Element), separates the proposed eastern sunken lawn area and the existing California Science Center connecting visitors from the existing Coliseum to the existing Natural History Museum and the existing Exposition Park Rose Garden. The new school bus drop-off/pick-up area is directly in front of the new prominent iconic boulder south of the central plaza-like gather space and along Exposition Park Dr. connecting to Bill Robertson Lane on the east and N. Coliseum Dr./S. Coliseum Dr./Hoover St. to the west.

Detailed design of the "Zanja Madre" will be done once funding is available, and the replacement subterranean garage is completed, and in collaboration with the Park entities as sell as the general public.

Phytoremediation Planters with Concrete Seatwall

Exposed Aggregate Pedestrian Pathway

Signature Boulder at Bus Drop-Off

Seating Boulders as Outdoor Classroom

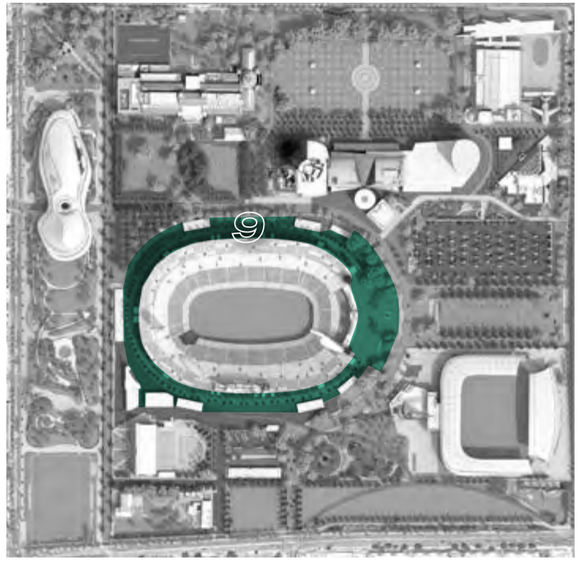
Decomposed Granite

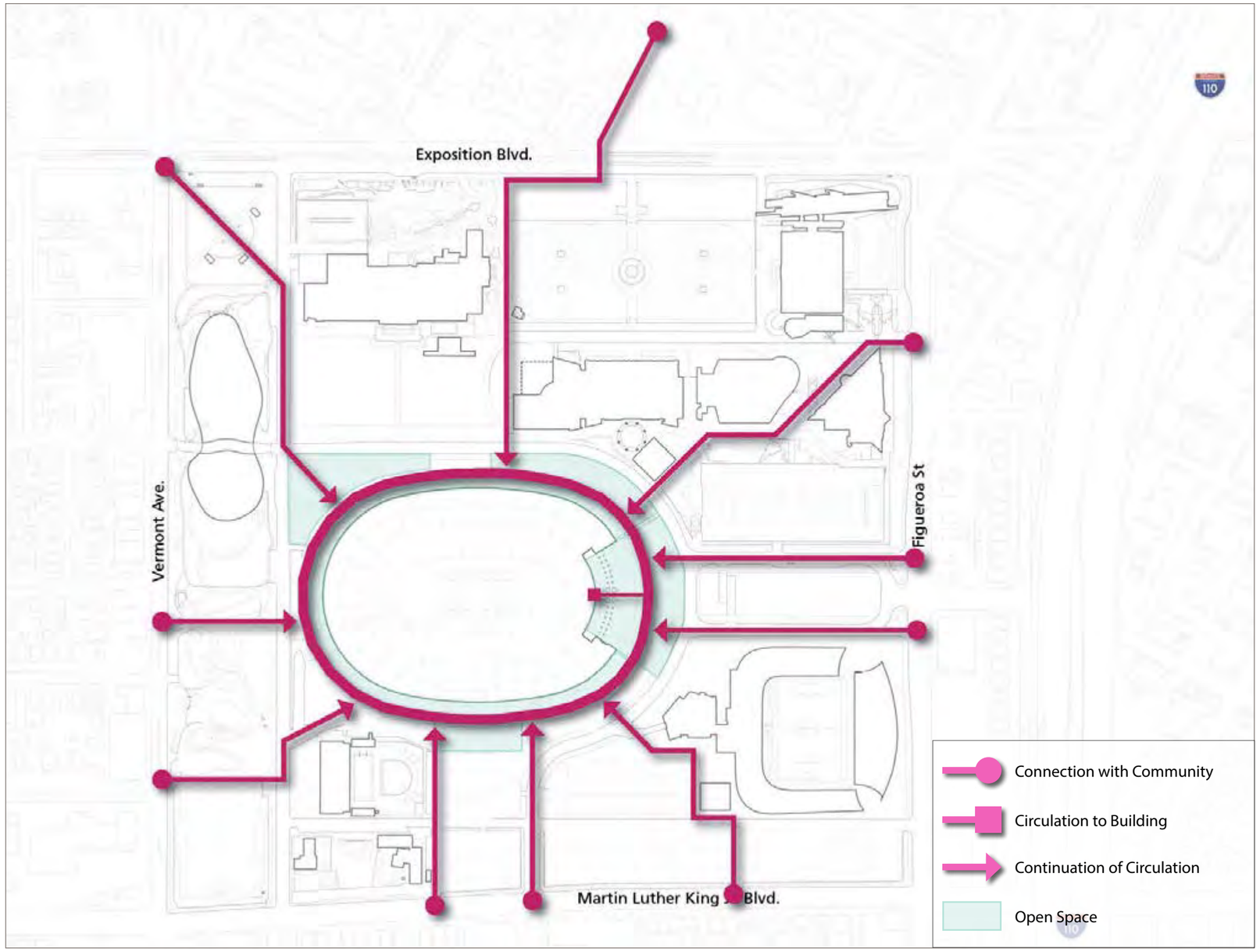
Sunken Lawn

## *VICTORY WALK*

# 2.9 Olympic Ring Walk

All roads lead to this central walkway that encircles the Los Angeles Memorial Coliseum and champions the athletic history of Los Angeles including college and professional football, professional baseball, and multiple Summer Olympic Games. This project, which would be done by the University of Southern California at a time of its choosing and when funding is secured, would feature a broad pedestrian promenade consisting of decorative paving embedded with interpretive graphics and edged by a row of towering date palms, educates visitors about this rich sports history. Seating areas, new concession stands, and restroom buildings will be built into the existing berm to provide additional amenities along the 2/3-mile route.



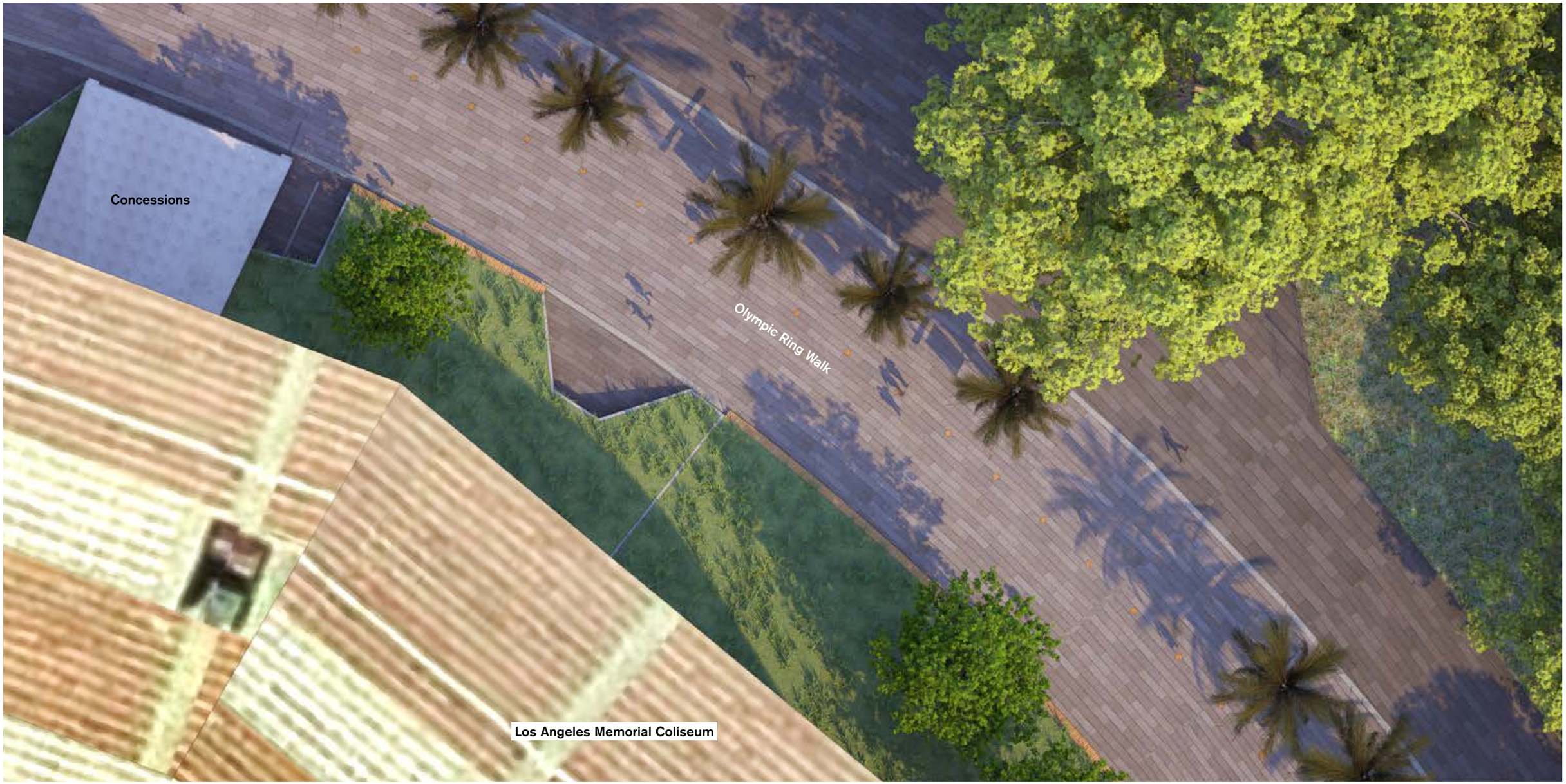



This central walkway around the Los Angeles Memorial Coliseum is one of the core pedestrian experiences of Exposition Park. Envisioned as a place for neighborhood residents and students to walk and exercise, it is also a place for visitors to celebrate the rich sports history of Southern California: the narrative of this ring walk will be focused on the gridiron exploits of the USC Trojan football team and the past and future Summer Olympics hosted on the site itself.

Starting at Peristyle Plaza, this grand pedestrian path is a 2/3-mile long circuit flanked by highly formalized plantings including a double-row of palms, flowering shade trees, low clipped hedges, and pockets of vibrant, colorful plant material. Decorative unit paving and regular bands of concrete will complement the historic character of this walk. Secondary pathways will radiate from Olympic Ring Walk and connect with the Neighborhood Promenade, Science and Education Walk, and Bill Robertson Woonerf.

Among the activities and amenities, one might find here are:

- Peristyle plaza, the terminus of Christmas Tree Lane and the focus of Olympic history
- Monument plaza, a statuary tribute to key individual athletes
- Connection to Traveler's Corral
- Historic pavement markings and donor bricks
- Interpretive signage


Concessions
Olympic Ring Walk
Los Angeles Memorial Coliseum

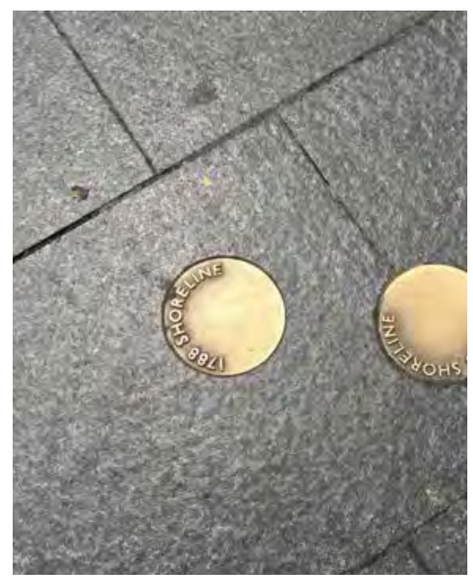
Signature Palm Trees in Tree Grates with Integrated Lighting and Festival Banners

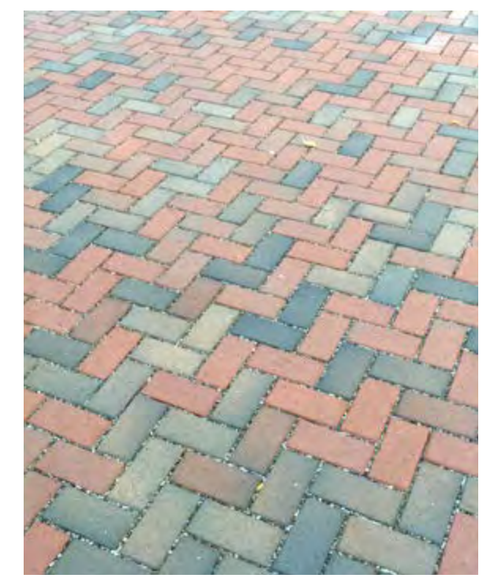
Historic Marker

Concrete Unit Pavers

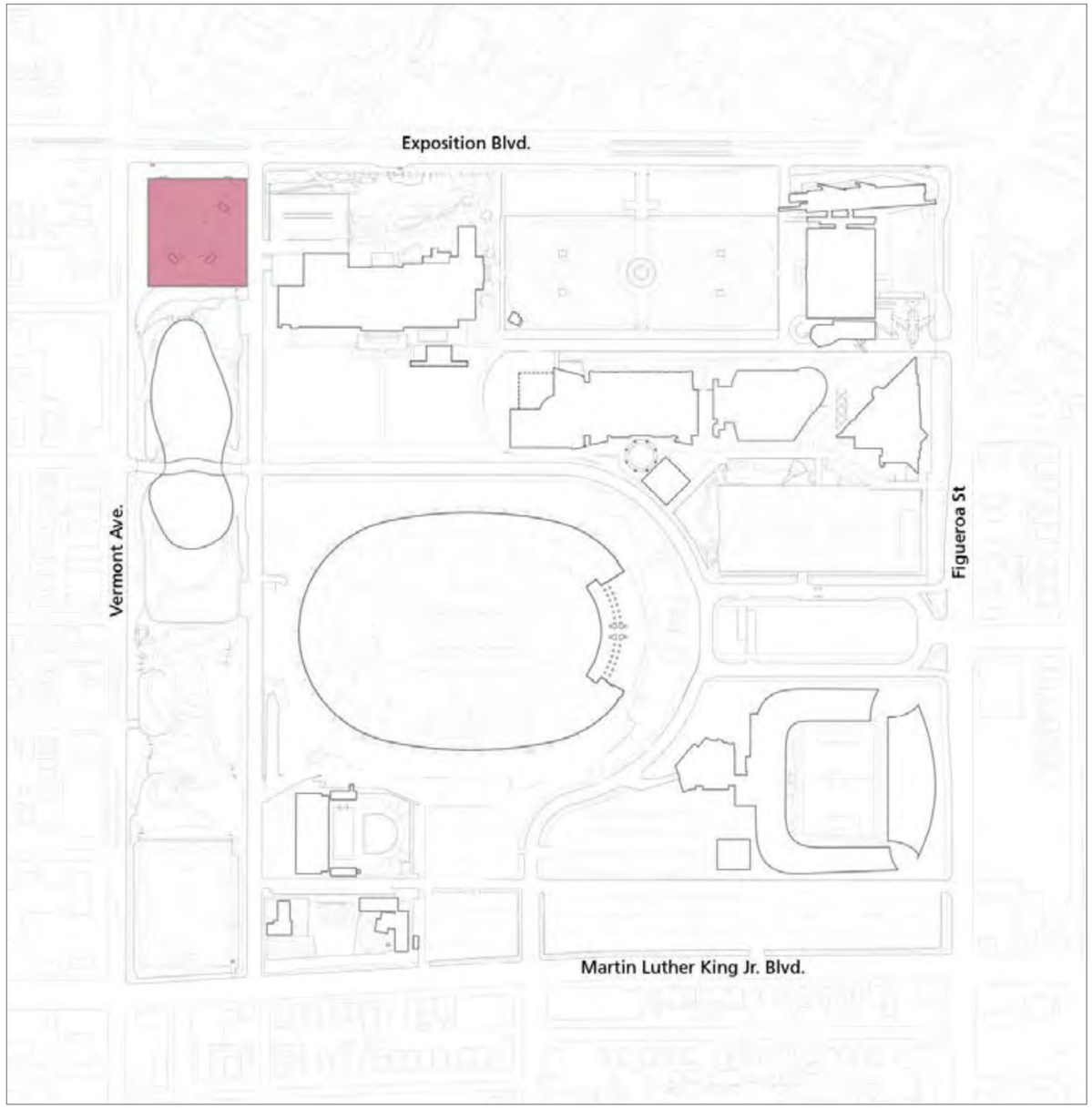
Concession and Amenity Structures Integrated with Coliseum Berm and Native Landscaping

## *COHESIVE LANDSCAPING/ PAVER PATTERNS*





# 2.10 Additioanl Park Elements



## JESSE A. BREWER JR. PARK

Jesse A, Brewer, Jr. Park is a 2.3-acre square park at the northwest corner of Exposition Park. Two large paths intersect in the middle of the Park, dividing the area in to four triangles. The Park features multiple benches, play areas, light posts, and a circular center with benches. The Park is named for Assistant Chief of Police Brewer whose distinguished career in the Los Angeles Police Department and volunteer involvement highlighted his commitment to the betterment of his community

Among the activities and amenities, one might find here are:

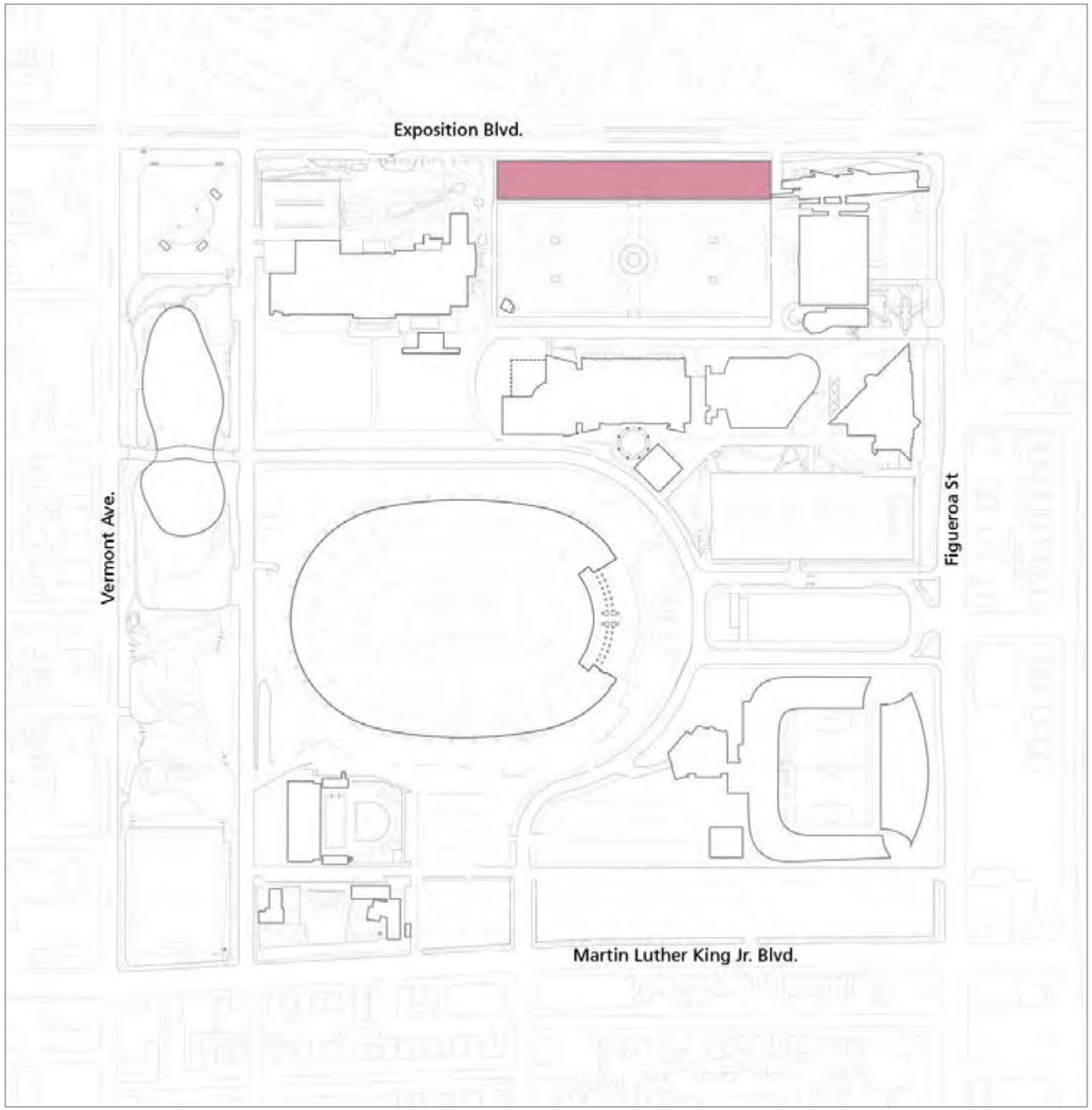
- Community Events
- Children's Reading Room
- Playground
- Children's Art
- Picnic Areas
- STEAM Activities
- Public Bathrooms
- Interactive Children's Art Installations

# EXPO LAWN

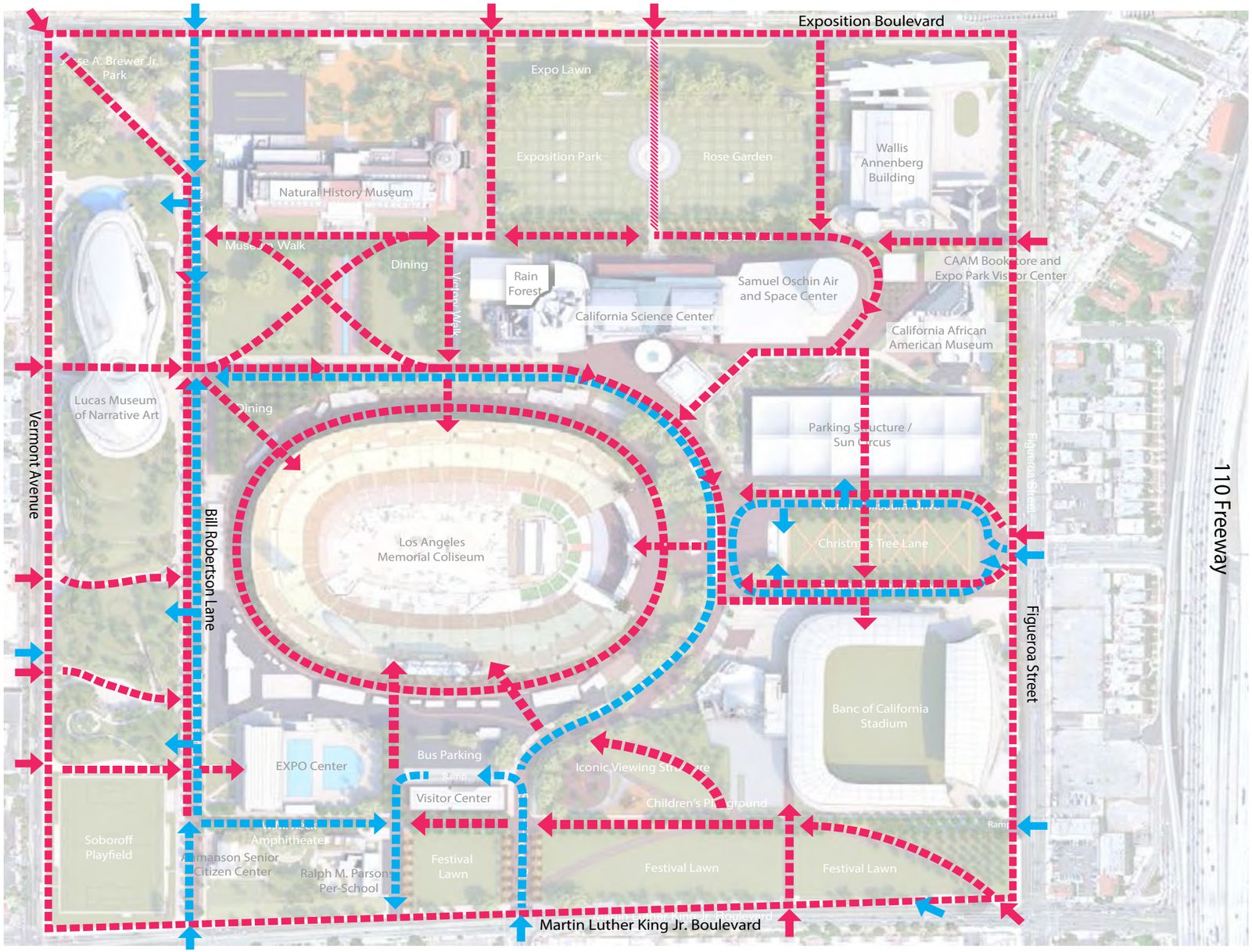
Expo Lawn consists of two two-open grass areas, which serve as a front-door to the Park for visitors from Metro E line. Combined, the two-areas (east and west) total 2.63 acres. The depth of the space of the space and bountiful tree canopy create a bucolic threshold along the northern edge of the Park. Currently a number of programmed activities are accommodated there including community events, festivals, tailgates and more.

Among the activities and amenities, one might find here are

- Children's Sculptural Play
- Picnic Area
- Ecology Garden
- Outdoor Laboratory
- F+B Patio
- Fitness Events
- Winter Activities
- Small Concerts
- Outdoor Theater
- NHM Partnered Programs
- Scientist-in-Residence



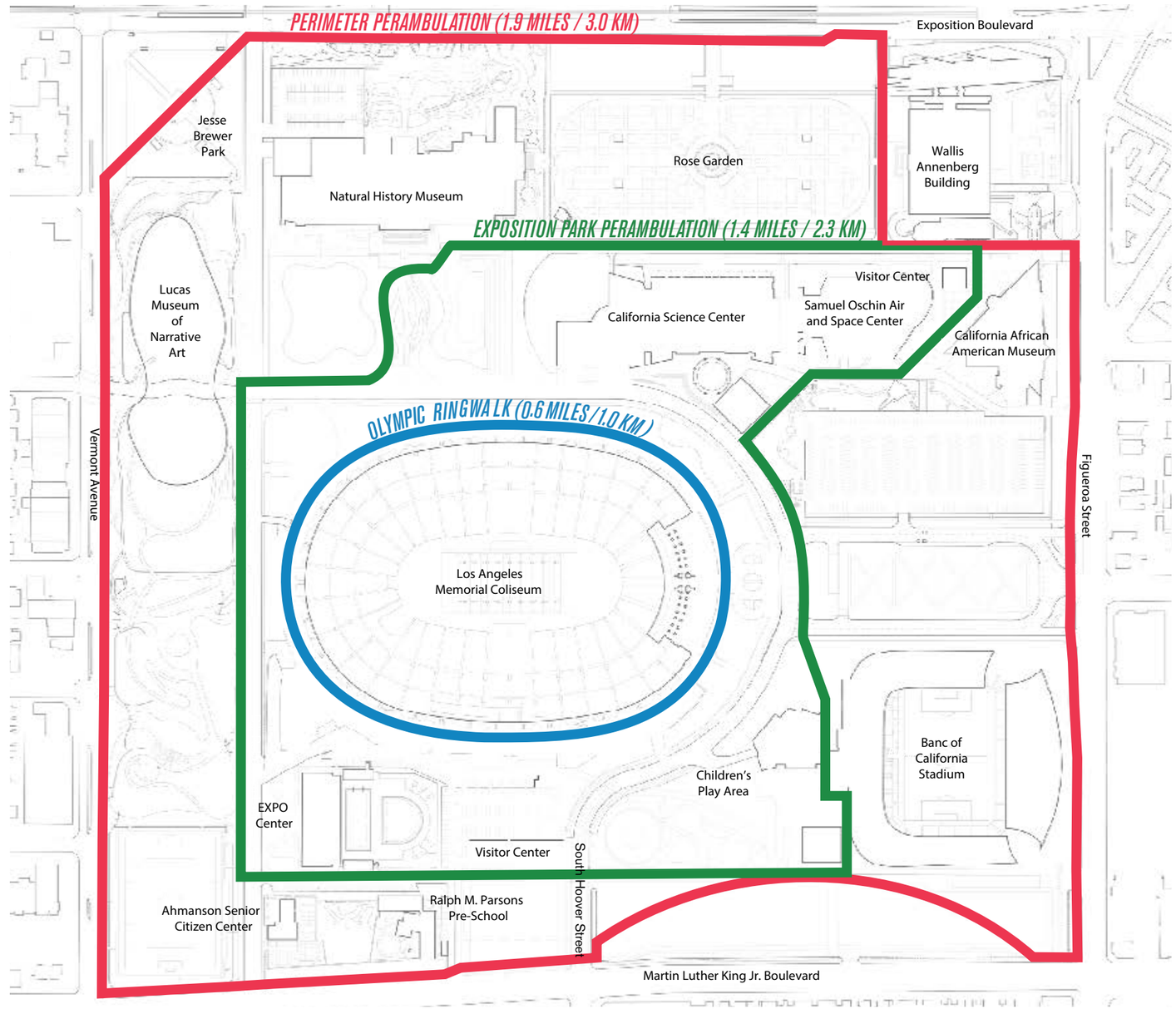
# 2.11 Park Wide Elements

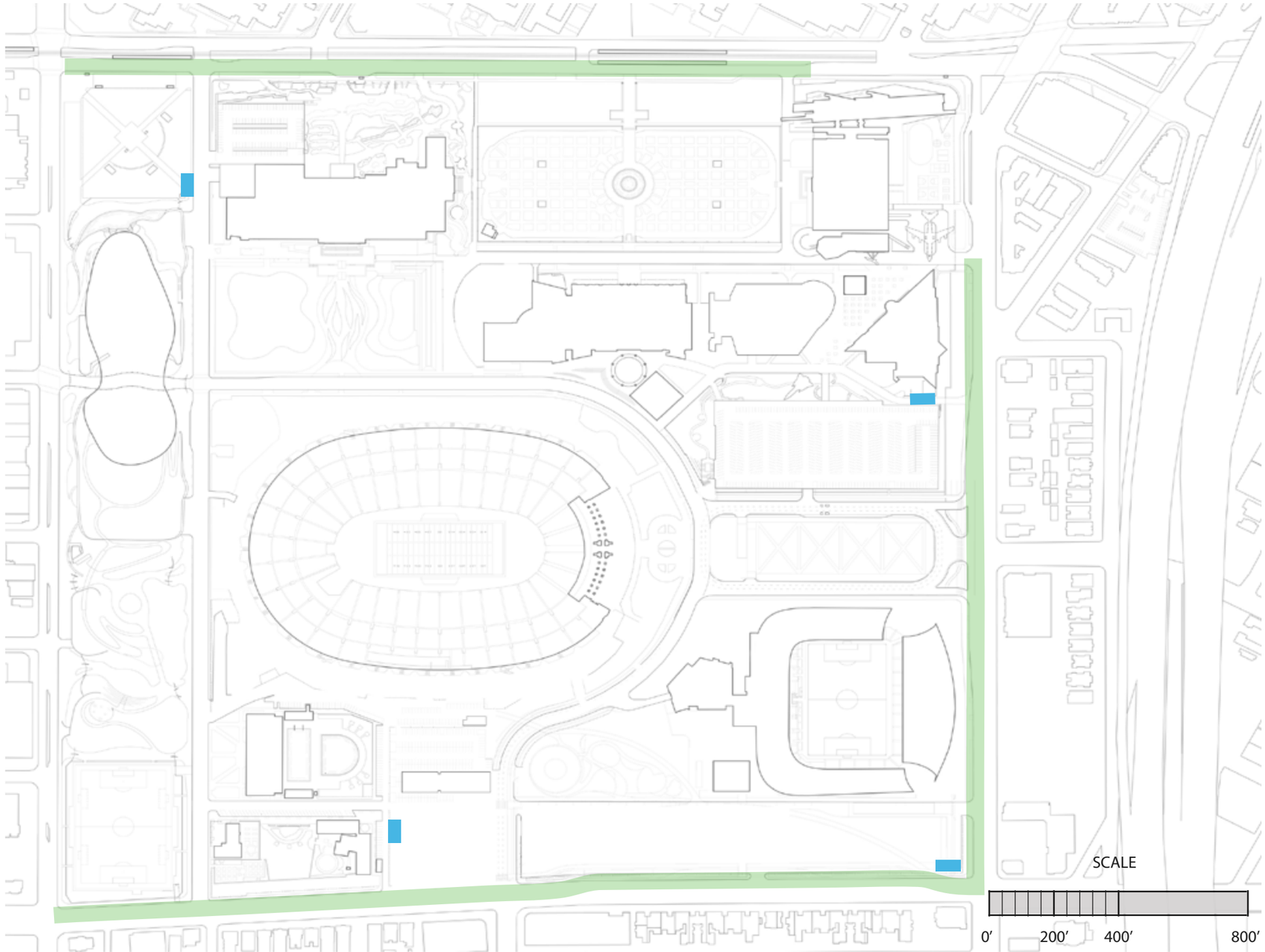



## PROPOSED CIRCULATION PLAN

- Vehicular Entry
- Pedestrian Entry
- Vehicular Circulation
- Pedestrian Circulation
- Closed December - April

# PATHS & CIRCUITS





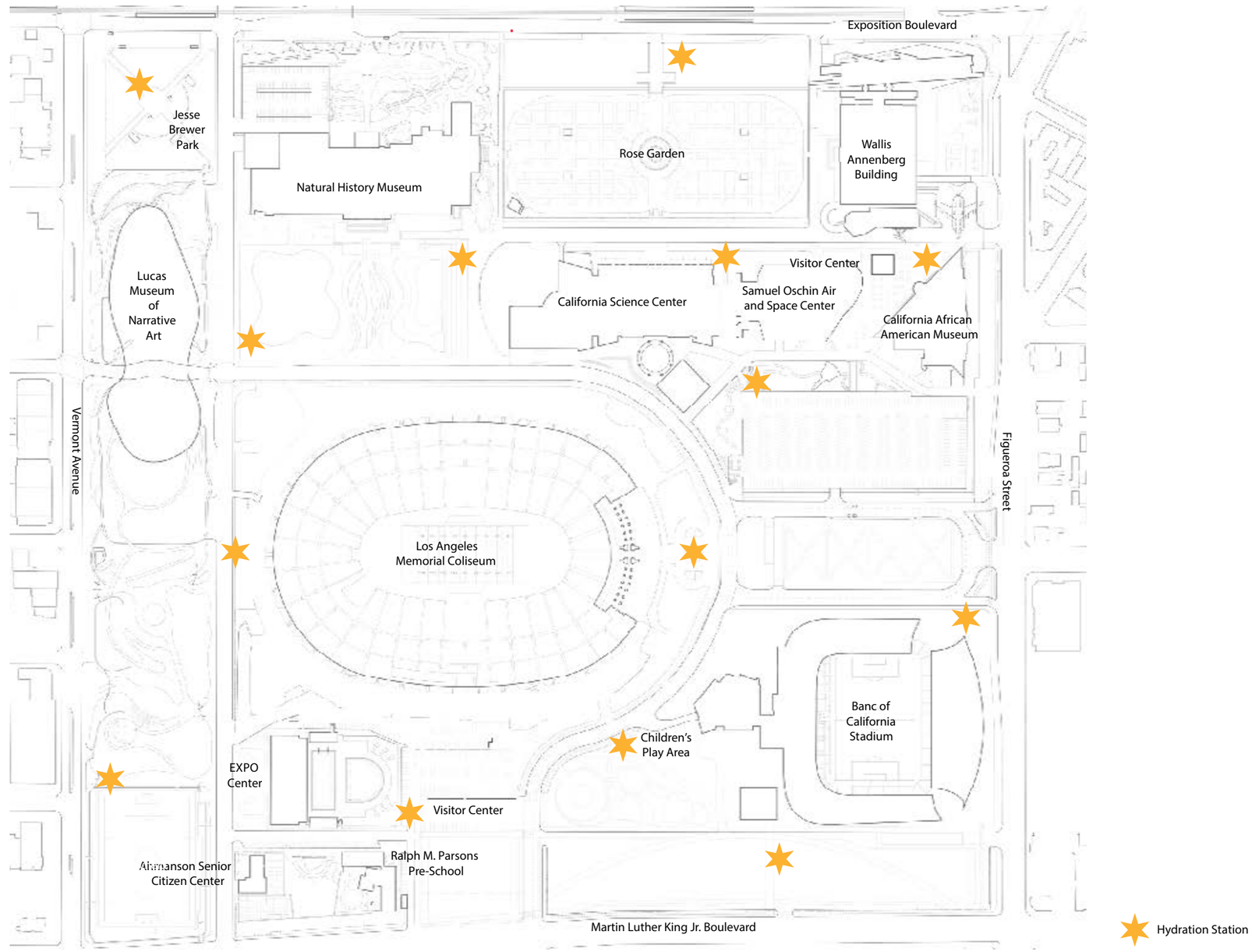

# MOBILITY STATIONS

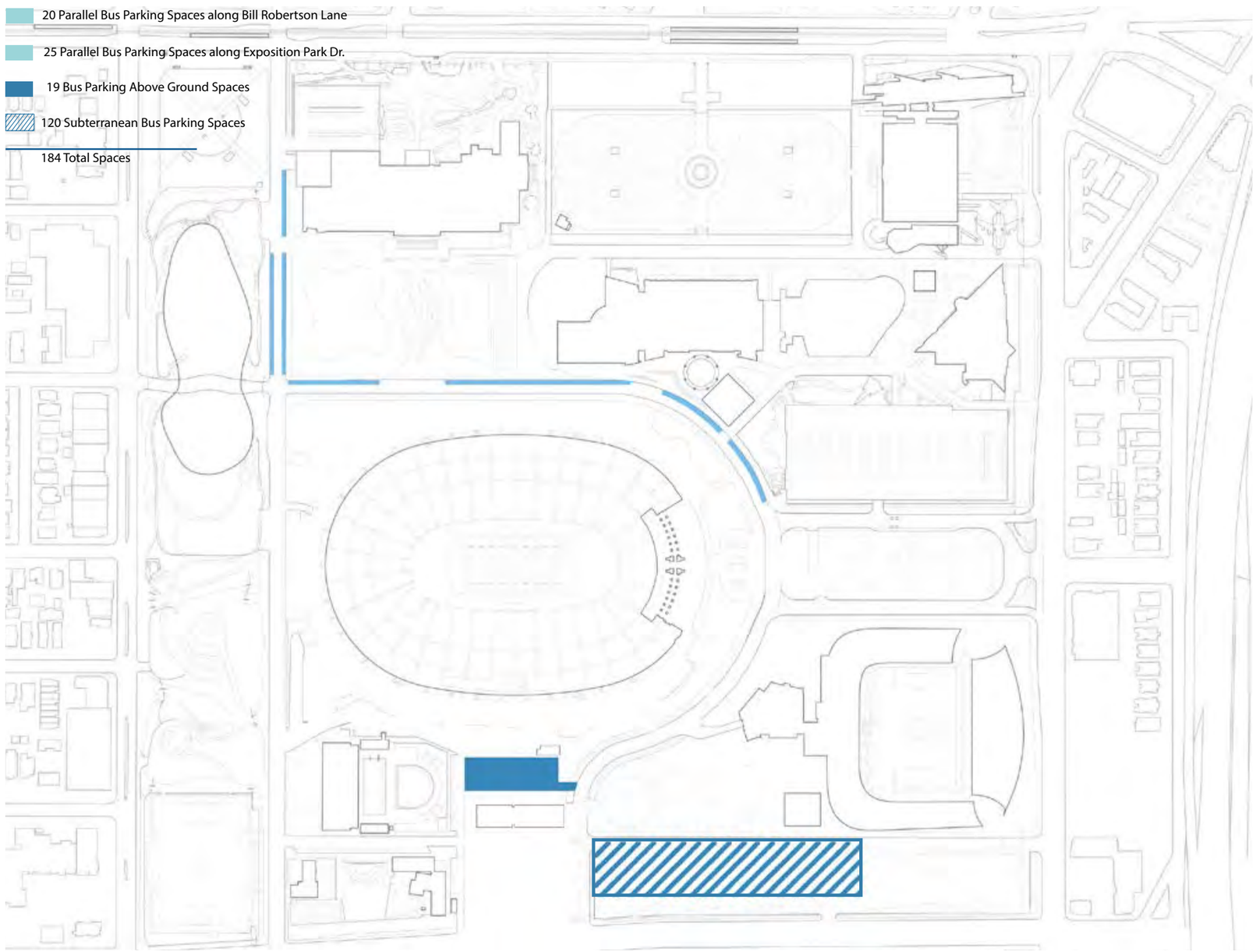
Cycle Track

Mobility Stations - (bike share, bike racks, e-scooters, etc)

# HYDRATION STATION LOCATION

Hydration Station with Pet Bowl



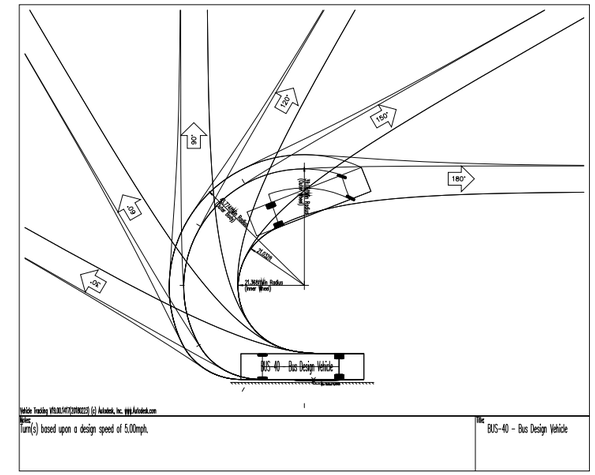


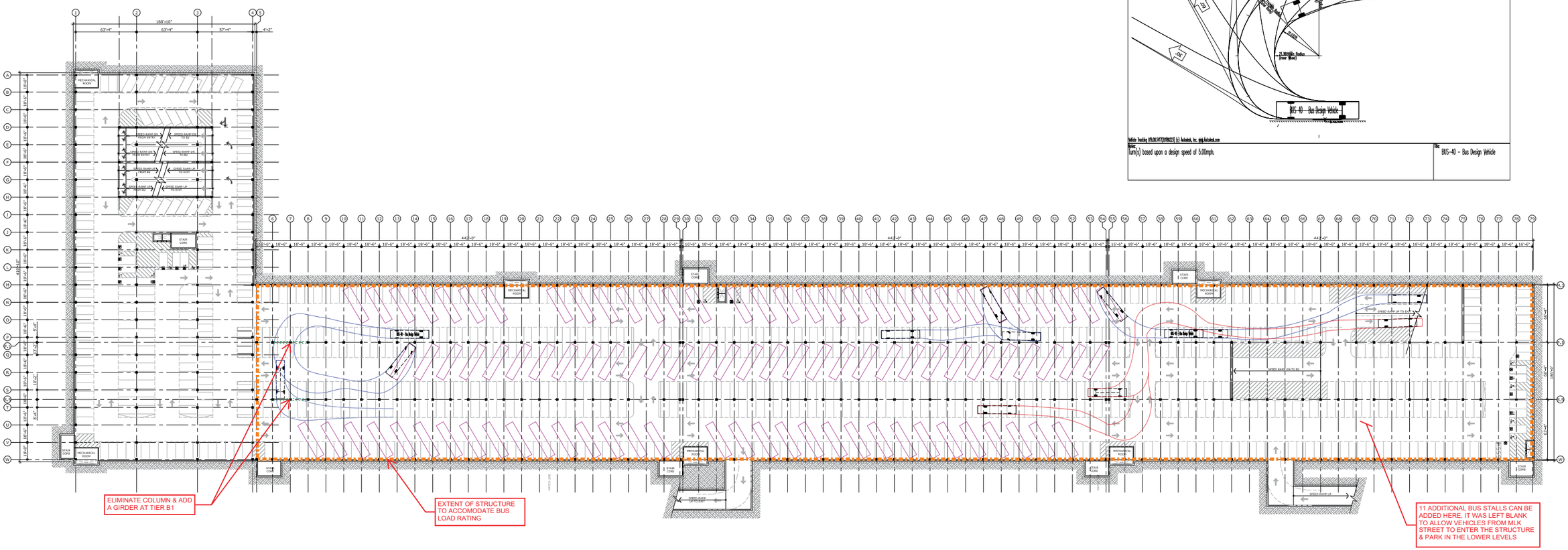

## SCHOOL BUS PARKING

Data taken from 2017-2019, shows that the overall average number of buses on a daily basis ranges from 25 – 55, with a peak of up to 80 buses during the high season of winter and spring holiday breaks. Recognizing that with the opening of the Lucas Museum of Narrative Art (LMNA), the peak will likely grow, a detailed operational plan to manage the overall flow of busses will be produced by OEPM in conjunction with the museum and educational institutions in anticipation of the new museum opening. The Master Plan is not intended to impact the movement or the staging (considered a brief period for bus unloading and loading of students and field trip groups) of busses during pick-up and drop-off as compared to the current condition. At present and in the future, there is room for 25 bus buses along Exposition Park Drive and additional space for 20 buses along Bill Robertson Lane, for combined total of 45 spaces for bus staging.

The design of the subterranean parking structure is at this point conceptual. When funding becomes available, it will be further refined, and can realistically be expected to accommodate one-hundred, twenty (120) busses during the school day.

# GARAGE B1 LEVEL PLAN SHOWING SCHOOL BUS PARKING



# PLANT PALETTE

The Master Plan proposes a palette of plant material that not only unifies the site ecologically, but also provides sufficient diversity to allow specific zones of the campus to have their own visual character.

Trees and shrubs were selected based on their appropriateness to the climate of the Los Angeles basin, ability to provide habitat for wildlife, and resistance to known pests (i.e. polyphagus shot hole borer). Priority has been given to non-invasive material with low water-use requirements. The core palette is supplemented by ornamental material with historical, cultural, or visual qualities to add to the overall aesthetic character of Exposition Park. Additional plant materials may be used provided they meet the intended selection criteria.

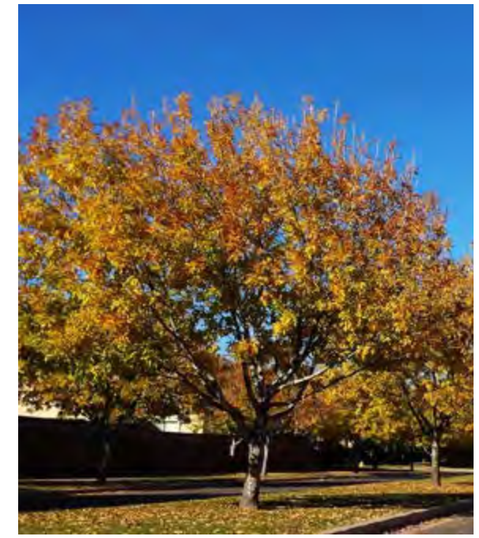
Note the adjacent matrix which gives guidance to where specific material is intended on the Exposition Park campus.

| TREE PALETTE | Zone 1: Threshold & Gateway | Zone 2: Expo Festival Plaza | Zone 3: Solar Garden | Zone 4: Festival Park | Zone 5: Bill Robertson Lane | Zone 6: Museum Walk | Zone 7: CAAM Sculpture Garden | Zone 8: Zanja Madre | Zone 9: Olympic Ring Walk |
|---|---|---|---|---|---|---|---|---|---|
| Arbutus marina / Strawberry Tree | - | - | n/a | - | - | - | X | X | - |
| Cercis occidentalis / Western Redbud | X | - | n/a | X | X | - | - | X | - |
| Cercocarpus betuloides / Mountain Mahogany | - | - | n/a | - | - | X | - | X | - |
| Chilopsis linearis / Seedless Desert Willow | X | - | n/a | - | X | X | - | X | - |
| Fraxinus velutina / 'Fan Tex' / Fan Tex Ash | - | - | n/a | X | - | X | - | X | - |
| Geijera parvifolia / Australian Tree Willow | X | - | n/a | X | X | - | - | - | - |
| Heteromeles arbutifolia / Toyon | - | - | n/a | - | - | X | - | X | - |
| Jacaranda mimosifolia / Jacaranda | - | - | n/a | - | X | X | - | - | - |
| Lagerstroemia indica / Crape Myrtle | X | - | n/a | - | - | X | - | - | - |
| Pinus canariensis / Canary Island Pine | X | - | n/a | X | X | - | - | X | - |
| Pinus torreyana / Torrey Pine | - | - | n/a | - | - | - | X | X | - |
| Phoenix dactylifera / Date Palm | - | - | n/a | X | - | - | - | - | - |
| Platanus acerfolia / London Plane Tree | - | X | n/a | X | X | - | X | - | - |
| Platanus racemosa / California Sycamore | - | - | n/a | X | - | X | - | X | - |
| Prunus ilicifolia / Hollyleaf Cherry | - | - | n/a | - | - | X | - | X | - |
| Quercus agrifolia / Coast Live Oak | X | X | n/a | - | X | X | - | X | - |
| Quercus ilex / Holly Oak | - | - | n/a | X | - | - | - | X | - |
| Rhus lancea / African Sumac | - | - | n/a | - | - | X | - | X | - |
| Tipuana tipu / Tipu Tree | X | - | n/a | - | X | X | - | - | - |
| Washingtonia filifera / Washingtonia Palm | - | X | n/a | - | - | - | - | - | X |

*Arbutus marina / Strawberry Tree*

*Cercis occidentalis / Western Redbud*

*Cercocarpus betuloides / Mountain Mahogany*

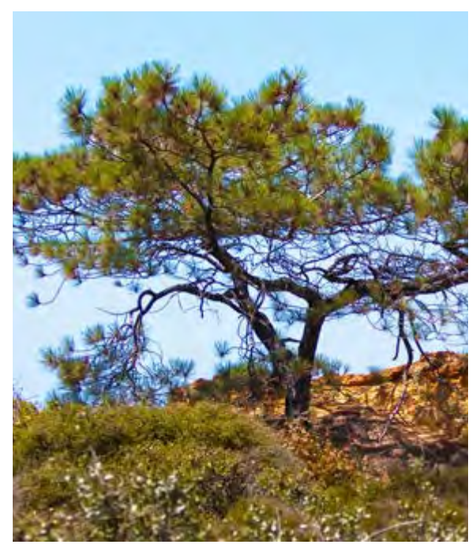


*Fraxinus velutina / 'Fan Tex' / Fan Tex Ash*

*Chilopsis linearis / Seedless Desert Willow*

*Heteromeles arbutifolia / Toyon*

*Pinus canariensis / Canary Island Pine*



*Pinus torreyana / Torrey Pine*

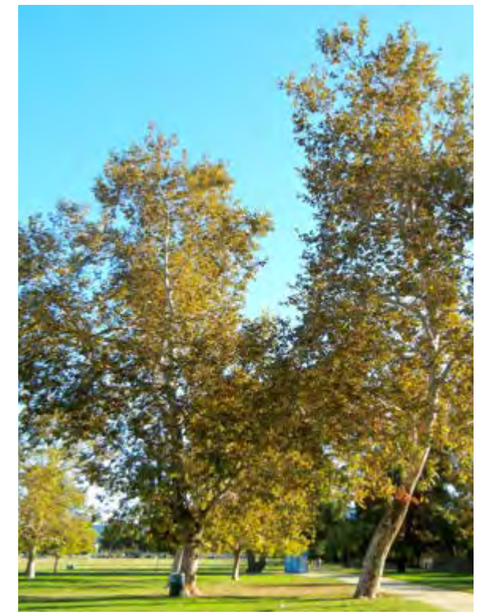
*Prunus ilicifolia / Hollyleaf Cherry*

*Quercus agrifolia / Coast Live Oak*

*Quercus ilex / Holly Oak*

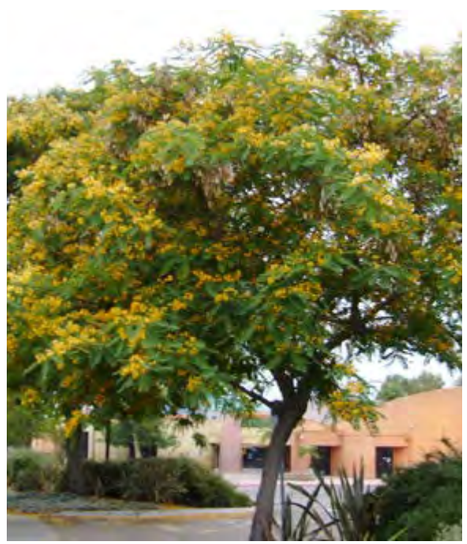
*Rhus lancea / African Sumac*

*Platanus acerfolia / London Plane Tree*



*Platanus racemosa / California Sycamore*

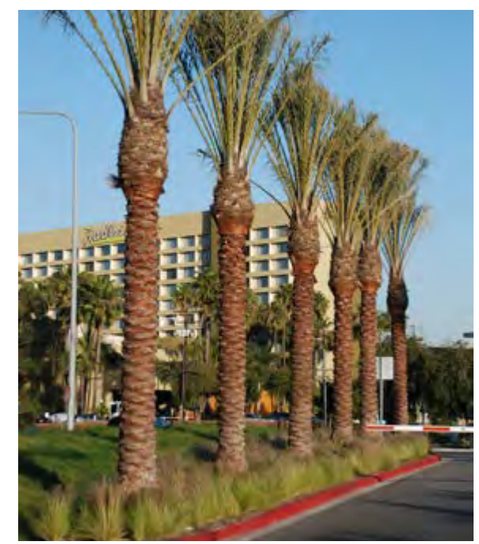
*Geijera parvifolia / Australian Tree Willow*



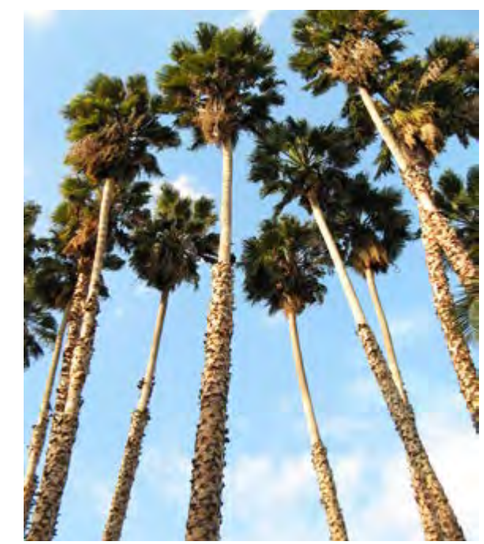
*Tipuana tipu / Tipu Tree*

*Jacaranda mimosifolia / Jacaranda*

*Lagerstroemia indica / Crape Myrtle*



*Phoenix dactylifera / Date Palm*

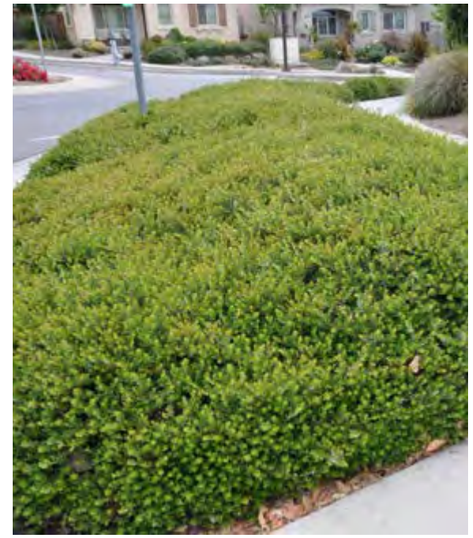


*Washingtonia filifera / Washingtonia Palm*

## SHRUB PALETTE

*Arctostaphylos densiflora / 'Howard McMinn' Manzanita*

*Arctostaphylos edmundsii / 'Carmel Sur' Manzanita*



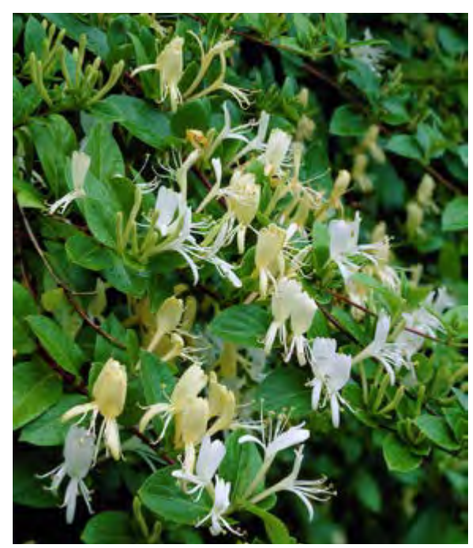
*Arctostaphylos 'Emerald Carpet' / Manzanita*

*Artemisia spp. / Artemisia*

*Asclepias fascicularis / Narrow-Leaved Milkweed*

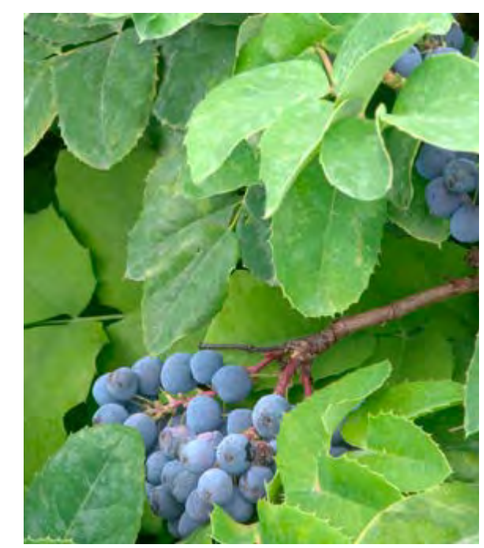
*Baccharis pilularis 'Pigeon Point' / Dwarf Desert Broom*

*Ceanothus / California Lilac*



*Lonicera japonica / Honeysuckle*

*Lonicera subspicata denudata / Chaparral Honeysuckle*



*Mahonia repens / Creeping Mahonia*

*Malacothamnus fasciculatus 'Casitas' / Bush Mallow*

*Monardella villosa / Coyote Mint*

*Penstemon heterophyllus 'Margarita BOP' / Penstemon*

*Rhamnus californica 'Eve Case' / Eve Case Coffeeberry*

*Rosa rugosa / Beach Rose*

*Salvia chamaedryoides 'Marine Blue' / Germander Sage*

*Salvia clevelandii 'Winifred Gilman' / Cleveland Sage*

*Salvia leucantha 'Santa Barbara' / Dwarf Mexican Sage*

*Stachys byzantina 'Big Ears' / Big Ears Lamb's Ear*

*Zauschneria californica / Common California Fuchsia*

## *DAILY ACTIVATION DIAGRAM*

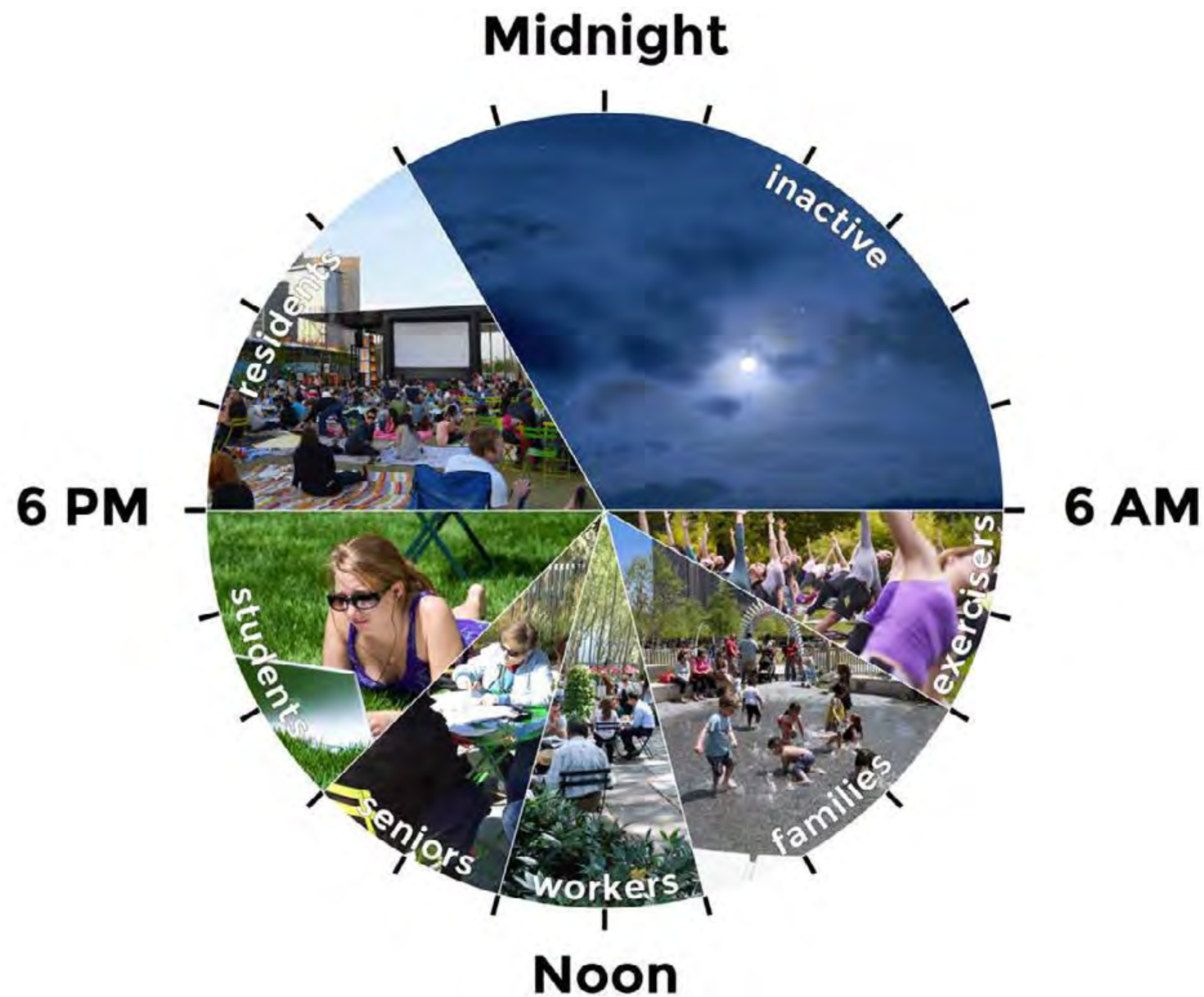
### Visitor Safety

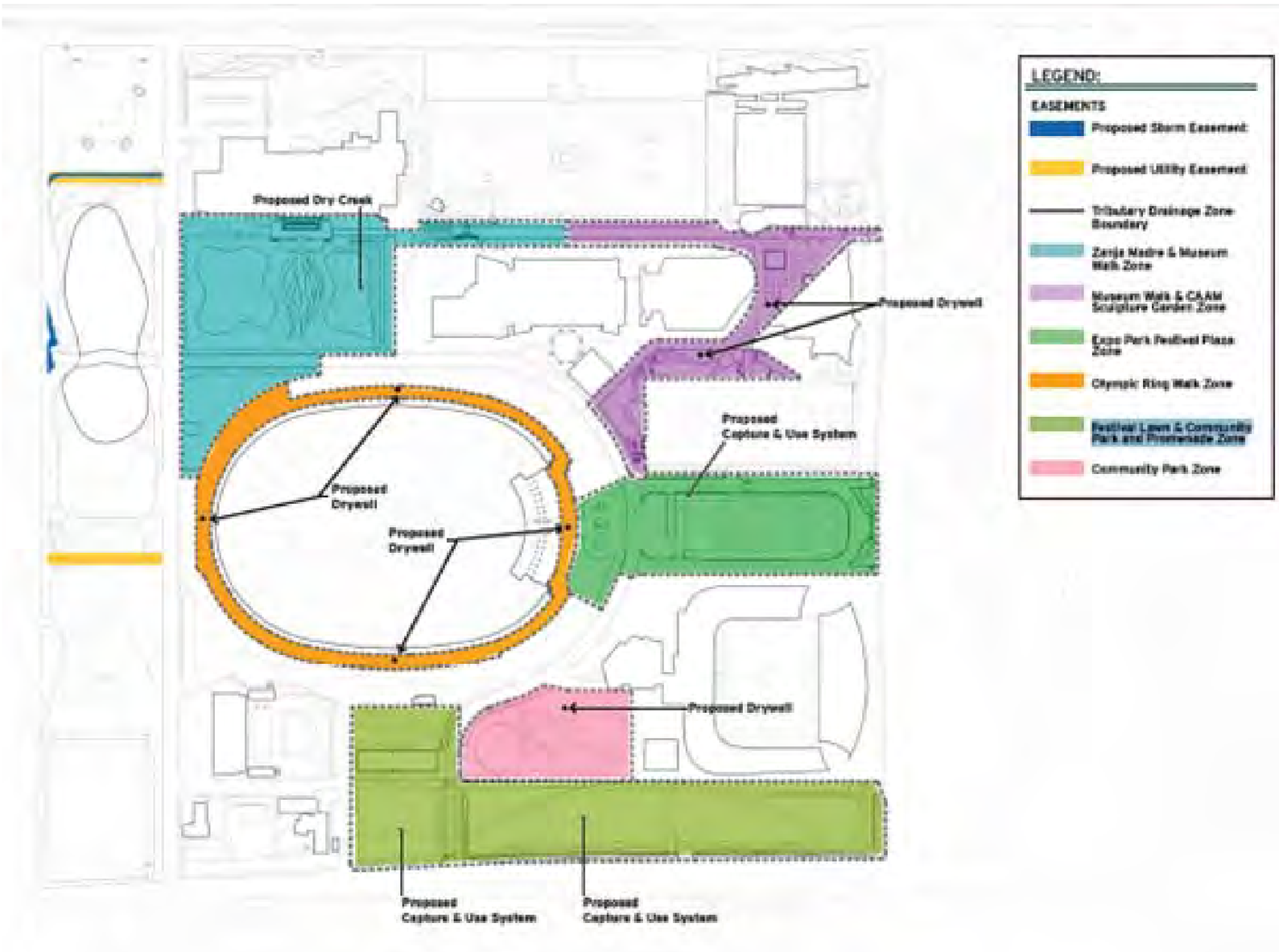
Keeping Exposition Park active, vibrant, and populated helps to keep it safe and catalyzes many other benefits to the surrounding neighborhood. With a technologically advanced security network and a comprehensive and efficient security staff, visitors can feel protected without an overbearing police presence.

The Park is a public place that sees a wide range of uses on a daily basis. These activities range in function as well a size and occur at all hours of the day. It is important for the overall safety of the Park that all corridors, open spaces, and areas in between are highly visible by other park visitors as well as a security presence. This intrinsic level of safety can be achieved by programing a variety of events in different areas of the Exposition Park throughout the day.

OEPM has recently completed a two-part Surveillance System Feasibility Study. In Part I, a High-Level Systems Functional Concept evaluated the operational needs that the OEPM has and provides a system architecture suited to address these needs. Part II of the Surveillance System Feasibility Study is the Scope of Work (SOW), Implementation Concept, and Rough Order of Magnitude (ROM) Cost Estimate. It also included a description of the elements of the future surveillance system and what each component will need to provide as well as a recommended design approach.

In 2018 OEPM completed a Dispatch Relocation Study. This study recommended a relocation plan and a cost for relocating the facility. The actual relocation of the facility will be integrated into the surveillance system upgrade project, since the surveillance system project will utilize all infrastructure installed as part of the Dispatch Relocation Study to integrate all security camera feeds in a central system.






## SUSTAINABILITY AT EXPOSITION PARK

The objective of transforming Exposition Park in to a more resilient and sustainable environment than it is at present will be achieve by pursuing two complimentary tracks. Track 1 is a plan for new or renovated infrastructure: including, new buildings, landscapes, lighting, and is described below.

Track 2 is an Operational Plan which, among other things encompasses how the Park manages its resources from day-to-day, from how it manages its trash, to the kind of paints it uses in its buildings. This plan also includes a component on how it encourages/incentivizes visitors to use public transportation to get to and from the Park. This Operational Plan is the subject of a separate document, Exposition Park Sustainability Plan, June 2020. It is included here as Addendum 1 for reference. Among the other elements covered in the Operational Plan is a sustainability awareness program using on-site education (e.g. guided tours and interpretive signage), community outreach, and communication messaging via traditional and social media outlets and publications. Additionally, the Operational Plan establishes a formal environmental monitoring program to measure landscape performance and adjust landscape if necessary, in order to ensure sustainability metrics (i.e. water and air quality) are being achieved.

### A. STORM WATER MANAGEMENT:

At the level of infrastructure, the most significant component of the Sustainability Plan has to do with managing, and in some cases re-using the rainwater that falls on the site. Of the nine projects called out in the Master Plan, eight of them represent opportunities to capture, rainwater, allowing it to slowly release into the ground, or holding it for re-use.

There are three techniques in use identified in the map and described below;

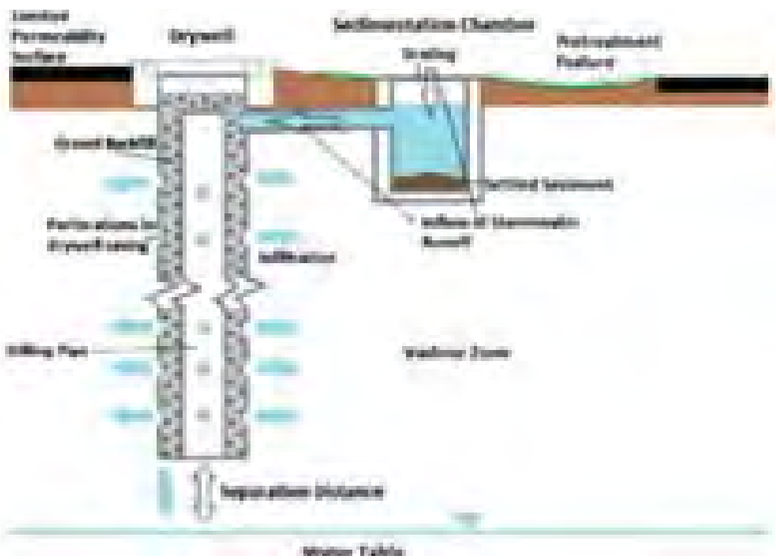
a. Drywell;

b. Dry Creek; and

c. Capture and Use

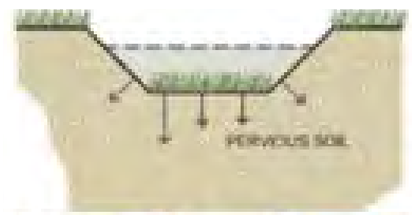
## a. Drywell

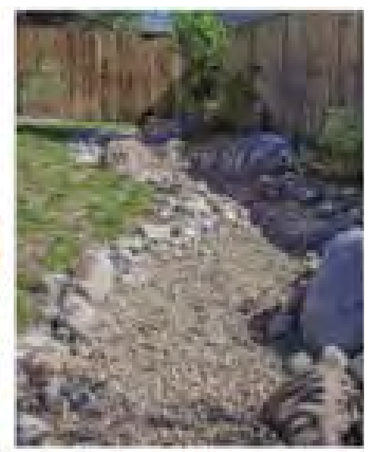
A drywell allows water that falls on the site to drain into a subterranean chamber surrounded by gravel and permeable sleeve, allowing water to slowly percolate into the ground. This system is proposed, for the Museum Walk, the CAAM Sculpture Garden; Olympic Walk, and the Childrens' Playground Area adjacent to the Festival Lawn.



## b. Dry Creek

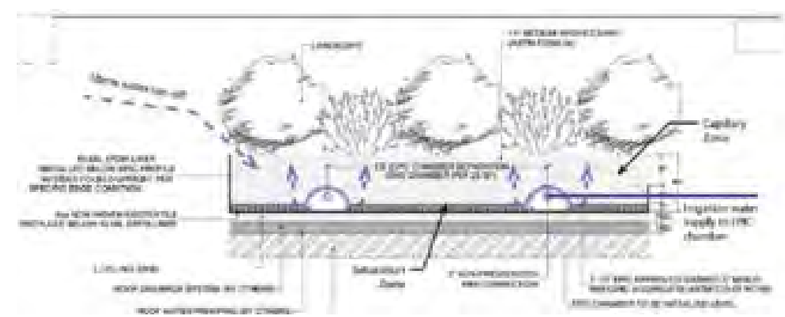
A Dry Creek, or an arroyo is lined on its bottom with gravel and rock and is surrounded by flora. During rainstorms, however, water drains to this creek where it is held until it slowly percolates into the ground. This system is proposed for the "Zanja Madre", since this system is visible to all and celebrates the careful stewardship of water. As part of the plan for this space, there will be a permanent exhibit explaining the role of the original "Zanja Madre" to the development of Los Angeles, as well as the importance of managing water appropriately. The exhibit will create a learning opportunity for the public by describing what happens to rainwater when it falls on this space and how it is re-used.





## c. Capture and Use / Environmental Passive Integrated Chamber (EPIC system)

An EPIC system is a bit more complex than the other two, in that it not only captures rainwater, but holds it for future use during drier times. Because it is a sand-based system, it also captures 70-85% of the suspended solids and up to 35% of pathogens through natural filtration. This results into healthier water for irrigation. This system is proposed for Expo Park Festival Plaza (Christmas Tree Lane) and the Festival Lawn and Community Promenade area, which sit directly above the subterranean parking garage.



## B. ADDITIONAL SUSTAINABILITY EFFORTS/PROJECTS

While managing stormwater is the most significant sustainability enhancement that can be made through the installation of new infrastructure, other opportunities also exist. These include"

a. Energy Conservation;

b. Sustainable building practices

c. Water Conservation with Resilient Landscapes

d. Enhanced facilities to support health and wellness and reduce green-house emissions through walking and biking

e. Interpretive and Signage and Wayfinding for Education.

### a. Energy Conservation

Among the energy conservation project anticipated in the he Master Plan is the installation of a Solar Orchard or Solar Garden which will cover the top level of the Blue Parking Structure, with photovoltaic panels. This Solar Garden will not only generate electricity, but also provide shading, helping to reduce ambient air-temperature to reduce energy consumption and provide comfort for users

Another project designed to conserve energy, is the design of the underground parking structure, the first level of which includes a series of skylights will bring light into the first parking level, reducing the need for artificial lighting and also facilitating that level's potential future re-purposing . The Plan also allows for parking of an additional 17 school busses on the ground level of the structure. This bus parking lot will include DC Fast Charging (DCFC) areas to accommodate all-electric school busses and weekend delivery trucks.

While most lighting fixtures in the areas managed by OEPM (Common Grounds) have been converted to LEDs, those in the Pink, Yellow and Green Lots (Lots 4, 5 and 6) have not been converted. As stated above, the Master Plan includes a proposal to convert these lots into an underground parking structure, However, if this component of the plan is not brought to fruition immediately, a recommendation would be made to convert all lights in these parking areas to LED. Lighting for new areas of the Park as envisioned in this Plan should also be LEDs to reduce energy use. New lighting fixtures should also meet dark-sky compliant guidelines to reduce light pollution.

### b. Sustainable Building Practices

There are three new structures planned for the Park:

1) A subterranean parking structure in the southeast corner of the Park

2) A Festival Park and Promenade area which would include an Operations or Health and Wellness Center and public restrooms

3)The CAAM Café/public restroom facilities.

Each of these will be designed to meet LEED Gold standards, at a minimum. The latter two of these will have photovoltaic rooftop panels, while the garage will set aside significant numbers of spaces for electric charging. In addition, the first level of the garage is proposed to have a floor to ceiling clearance of 14-feet. This will allow for school bus parking as needed and will also allow for the space to be repurposed in the future should the time come when the use of autonomous vehicles reduces the need for parking.

The first level of the new subterranean parking structure is proposed to have a floor to ceiling clearance of 14-feet. This will allow for school bus parking as needed and will also allow for the space to be repurposed in the future should the time come when the use of autonomous vehicles reduces the need for parking.

Traditionally, garages are constructed of concrete. Most concrete mixtures are unfortunately made of ordinary portland cement, a carbon intensive material to produce. Therefore, consideration should be given to utilizing either a low-carbon or "carbon-cured" form of cement. This could include utilizing cement from a carbon capture, utilization, and storage (CCUS) facility which uses a suite of technologies for removing CO2 from the plant's waste gas stream and piping it into the carbon-cured cement.

In addition to ensuring the use of sustainable materials for these buildings and optimizing their energy performance, the new public restrooms will be designed to minimize water use with features such as waterless urinals, and low-water toilets.

During the construction period of the underground parking structure it is expected that waste and demolition materials will be diverted from disposal to the extent possible as will reusable vegetation, rocks, and soil. Air quality will be protected during this time by restricting the use and idling of non-electric construction equipment, and all motorized vehicles. Diesel powered equipment and vehicles used during construction will comply with the latest regulations of the California Air Resources Board (CARB) relating to mobile source, stationary engines, and portable equipment.

### c. Water Conservation with Resilient Landscapes

The landscape strategy has also been crafted to deliver resiliency and increased landscape performance amid our changing climate. These sustainable features include:

- Conserving existing canopy vegetation to ensure healthy tree cover, optimize biomass, reduce ambient air temperatures and reduce energy consumption.
- Where augmentation with new trees and other landscape is called for, the palette consists of regionally appropriate trees, shrubs and ground covers, to reduce water consumption and establish native plant communities.
- In paved areas the use of root cells is recommended to facilitate growth of healthy, expansive tree canopies.
- Establishing a formal environmental monitoring program to measure landscape performance and adjust landscape if necessary, to ensure sustainability metrics (i.e. water and air quality) are being achieved.

The tree canopy will help reduce ambient air temperatures as well as ensure that newly paved areas will include high-albedo materials (light colored to reflect the suns radiation). Where possible, pavers will be made with recycled content and of local manufacture/extraction and/or consist of reused salvaged materials.

## d. Enhanced Facilities to Support Health and Wellness and Reduce Green-house Emissions Through Walking and Biking

The Master Plan provides for substantial upgrade for bicycle infrastructure. New protected cycle tracks will be installed along, Figueroa Street, Martin Luther King Jr. Boulevard and Exposition Boulevard. In addition, the plan identifies locations for mobility hubs at the four quadrants of the Park to encourage use of non-motorized transportation. These hubs would contain bike racks, bike share and e-scooter corrals., which will have the effect of reducing emissions caused by visiting vehicles, which will improve air quality and reduce green-house gasses.

The Master Plan also provides the public with additional opportunities for recreation to improve the health and wellness of its visitors. The creation of the Festival Park and Promenade atop a new subterranean parking garage provides unprogrammed open space for physical activity and mental restoration. In addition, the designation of exercise trails and paths will encourage physical activity while the installation of 10 hydration stations throughout the Park will allow thirsty visitors to refill their water bottles without contributing to the waste stream.

## e. Interpretive and Signage and Wayfinding for Education

Finally, it should be noted that the wayfinding strategy will also play a part in achieving the objective of transforming Exposition Park into a more sustainable and resilient environment than it is at present. In particular, directional and interpretive signage will highlight physical sustainability assets and explain how these elements support a more sustainable environment. For example, the wayfinding can direct visitors to:

- Hydration Stations
- EV Charging Stations
- Bike Share Stations, and
- Southern California-Native, or Drought Tolerant Plantings

# SITE FURNITURE

The intention of the site furniture palette is to develop a family of materials that are easy to maintain and visually unify the Exposition Park campus. The palette proposed in the Master Plan is both contemporary in style and also visually compatible with a wide range of aesthetic styles.

*Picnic Table / "Harvest" by Landscape Forms*

*Fixed Planter as Bollard / "Lena" by Escofet*

*Pedestrian Lighting / "Rama" by Landscape Forms*

*Pedestrian Lighting / "Rama" by Landscape Forms*

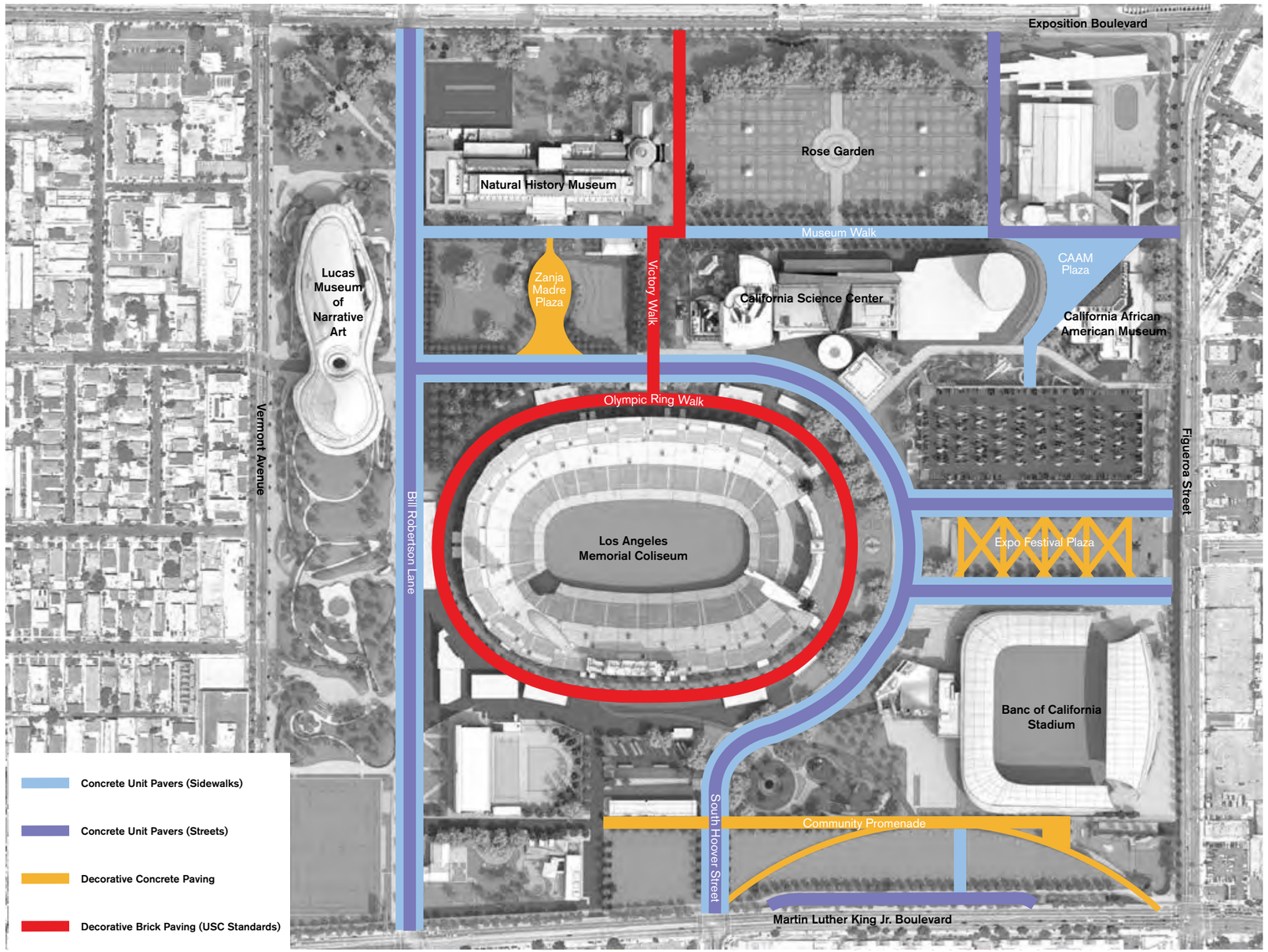
*Fixed Bollards*

*Tree Grate*

*Waste Receptacle System*

*Stainless Steel Truncated Domes*

*ADA Accessible Stainless Steel Grating*

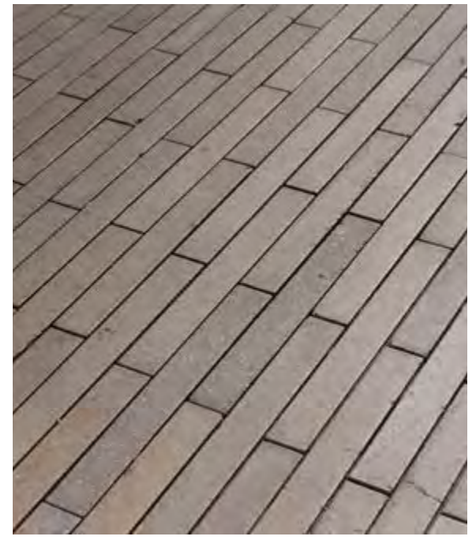


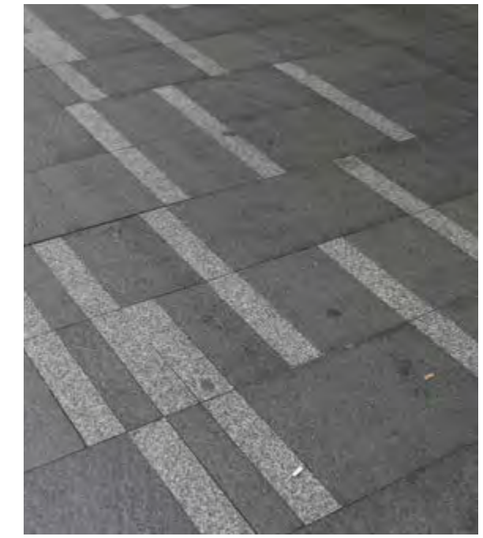

## SITE PAVING

The Master Plan proposes that the various streets, walks, plazas, and open spaces throughout the Exposition Park campus are visually unified by a consistent network of decorative paving materials. These consist of both decorative cast-in-place concrete paving and precast concrete unit paving modules.

Additionally, decorative brick paving consistent with the established campus style at the adjacent University of Southern California is proposed to visually connect the Los Angeles Memorial Coliseum with the campus itself.

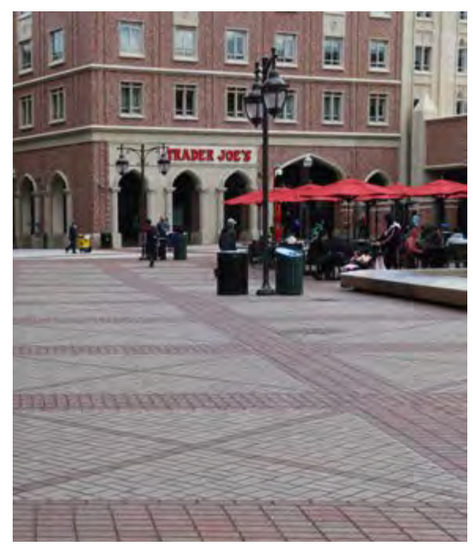
It is recommended that a singular palette of specific paving materials (size, color, manufacturer) be determined for consistency and ease of maintenance.





*Unit Pavers (Various Samples)*

*Decorative Concrete Paving (Exposed Aggregate)*



*Decorative Brick Paving (USC Standard)*

# 3 CHAPTER 3 PROGRAMMING

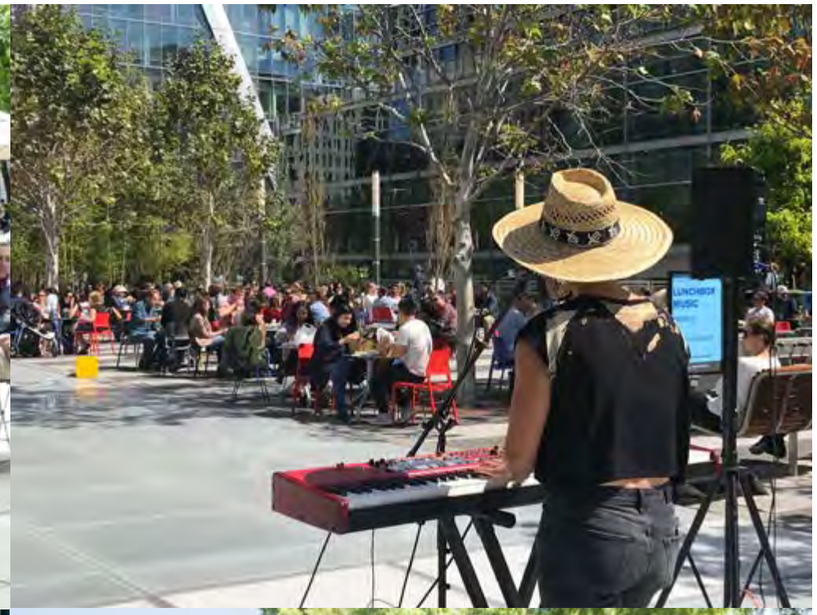

3.0 Why Program

3.1 How to Program

3.2 Programming Partnerships

3.3 Infrastructure and Logistics for Programming/Events

3.4 Park Programming Opportunities



# 3.0 Why Program

*Clean, Safe and Welcoming Spaces- Klyde Warren Park- Dallas, Texas*

*Cultural Dance Experience- Bryant Park- New York*

Regular programming will be a major key to the success of Exposition Park's new park spaces and overall effort to become more of a daily community park and an asset to the surrounding neighborhoods. In order to create an environment that is both world-class and also inviting to the neighborhood, the spaces need to feel safe, active, welcoming, and vibrant. An analysis of existing programming within the Park is included as Appendix 2 of this Master Plan. This chapter focuses on suggested strategies for programming in the new and repurposed spaces of the Park.

The goals of instituting regular programming are to attract people to visit Exposition Park, to extend their stays once there, encourage them to visit the multiple institutions the Park has to offer, and to give them reasons to return again and again. These were ideas expressed by many members of the public who participated in community outreach efforts or filled out on-line surveys. In addition to the grand events and robust offerings of the institutions at Exposition Park, a regular schedule of free, outdoor park programming with a wide array of activities that appeal to different groups of people will help to bring people to the spaces who otherwise may not spend time there and attract them at varying times of day when the Park might otherwise feel empty. The more visitors a space draws and retains, the more it is seen as inviting by other potential users; not only will the spaces be more attractive, but they will be safer, too.

Programming and events will also add to the regional draw and bring people to Exposition Park from all around the Los Angeles Metropolitan area. It is particularly important to generate rich programming and amenities to serve populations in the region that lack sufficient open space and/or access to important cultural and arts institutions like those at Exposition Park. As an example, Klyde Warren Park in Dallas, Texas, a highly programmed park across from the Dallas Museum of Art (DMA), draws large numbers of daily visitors from all over the Dallas Metropolitan area and not just the local office market. In fact, there are a lot of families who drive in from other neighborhoods and combine their park visit with other activities. Many visitors who come to the park then also visit the DMA, and vice versa. Because of the influx of visitors and press exposure since the park opened, the DMA was able to switch to a free entry model, making the museum even more accessible to under-served communities. Boosting the daily visitors to the park overall will in turn boost visitors and help raise the profile of the museums at Exposition Park.

At Exposition Park, it could be that some programs like late morning Thai Chi or Yoga are light in attendance and appeal only to casual visitors who can walk or bike to the Park, as opposed to events such as seasonal market or salsa dancing whose participants will drive or use public transportation to access.

Additionally, Exposition Park can be a real neighborhood asset for those who live right around the Park. The neighborhoods surrounding Exposition Park are lacking in access to green space, walkable and bikeable streets, cultural and entertainment destinations, and healthy food options. Regularly programming the Park will draw the neighbors in, make them feel welcome, and provide access to nature, entertainment, cultural activities, and a safe pedestrian environment. According to the Census, there are roughly 20,000 people living within a ten-minute walk, bike, or drive to Exposition Park; programming should make them feel as welcome in the Park as possible.

Increasing the experience of public realm visitors will make all parts of the public realm appear busier and safer at any one time. New visitors will in turn be attracted to the vibrant atmosphere. Healthy and affordable food options, Park amenities like free Wi-Fi and flexible seating, games and sports equipment, places where picnicking and birthday parties are encouraged, and community-oriented performances and art are just some of the programs that can bring in the neighborhood, keep guests in the Park longer, and create valuable partnership opportunities with the resident institutions.

Overall, one of the most important goals for programming in Exposition Park's new spaces should be to create sustained, daily use of the Park by neighborhood residents and others who want to use the Park "as a park." Many in the community may know Exposition Park well as a place for large scale, special events, but in truth the Park's long-term success and vibrancy depends on regular, everyday use by Park visitors.

While larger events serve the important purpose of creating buzz, generating revenue, and getting the Park's name out, they take a toll on the physical elements of the space, and sometimes cause people to avoid the space because they associate it with crowds and noise.

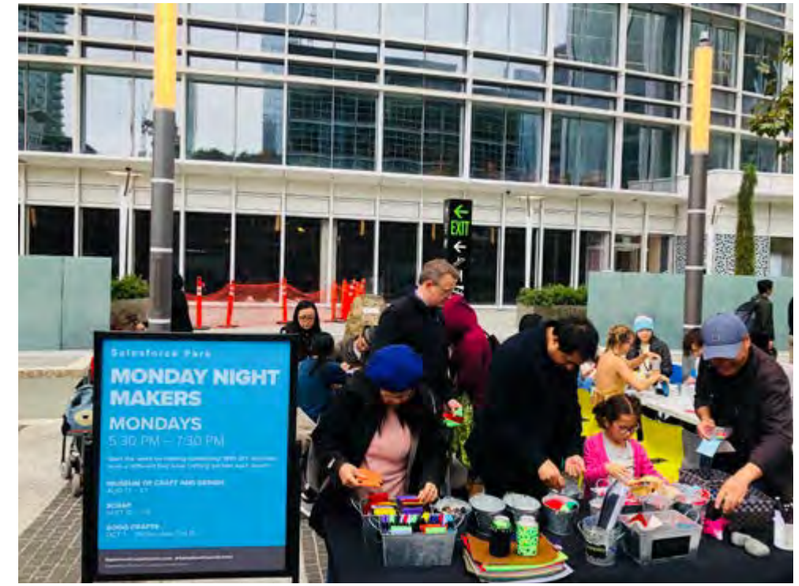
Small scale, daily programming draws consistent visitors to a space, creates an intimate connection between the user and the space, activates a space at less busy times, and takes less of a toll on the overall physical character of the space than frequent large events.

# 3.1 How to Program

The right level of activity for a programming schedule needs to be determined for Exposition Park by considering its size, goal of becoming a more neighborhood-oriented park, past reputation, and bandwidth of Park staff. Too little programming will likely disappear into the sea of large events and physical space and, while still a positive, won't achieve the Parks goals. Too much programming might overwhelm the staff, be too costly, and could create competition with the resident institutions. The right level of programming can be achieved through developing programming partnerships with local businesses, organizations and existing Park entities. Programming partnerships benefit the public space by providing free or low-cost programming, while the partner benefits from marketing exposure for their business or furthering the mission of their organization.

Developing long-term and robust programming partnerships requires dedicated programming staff to cultivate and manage these relationships, and to operate and execute the programming. OEPM will need a team to develop, plan, market, and implement all programming, daily activations, and events. See 'Programming Staff' section below for more details.

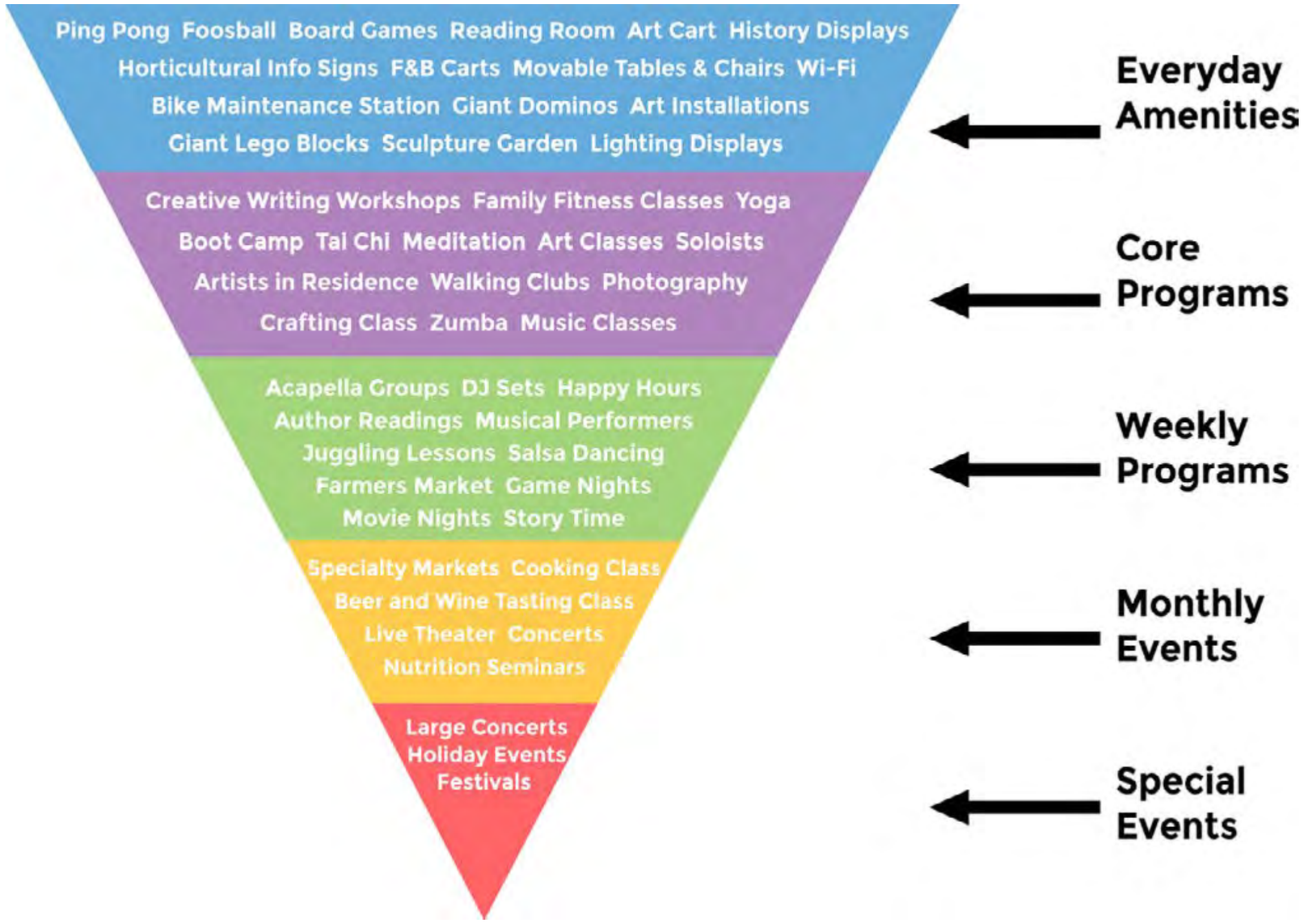
*Filipino Dance- Cultural Groups - Salesforce Park - San Francisco, CA*




*Museum of Craft and Design Partnership - Salesforce Park - San Francisco, CA*

*Knitting - User Groups - Salesforce Park - San Francisco, CA*

*Music Education - Fair Park - Dallas, Texas*




## PUBLIC REALM

The corridors allow pedestrians, bicycles, and vehicles to move through Exposition Park in an efficient and enjoyable fashion. Each corridor has a unique aesthetic as well as function that makes it appropriate for its use. Corridors range from large capacity vehicular streets to intimate pedestrian trails. Each corridor is essential in the overall circulation throughout Exposition Park.

Open spaces in Exposition Park vary in size, function, and aesthetic, but they all offer a unique and enjoyable experience for visitors. Open spaces include everything from plazas, gardens, lawns and activated parking decks, but more broadly include any area that provides an amenity or experience for visitors. Open spaces are found between buildings and along circulation corridors. In Exposition Park all land that is not dedicated to an institution is a valuable open space for the public.

# 3.2 Programming Partnerships

## PARTNERSHIPS WITH RESIDENT INSTITUTIONS

Most parks face the challenge of finding programming partners willing to travel to the park and provide content for programs from offsite. In the case of Exposition Park, the core programming partners already exist onsite with some of the most well-regarded cultural/educational institutions in the region.

Partnerships for a wide range of programs in the public spaces with the Natural History Museum, the California Science Center, the California African American Museum, the Los Angeles Football Club, the University of Southern California, EXPO Center and the future Lucas Museum should be explored before looking for partnerships elsewhere. Most types of programming that would work well in the new public park spaces are already offered in some form or another at one or more of the resident institutions. Programming partnerships with the institutions should provide additional exposure to those programs, bring more of their activities out into the Park in support of overall Park vibrancy, encourage the institutions to try new and more ambitious programs by sharing resources , and create a cohesive marketing and digital media plan for all Park programming.

Beyond what can be offered through the resident institutions, park managers should take care not to compete with or be disruptive to the institutions through additional partnerships or other Park-sponsored programs and events, though there likely will be a need for some level of programming that can't be fulfilled with these institutions.

A great way to start the conversation for a potential partnership is to find common goals by asking a series of questions, for example:

- What has worked well for you in the past with public, out-of-doors programming?
- What has been a challenge?
- What audiences do you want to reach that you haven't?
- What spatial or physical restraints does your indoor space create?
- What programs have you wanted to try but haven't yet? What would it take?
- What overall goals do you have for your institution in the next five years that this partnership might help you achieve?
    - o Increase visitors?
    - o Reach new demographics?
    - o Increase marketing presence?
- How can the Park Manager's Office help?

When it can be demonstrated that working together on a program can help both the institution and the Park achieve their goals, there is a basis for a strong partnership.

*Natural History Museum of Los Angeles County - Exposition Park*

*Lucas Museum of Narrative Art - Exposition Park*

*Fitness Studios*

*Yoga Studios*

*Coffee Shops - Food and Beverage*

*Arts and Crafts Supply Shops*

## SMALL BUSINESSES AND BRANDS

It is often possible to convince local small businesses, or regional or national brands, to provide programming at low or no cost to the Park because of marketing value alignment with the overall mission of the business. Fitness studios, arts and craft supply shops, and food and beverage retailers are some of the lower hanging targets for such partnerships.

For example, a local company with strong connections to the neighborhood might offer introductory classes or program in the Park for free to expose their brand to more potential patrons or members. Similarly, a national brand with nearby locations, may also be convinced to offer free programming in exchange for brand presence*

In general, consumer facing retail is somewhat sparse in the neighborhood currently, but businesses in nearby Downtown or the Arts District (or perhaps even farther) could be attracted given the planned improvements and highly regarded institutions on site.

The more investment and involvement by other organizations the Park can demonstrate, the more attractive it will be for businesses and brands to participate as well.

* A caveat – these types of partnerships are not the same as "experiential marketing," where a big brand wants to perform a highly visible, branded activity in a public space for marketing exposure. The Park should be careful not to allow programming partners too much over brand presence unless the brand pays additional sponsorship money to do so. The ability to be onsite and offer their services, with some limited promotion (an email signup, a verbal pitch to visit their location) is presence enough. Brands who want to display large promotional materials like banners or carts, or distribute promotional materials, should pay a fee to the Park to do so. Of course, a local bike shop should be treated differently than a Nike or a Microsoft. Exposition Park would have to engage partners in a transparent and consistent manner which may mean developing criteria or policies similar to how their events are managed.

## COMMUNITY PARTNERSHIPS / OTHER INSTITUTIONAL

Exposition Park should also look outside of the Park for partnerships with community organizations, arts and culture institutions, and non-profits. These types of partnerships can be great for arts programming, health and wellness education, and a variety of children and family-oriented programs. Like the resident institutions, these partnerships will take some exploration to find common goals and mission alignment. Inner-City Arts, Spark, and Baby2Baby are a few examples of arts or educational non-profit organizations that sometimes do programming partnerships in the community.

Another proximally close partner to consider is USC. Although USC is a huge organization with involvement in the Park in other ways, specific departments or programs could be partners for programs like music, theater, dance, writing classes, lectures, or public speaking classes. Again, Park managers should take care not to create competition with the resident institutions and look for community partnerships that are complementary.

Programming should be coordinated with web-based activities to help bring the master plan to fruition. In the near term a robust interactive web destination for Exposition Park, supported by great partners and their experiences, offerings, and content, will illustrate what the future holds and begin to create meaningful buzz and excitement. Potential future partners will be able to start interacting with Exposition Park constituents, allowing OEPM the ability to test drive different partners and users before having to commit to them long term in a physical format.

*Booker T Washington High School Partnership - Klyde Warren Park - Dallas, Texas*

*Arts and Crafts Workshops - Sunset Arts Studio - Fair Park - Dallas, Texas*

*Science and Art Workshops - Perot Museum - Klyde Warren Park - Dallas, Texas*

*Drum Circle - Dallas Music Collective - Fair Park - Dallas, Texas*

# 3.3 Infrastructure and Logistics for Programming/Events

*Swing Band - Salesforce Park - San Francisco, CA*

*DJ Silent Disco - Salesforce Park - San Francisco, CA*

*Event Equipment- Salesforce Park - San Francisco, CA*

*Dedicated Storage - Salesforce Park - San Francisco, CA*

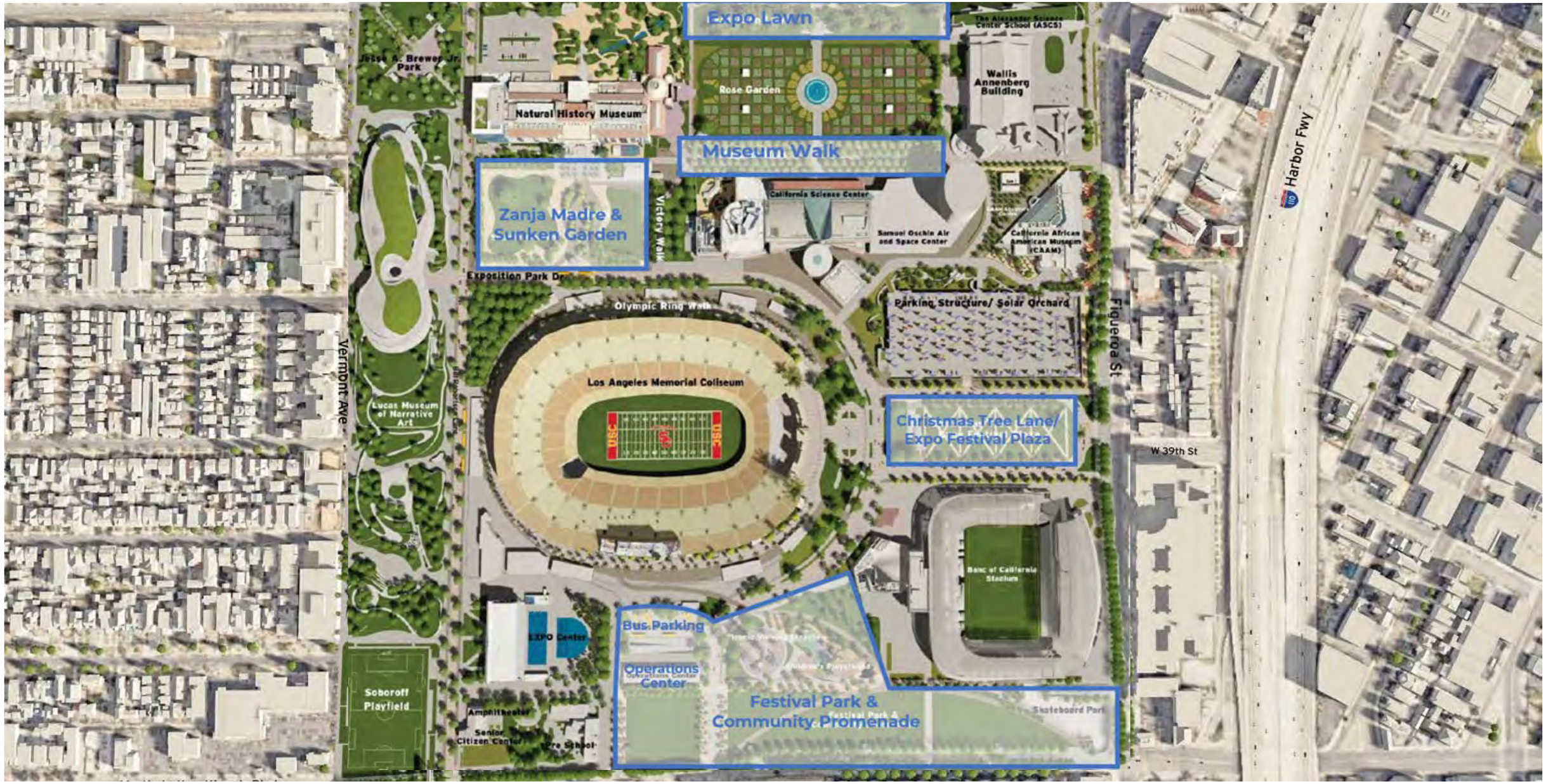
In order to properly program the parks and public realm, the public space will need the appropriate infrastructure to host the activities, events, and programs as anticipated. This should be considered and coordinated with the programming/event plan during the early stages of the design development process for the master plan improvements. This coordination and design should include power, water, and drainage capabilities scaled up as needed and appropriate in the different spaces within the public realm. Depending on the number of expected visitors, restrooms should be considered and scaled appropriately in new areas that will be well-programmed and attract a lot of visitors.

In addition to built-in infrastructure, programming partners will have a much easier time setting up a program if there are plenty of movable tables and chairs to use onsite, and equipment like rolling carts, folding tables, extension cords, and tablecloths. More advanced equipment, such as sound equipment for small musical performances or a portable voice amplifier for lectures, are a huge plus and will save money in partner fees.

An outdoor stage is not included in the master plan, however there are several areas where a performance could be setup without a stage, or a temporary stage built for a larger show. If larger in-house performances are to occur (distinct from third party concerts and events with a stage), the Park should be sure to provide a few designated areas with additional power (consulting a live sound technician for specs) and think about access to easy loading and unloading areas. Performers also sometimes prefer a "green room" or backstage waiting area. Designating an indoor space or providing a space where temporary tents can be set up approximate to performance areas is a good idea.

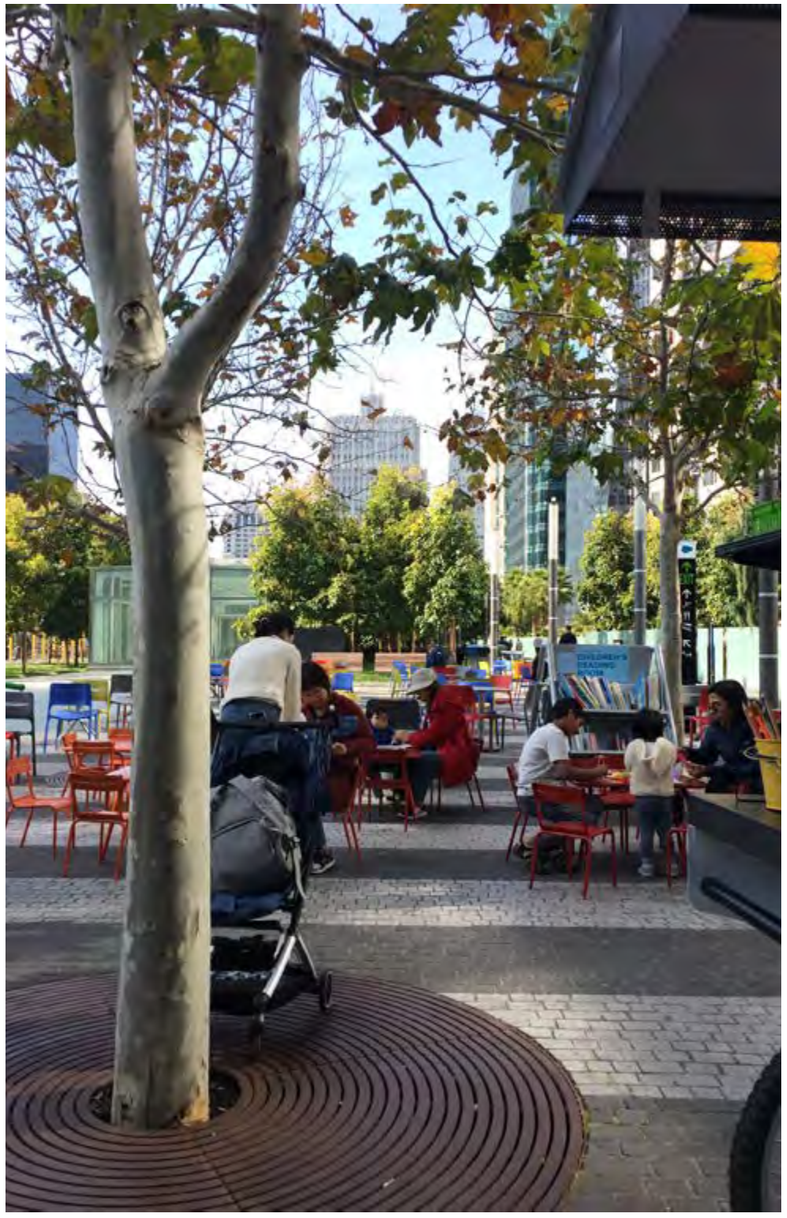
If food service is proposed in new Park structures, kiosks, or carts, identifying provisions for maintenance of grease interceptors and with utility plans ahead of time can save time and money down the road.

# 3.4 Park Programming Opportunities



*Arts and Crafts Stations - Salesforce Park - San Francisco, CA*

*Reading Room - Salesforce Park - San Francisco, CA*



*Amenities - Salesforce Park - San Francisco, CA*

## MUSEUM WALK

Museum Walk should celebrate the offerings of the museums, both in an unstructured way, and with new, engaging amenities or programs. The idea is really to create connection and a pleasant walking experience between the museums, and therefore does not need to be over-programmed. But the museums could use the walk as an opportunity to display outdoor exhibits and engage with passers-by through artist or curator in residence programs. Because Museum Walk (formerly State Drive) currently serves as a loading location, for several institutions, as well as a basecamp and crew-parking location for filming taking place nearby, the entry to Museum Walk will be fitted with retractable or removable bollards. This will allow delivery and service vehicles to access the area at specified times, while keeping vehicles away off of the walk at all others. The visitor experience could also be improved by simply having more places to sit, shaded areas, and even an outdoor engagement amenity such as a Reading Room or Art Cart, providing content from a combination of or all of the museums.

*Games Area - Bryant Park - New York*

## EXPO LAWN

Expo Lawn is a primary access point to the Park and visible to the many pedestrians, bicyclists, students, and transit riders. This is likely not the main area for programming to occur, but could be a place for public art installations, street music performances, and a new concession like a coffee cart to help draw people into the Park and provide them with an engaging experience on their way.

*Concession - Salesforce Park - San Francisco, CA*

*Street Music Performance - Salesforce Park - San Francisco, CA*

*Yoga Classes - Salesforce Park - San Francisco, CA*

## CHRISTMAS TREE LANE/ EXPO FESTIVAL PLAZA

Exposition Park is already well-known for its spectacular events, many of which are beloved by the community. The improved Christmas Tree Lane and Festival Plaza will be an opportunity to experiment with the scale and focus of those events. Exposition Park should initiate more community-oriented, medium-scale events like craft markets, ethnic food and beverage festivals, and concerts in this space. The new design will help to create experiences that can accommodate a large crowd, but also feel park-like and pedestrian friendly.

The Park programming staff should experiment with reaching out to event producers or organizations that are aligned with the goals and values of the Park and create incentives for them to produce their events in the space. The staff could also experiment in-house, Park sponsored events that draw in the neighborhood like family-friendly movie screenings, local music showcases, or neighborhood picnics. There could also be a combination of in-house planning and outside organization partners. Smaller programming, particularly fitness classes, could work well here.

*DJ Picnics - Salesforce Park - San Francisco, CA*

## ZANJA MADRE & SUNKEN GARDEN

As stated in the master plan, this area could be a great opportunity to highlight the natural sciences education already happening at the Park in an outdoor setting. The Natural History Museum and California Science Center could highlight some of their programming in the new space, like the outdoor experiments they already currently perform, and design new programming tailored to the plantings and physical character of the Zanja Madre and Sunken Garden. The trees and plants themselves, and the birds they will attract could provide for nature education in a way not possible before. The space should not be overprogrammed as many will want to enjoy the tranquility and natural setting of the space on their own.

*Nature Story Hour - Fair Park - Dallas, Texas*

*Bird Viewing - Salesforce Park - San Francisco, CA*

*Toy Making from Recycled Materials - Salesforce Park - San Francisco, CA*

*Nature Walks - Fair Park - Dallas, Texas*

*Nature Tours - Salesforce Park - San Francisco, CA*

*Outdoor Table Tennis - Fair Prk -Dallas, Texas*

*Fitness and Yoga Classes - Fair Prk -Dallas, Texas*

## FESTIVAL PARK & COMMUNITY PROMENADE

This new Park space and promenade can also host community-oriented and larger third-party events, but the daily visitor experience should really be invested in as well. The Park should allow plenty of opportunities for open play and enjoyment without an event or programs, but also feature amenities and equipment that encourage the neighborhood to visit and stay. This could be a great place to station everyday amenities like a sports equipment cart, or outdoor games like ping pong and cornhole, as well as feature structured programming like sports clinics in partnership with the resident sports teams, fitness classes, and running/walking clubs could all meet here.

*Flexible Sports Areas - Klyde Warren Park - Dallas, Texas*

*Free Play Areas for Kids- Fair Prk -Dallas, Texas*

*Drum Circle - Salesforce Park - San Francisco, CA*

# 4 CHAPTER 4 WAYFINDING


4.0 Existing Signage Locations

4.1 Site Observations

4.2 Goals and Strategy

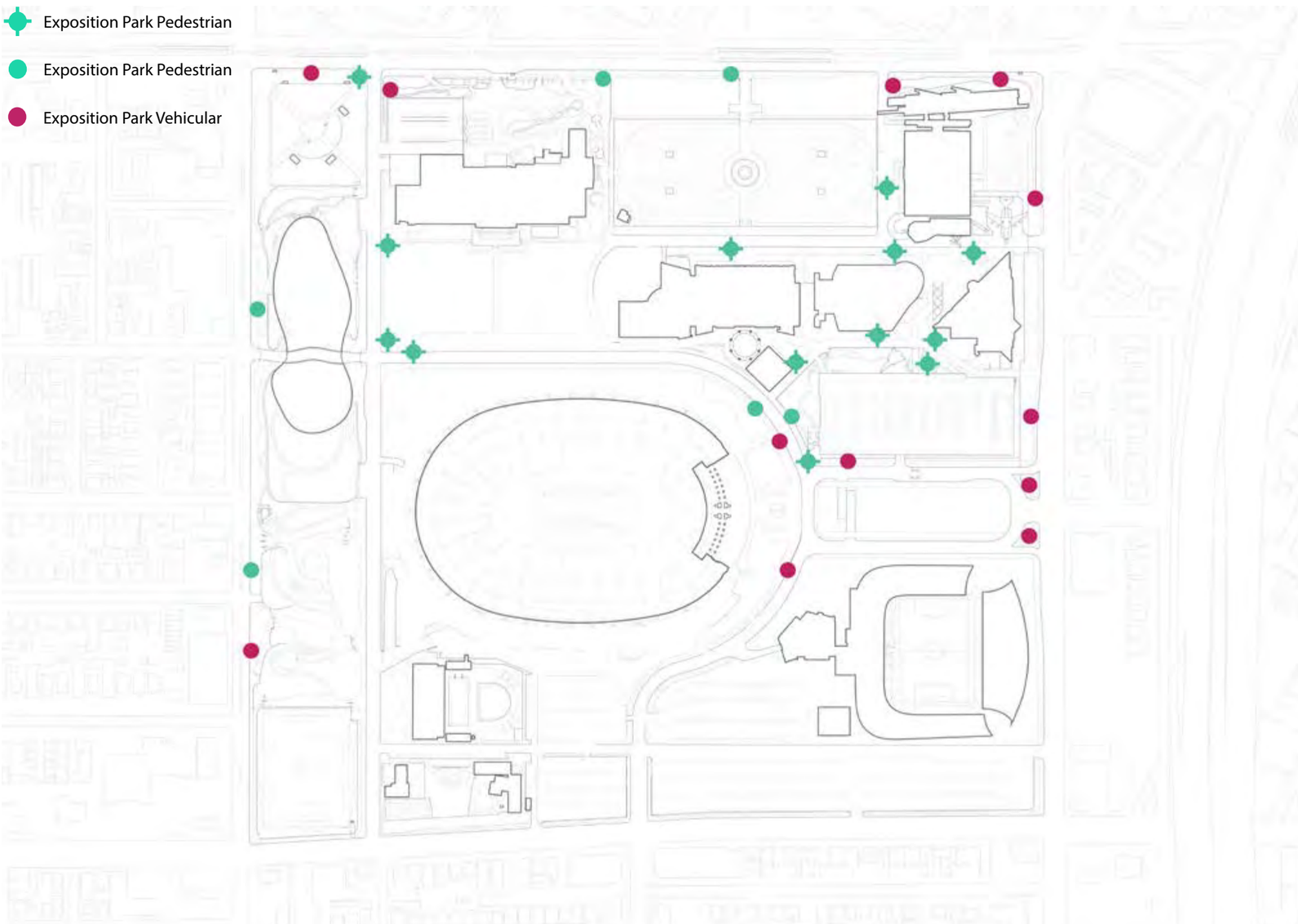
4.3 Zone Plan

4.4 Proposed Circulation Plan

4.5 Signage and Placemaking Family

4.6 Proposed Sign Locations

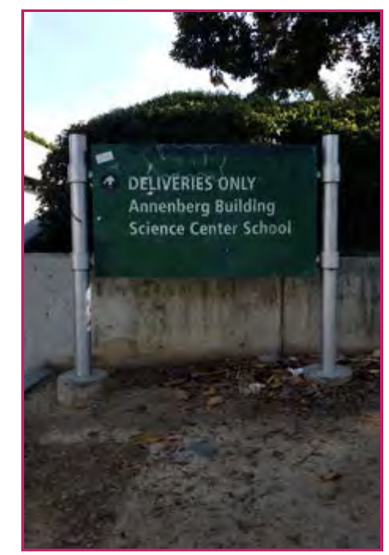
# 4.0 Existing Signage Locations




*Exposition Park Pedestrian and Vehicular Wayfinding*

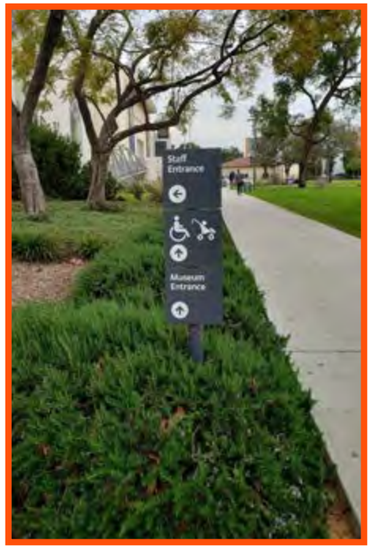
## PEDESTRIAN & VEHICULAR

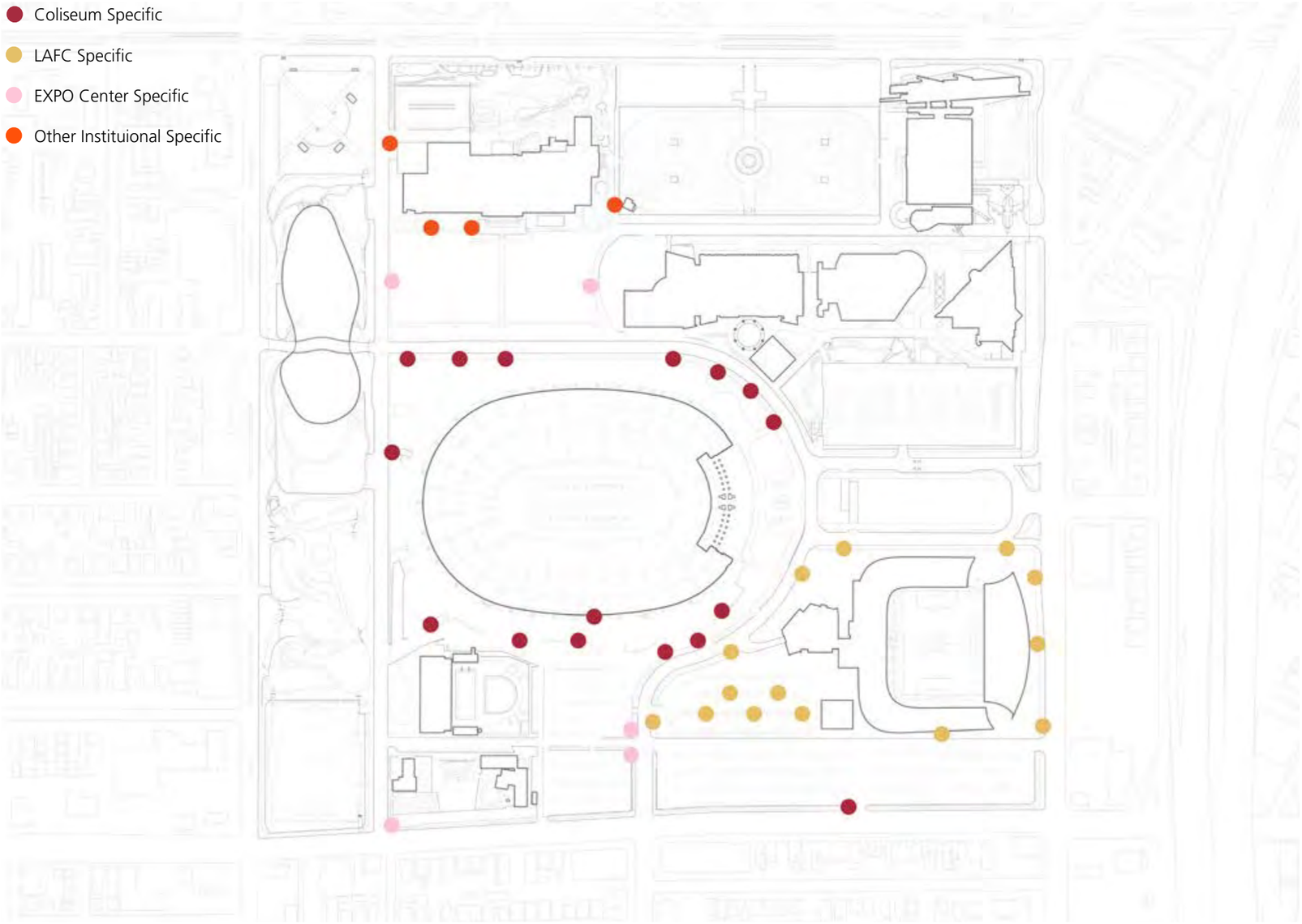
*Exposition Park Arrow Signage*




*Exposition Park Pedestrian Wayfinding*

## INSTITUTIONAL

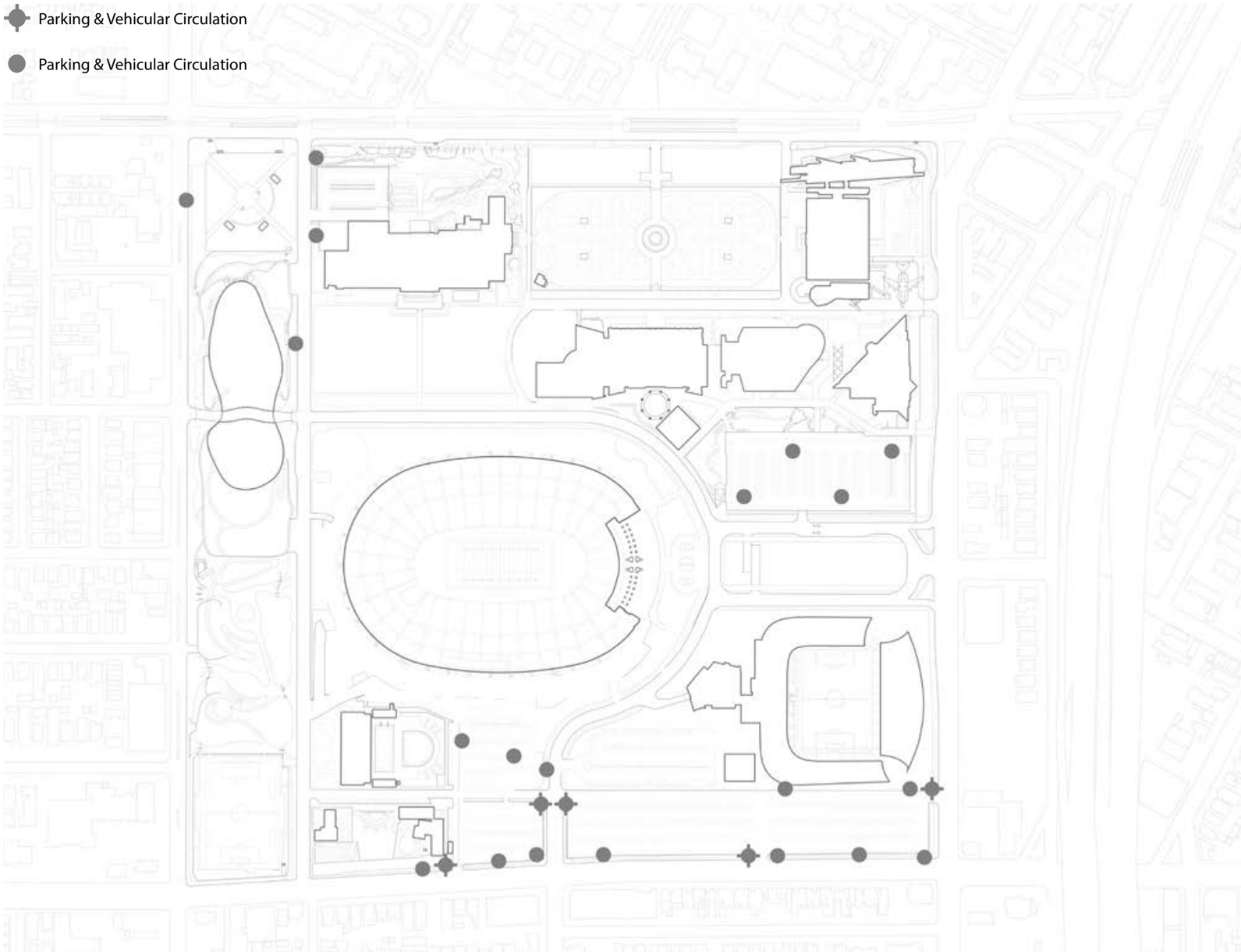



*Exposition Park Institutionally Specific Wayfinding*

Parking & Vehicular Circulation

Parking & Vehicular Circulation

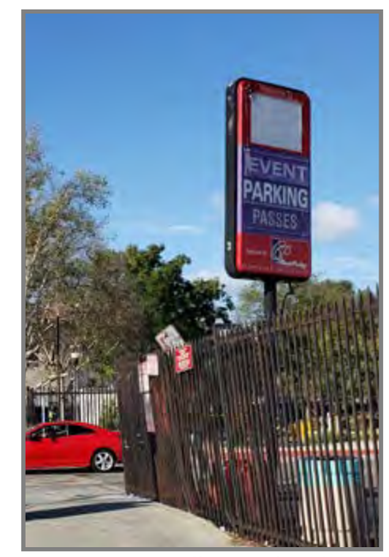


*Exposition Park Parking Wayfinding*

## PARKING

*Parking and Vehicular Circulation*

*Parking and Vehicular Circulation*

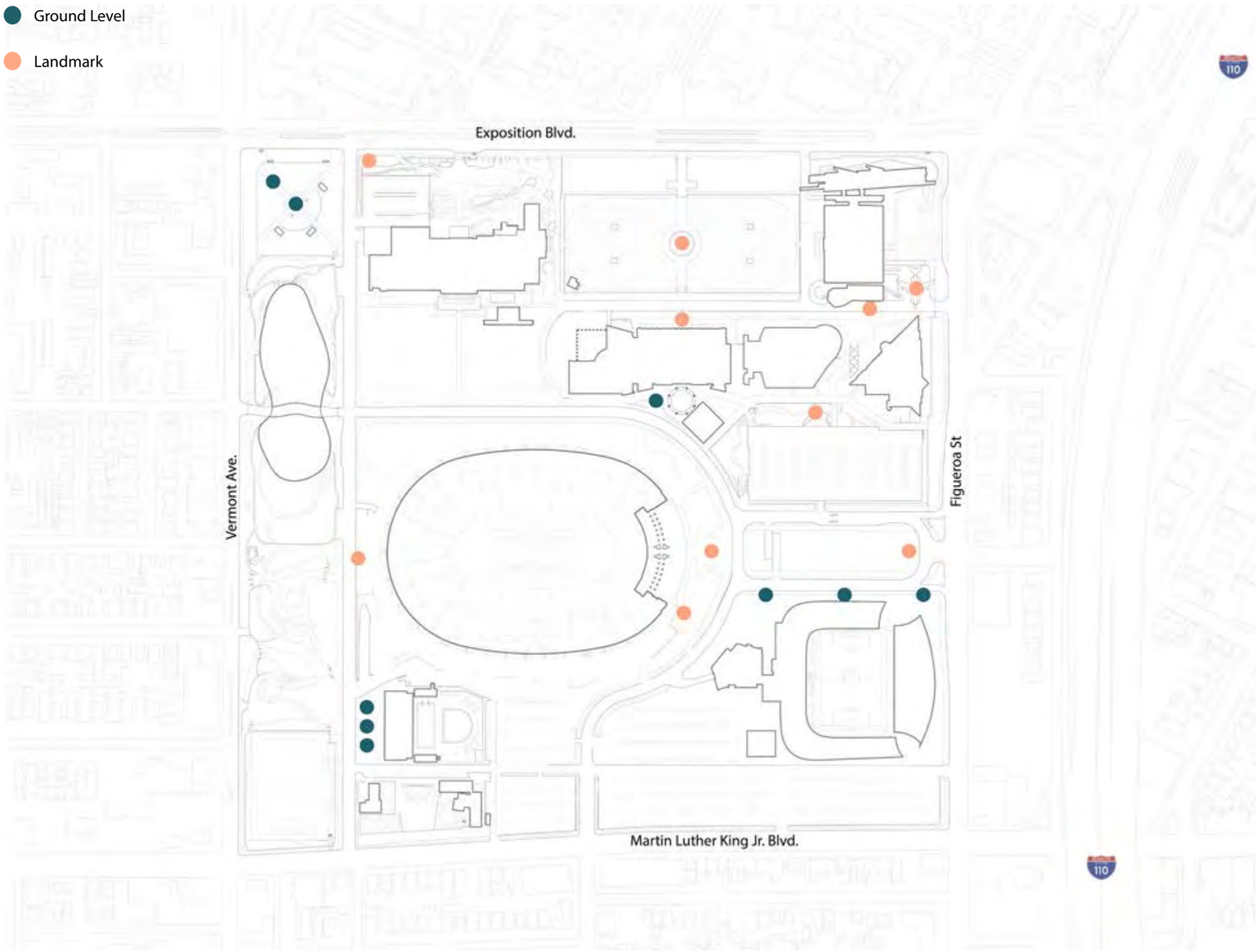



*Classic Parking Signage*

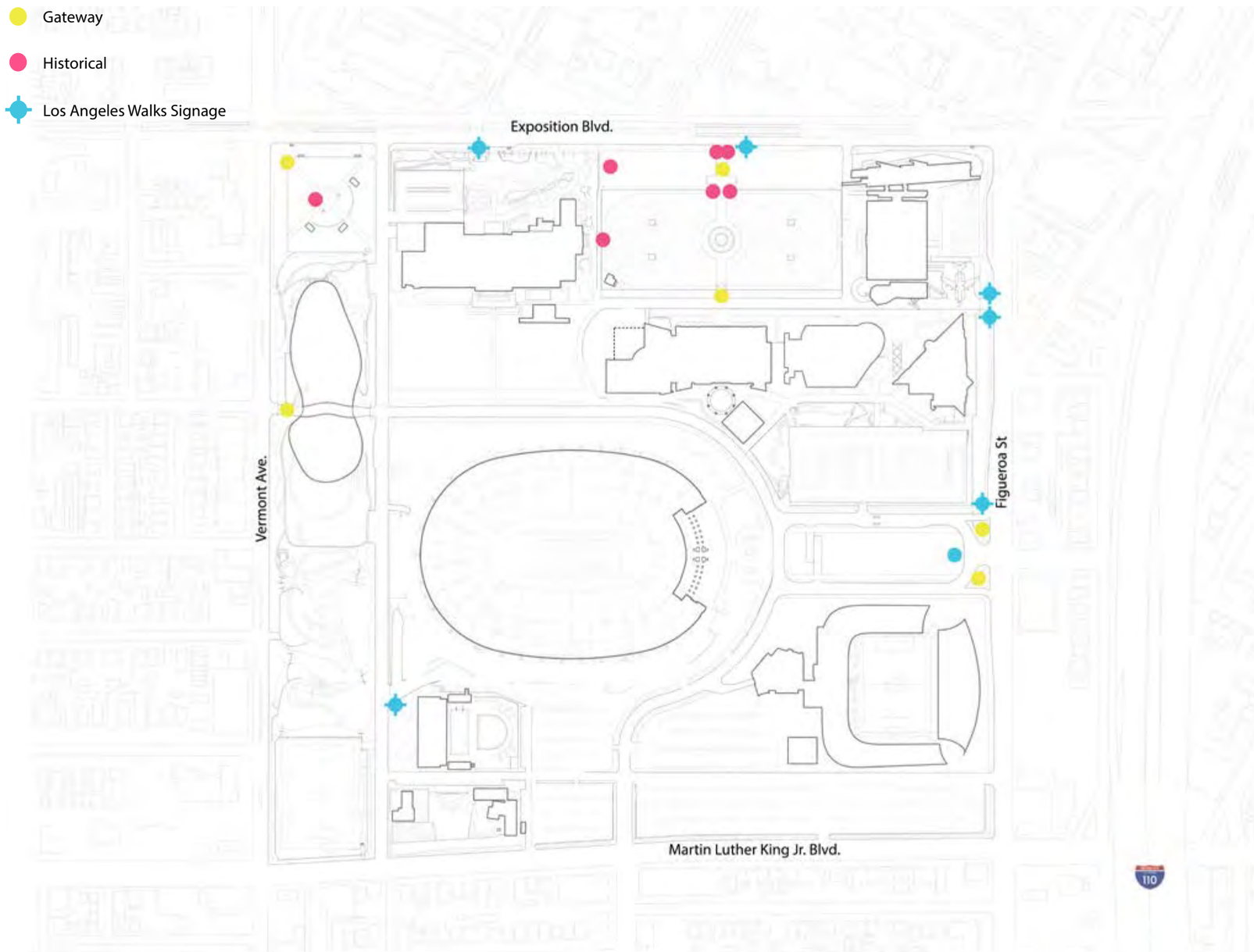
## LANDMARKS

*Landmark*

*Ground Level*




*Landmarks Wayfinding*




*Informative and Gateway Wayfinding*

## GATEWAYS

*Los Angeles Walks Signage*

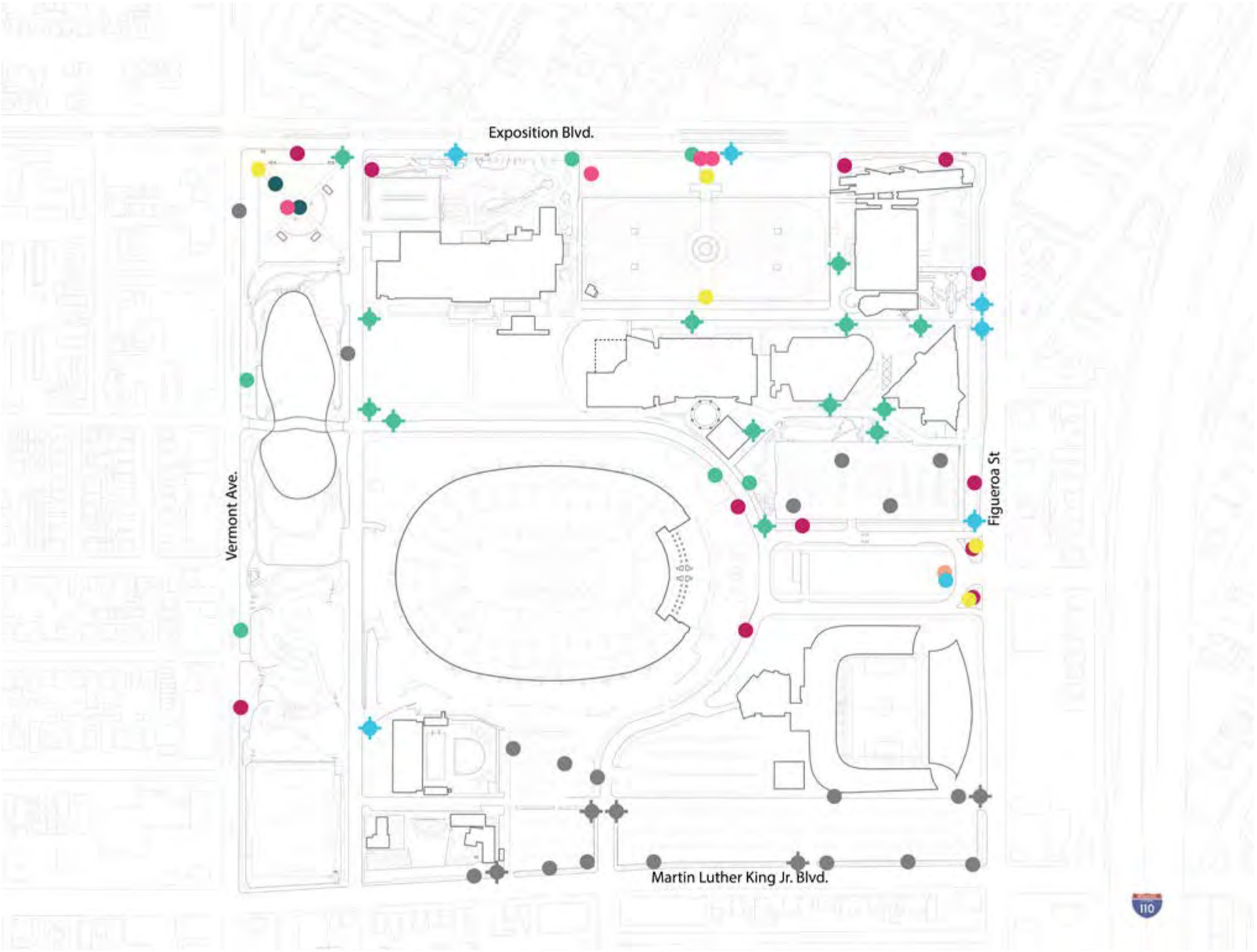
*Historical Signage*

*Informative Signage*

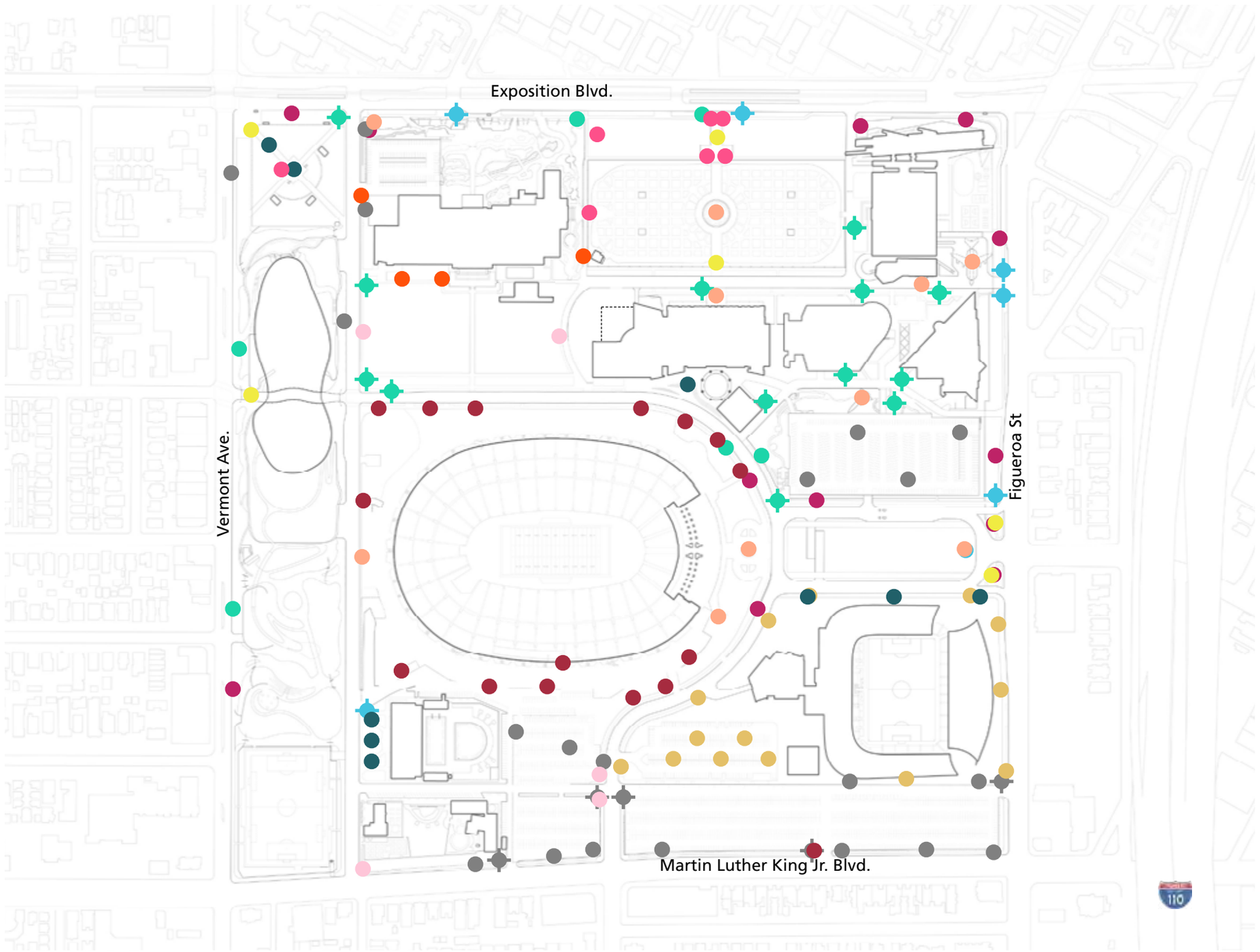
*Gateway Signage*

## SIGNS IN OEPM COMMON AREAS

- Exposition Park Pedestrian
- Exposition Park Pedestrian
- Exposition Park Vehicular
- Gateway
- Historical
- Los Angeles Walks Signage
- Informative
- Ground Level
- Landmark
- Parking & Vehicular Circulation
- Parking & Vehicular Circulation




*OEPM Common Areas Wayfinding*

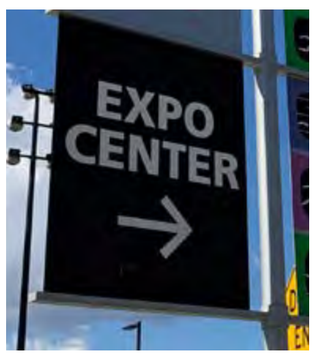



## AGGREGATE

- Exposition Park Pedestrian
- Exposition Park Pedestrian
- Exposition Park Vehicular
- Gateway
- Historical
- Los Angeles Walks Signage
- Informative
- Ground Level
- Landmark
- Parking & Vehicular Circulation
- Parking & Vehicular Circulation
- Coliseum Specific
- LAFC Specific
- EXPO Center Specific
- Other Instituional Specific

*Aggregate Wayfinding*

# 4.1 Site Observations



- Multiple sign types with inconsistent design styles
- Understated or nonexistent campus vehicular ID gateways
- Lack of campus identification at perimeter
- Lack of campus pedestrian entry ID signage
- Lack of institutional specific signage
- Lack of clear parking information (location and capacity) signage

# 4.2 Goals and Strategy

## Goals:

- Direct all users to campus entries from outside the Park. This includes pedestrian entries, especially, from bus stops and rail stations; bicycle entries with the location of bike racks; as well parking areas for vehicles.
- Upon arrival, orient all users of their current location within the campus
- Direct all users to their preferred destinations within the campus
- Inform users of new locations and features
- Revitalize and unify campus signage
- Create a more pedestrian-friendly campus

## Strategy:

- Develop clear and visible gateways identifying primary and secondary vehicular and pedestrian campus entries
- Developing a consistent wayfinding system using the current Exposition Park brand style
- Provide clear and recognizable parking signage
- Integrate recognizable existing brands within Exposition Park brand wayfinding
- Highlight primary pedestrian paths to major destinations on campus
- Provide easy to see pedestrian directional signage
- Increase pedestrian understanding of travel within campus using simple messaging and walking durations
- Increase presence of wayfinding on south campus

# 4.3 Zone Plan

Exposition Park Brand

Independent Brand

# 4.4 Proposed Circulation Plan

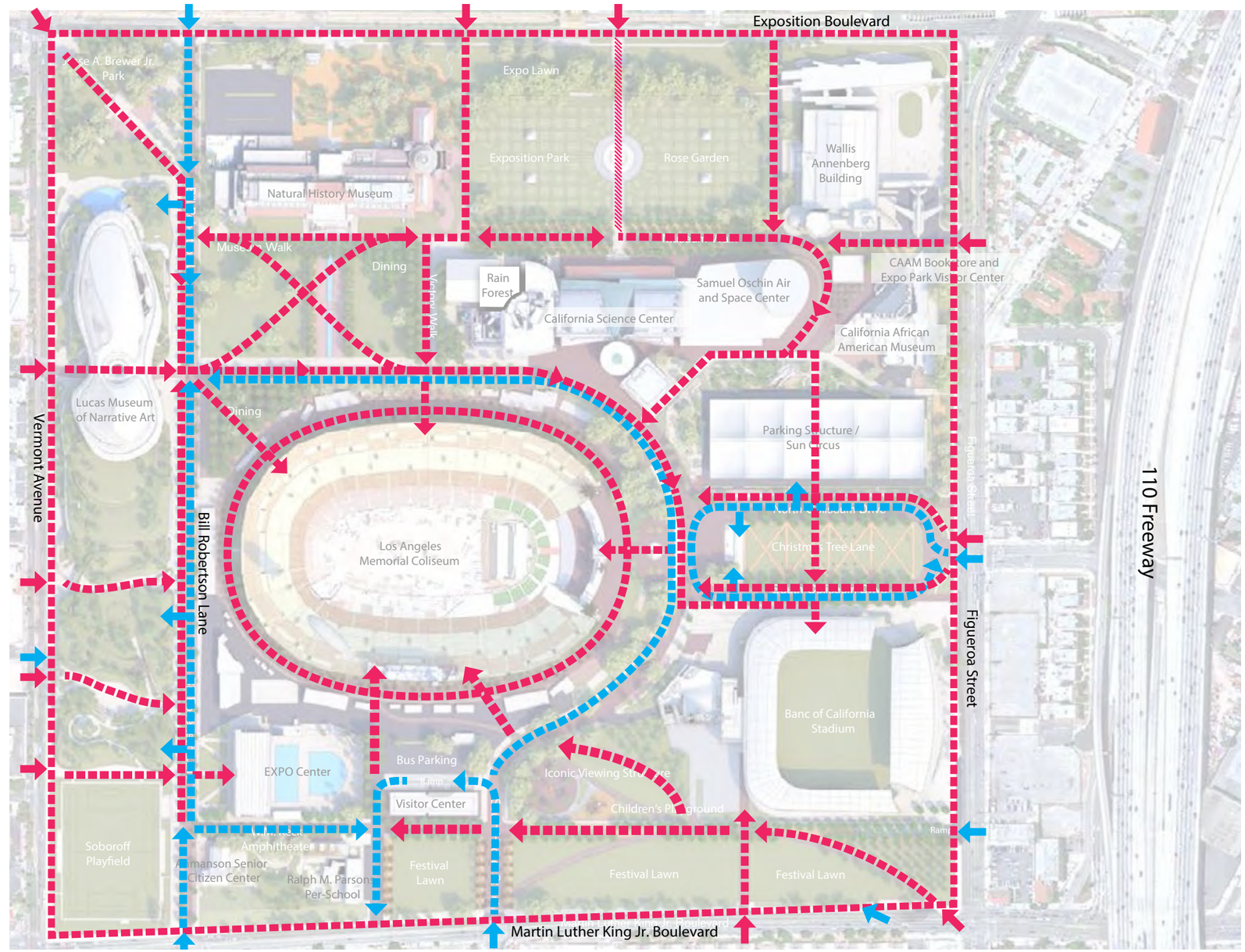
Vehicular Entry

Pedestrian Entry

Vehicular Circulation

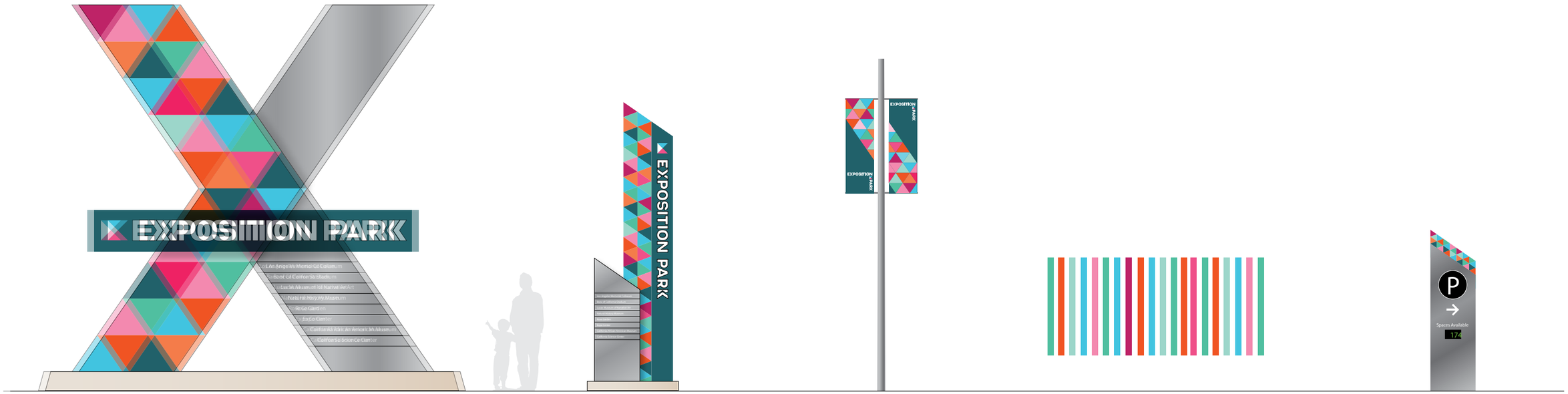
Pedestrian Circulation

Closed December - April



# 4.5 Signage and Placemaking Family

* Materials and finishes of signages will be anti-grafitti or easy to remove grafitti from.



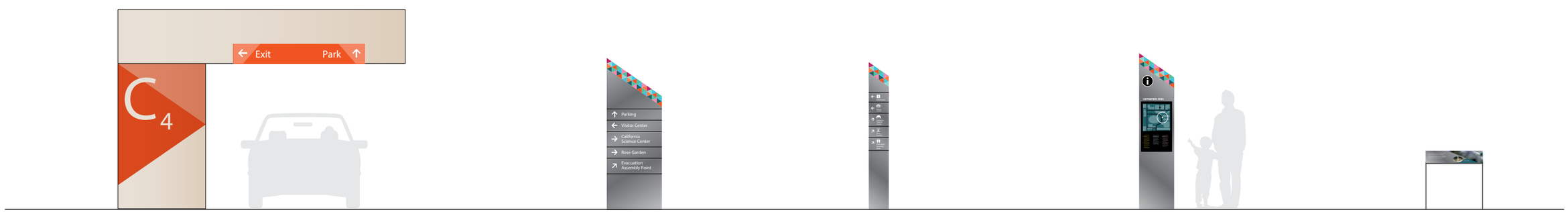

Primary Gateway ID

Secondary Gateway ID

Banner ID

Crosswalk Paving ID

Parking ID




Parking Garage Interior

Vehicular Directional

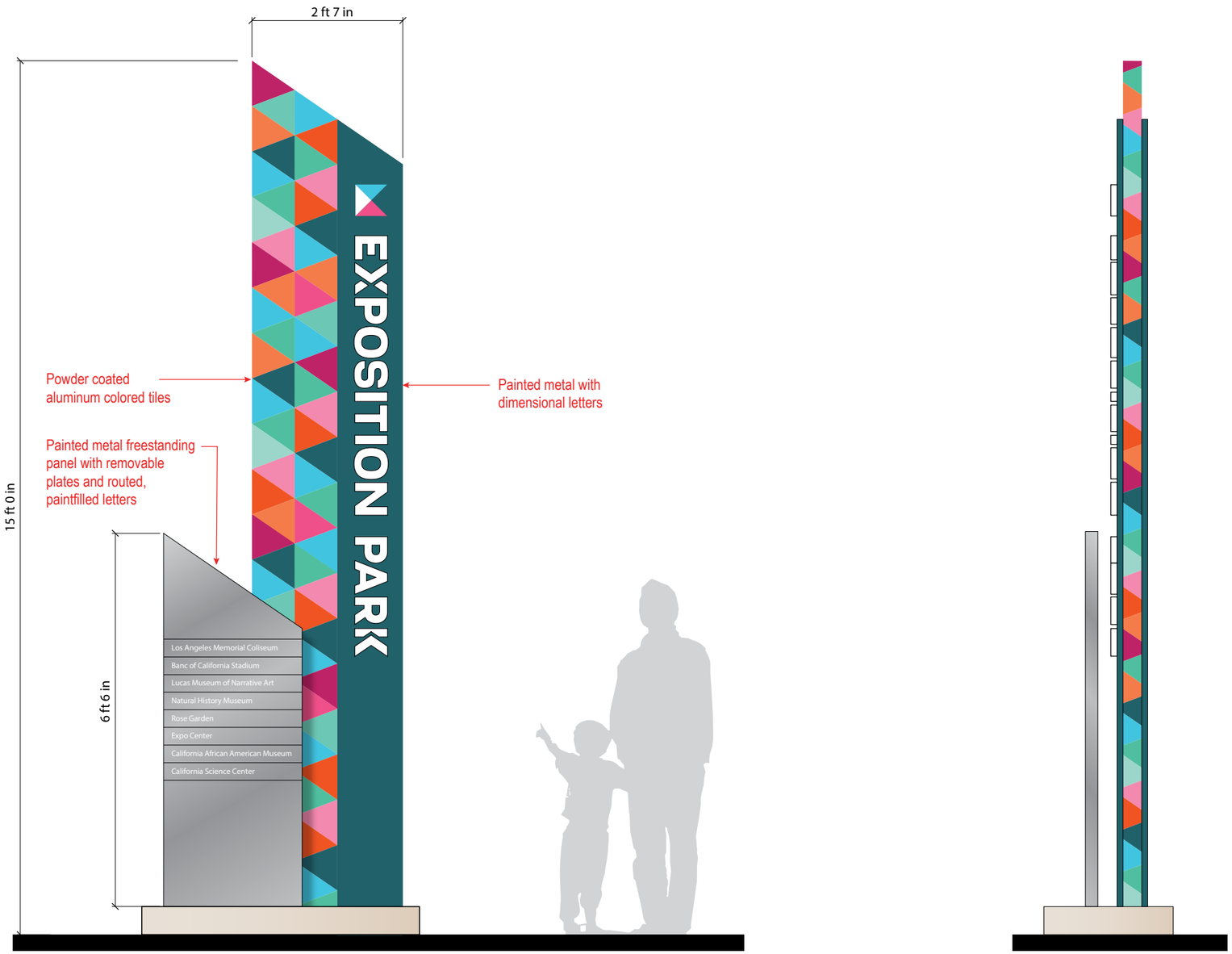
Pedestrian Directional

Pedestrian Map/Orientation

Interpretive

## PRIMARY GATEWAY ID

The primary gateway ID announces the identity of Exposition Park at primary entrances using its large scale to serve as an impressive and easily recognizable beacon for approaching cars and visitors. The colorful geometric pattern is a direct reflection of the existing Exposition Park brand providing consistency and vibrancy at the campus perimeter. As part of the campus identity, an interchangeable menu of campus tenants and destinations is provided to inform visitors of the current features they can explore on campus.

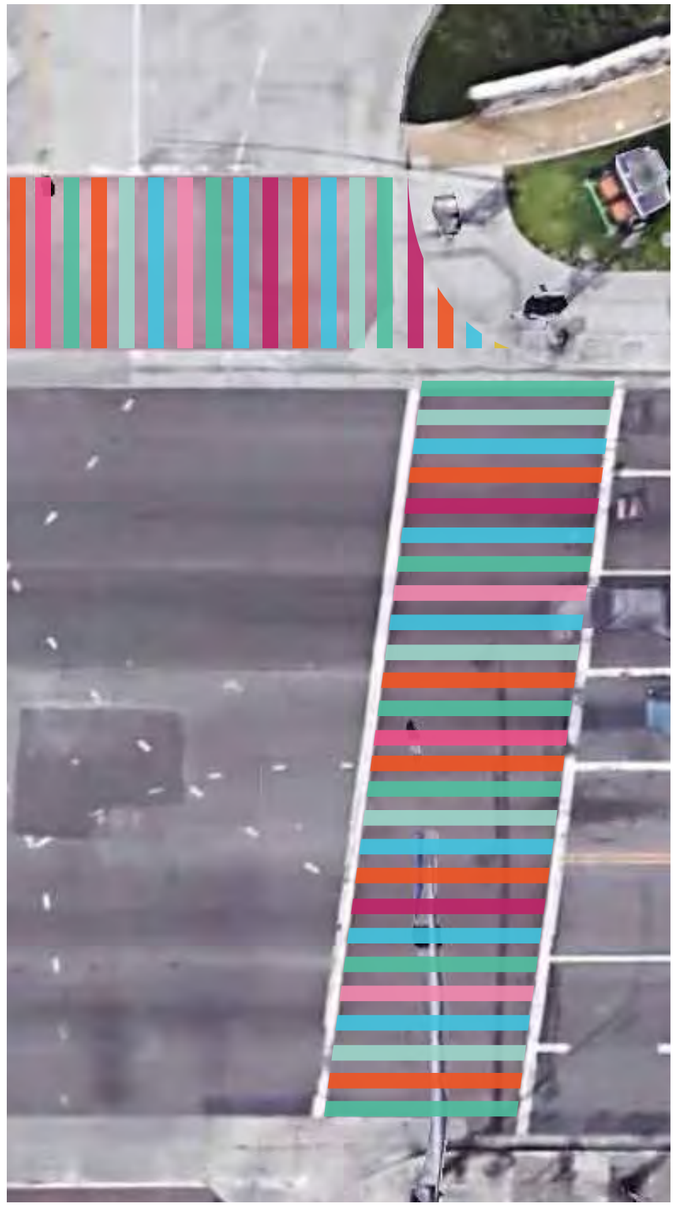


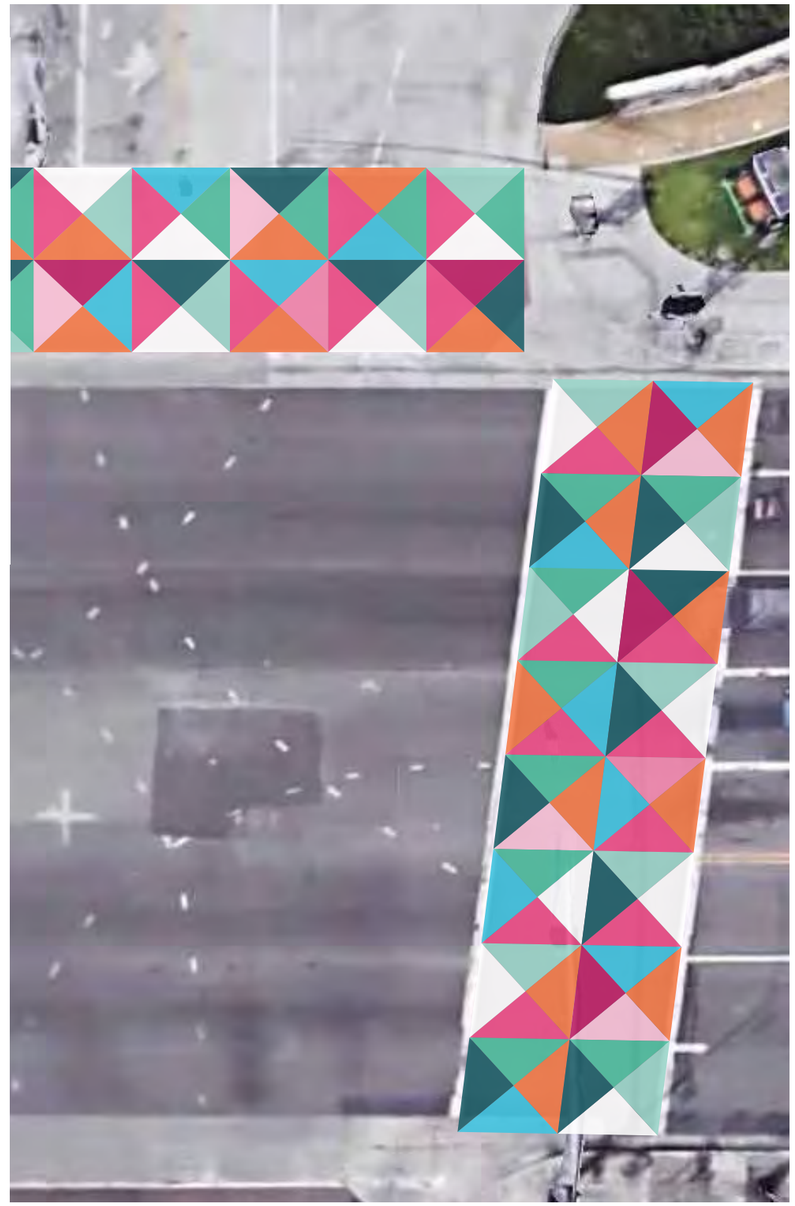

## SECONDARY GATEWAY ID

The secondary gateway ID announces the identity of Exposition Park at secondary entrances and perimeter corners of the campus. Its scale is modest compared to the primary gateway ID, however, by utilizing the colorful Exposition Park brand with a dynamic geometric form, it is still easily recognizable for approaching cars and visitors. An interchangeable menu of campus tenants and destinations is also provided to inform visitors of the current features they can explore on campus.

# BANNER ID

The banners carry the colorful Exposition Park branding around the campus perimeter and throughout the interior. They provide color and messaging for visitors while establishing a festive and celebratory sense of place. Exposition Park will ideally have alternating pole banners so that there are available poles for sale of advertisement space.



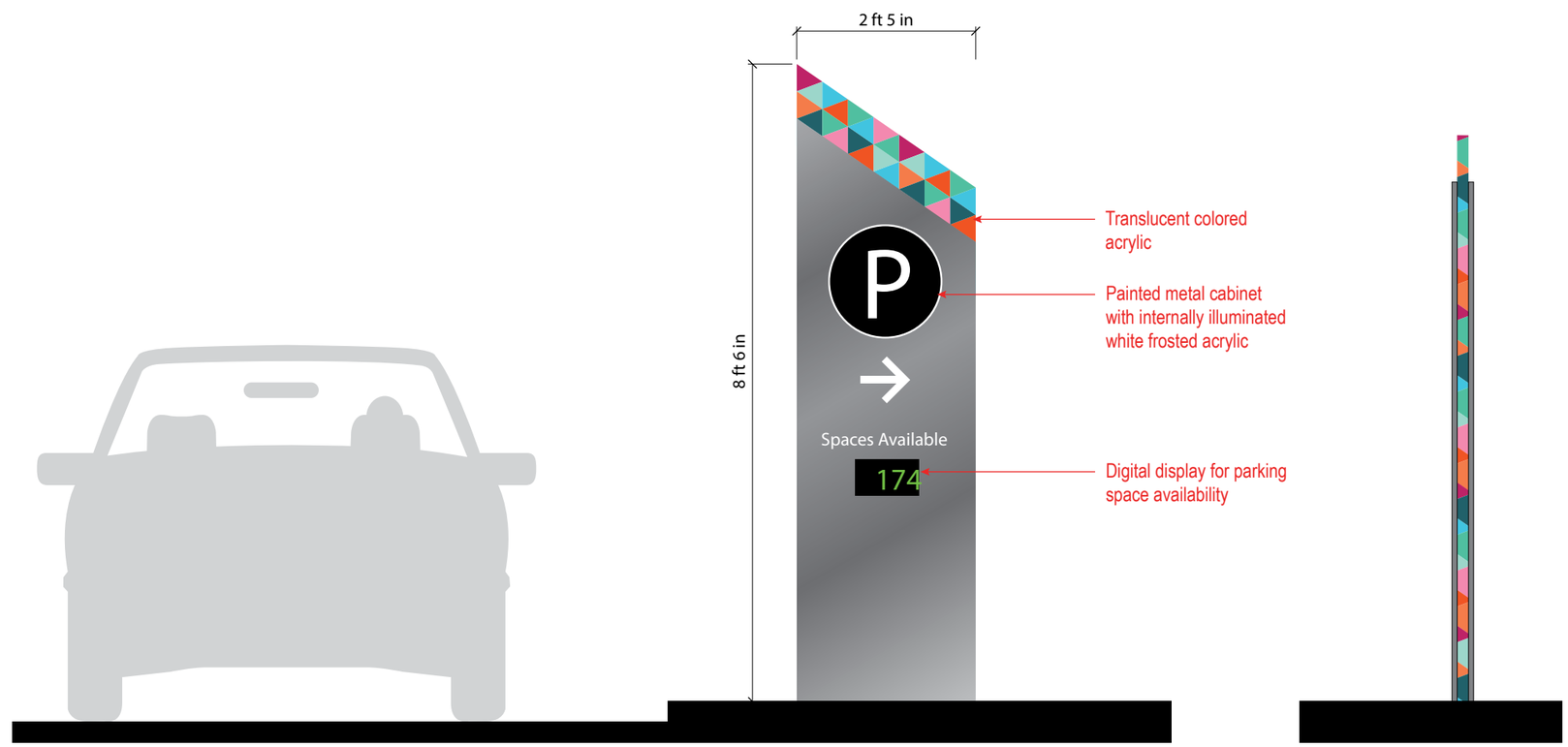


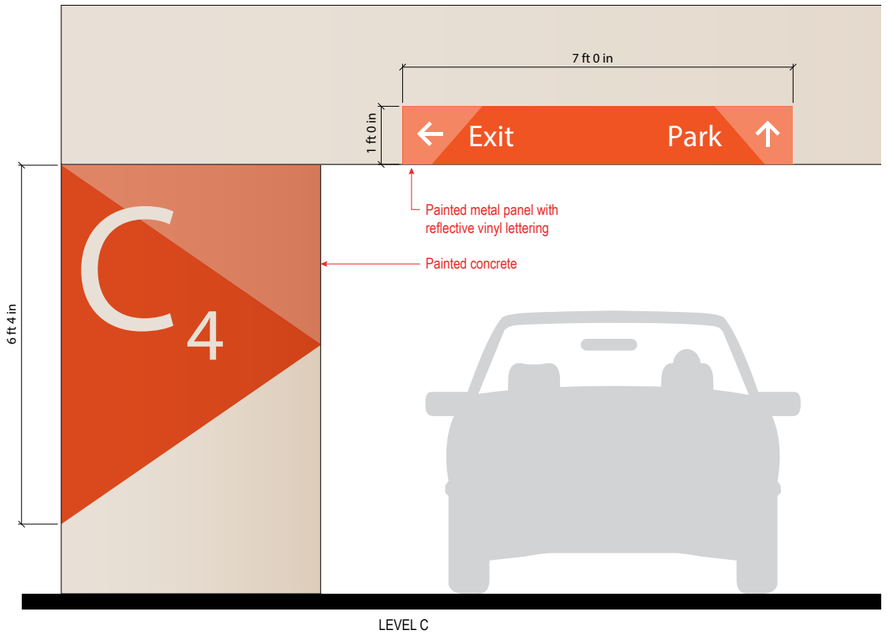
## CROSSWALK ID

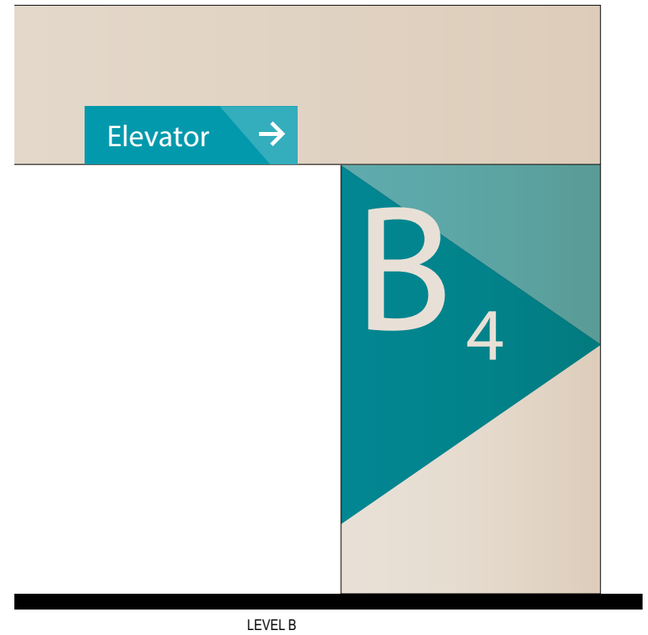
The crosswalk ID provides a safe route for pedestrian crossing while clearly announcing the Exposition Park brand. The colors add excitement and anticipation to a visitor's arrival.

# PARKING ID

Utilizing the design language established with the gateway ID's, the parking ID is located at entries to Exposition Park branded parking facilities and is clearly visible from approaching vehicles. The digital display conveniently informs visitors of parking space availability. Additionally, parking ticket stock can share the Exposition Park brand.





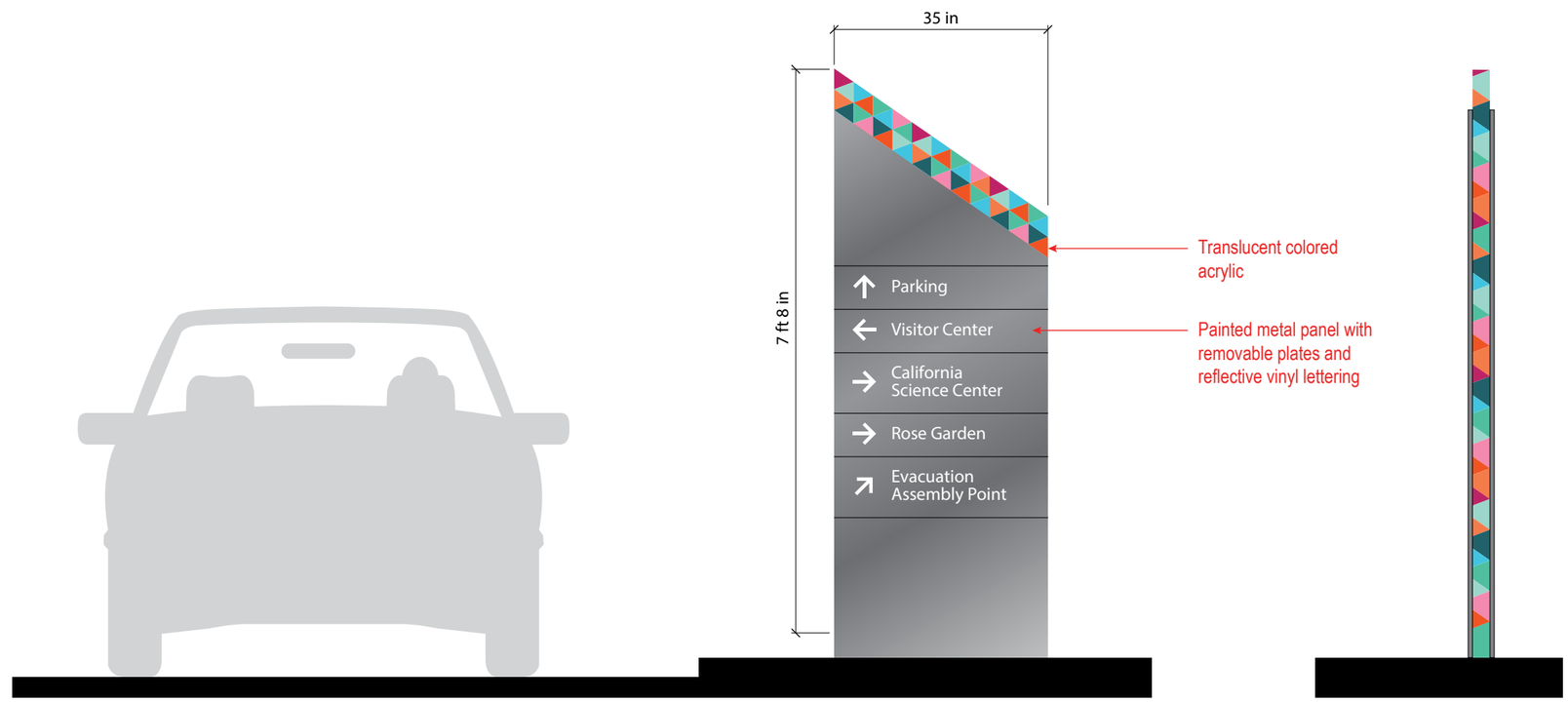



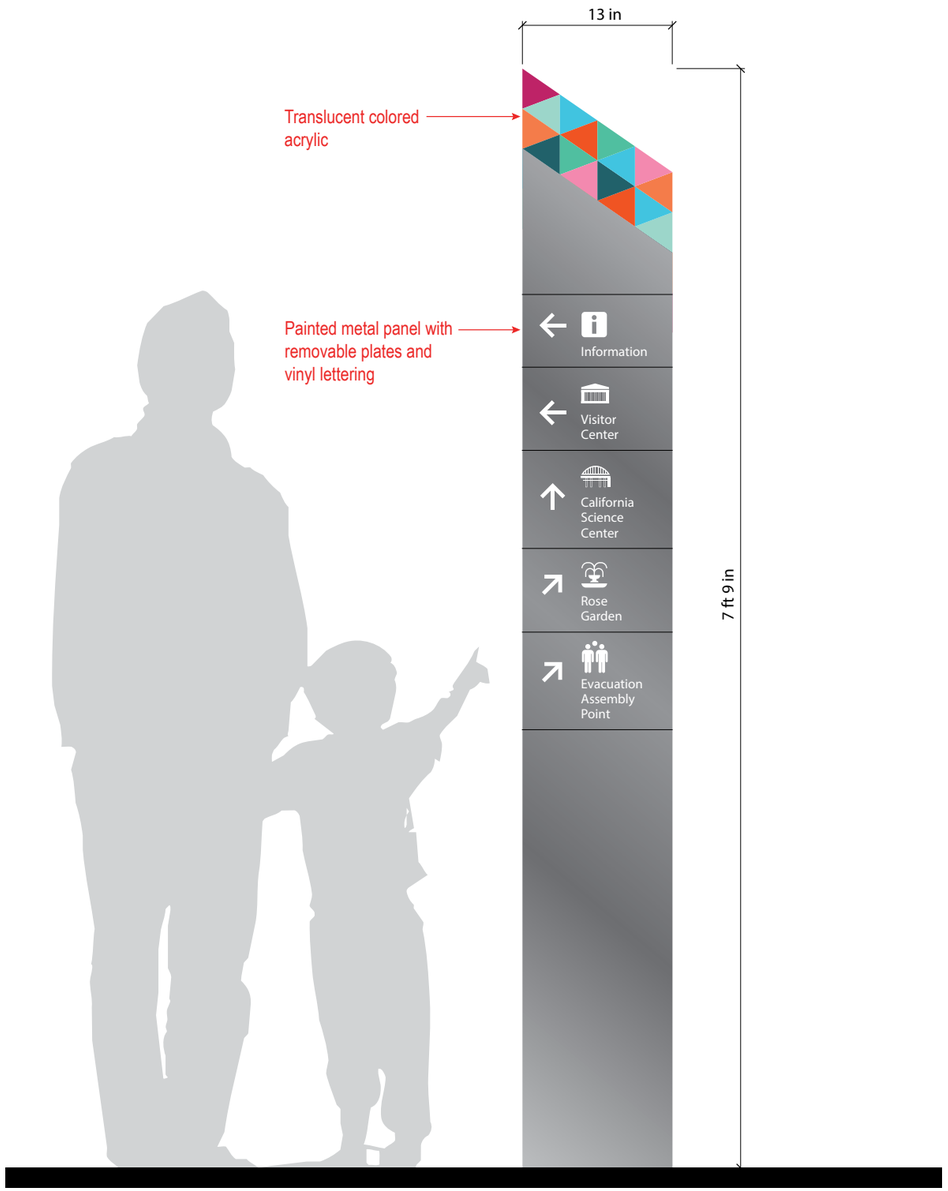

## PARKING GARAGE INTERIOR

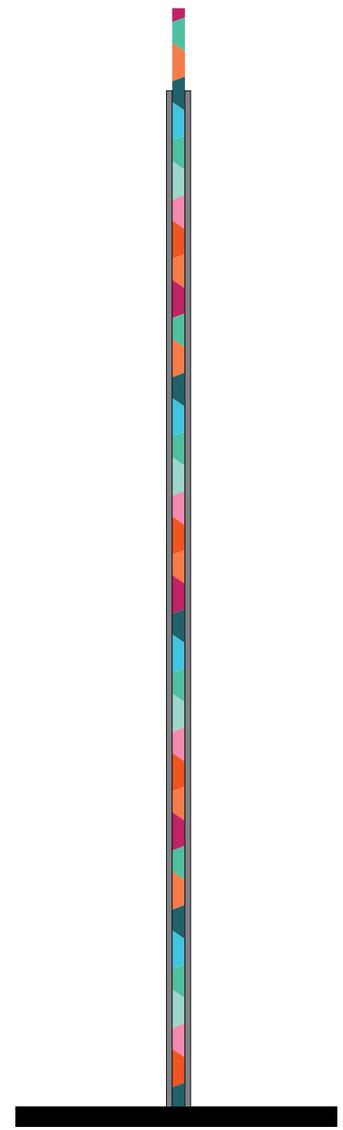
The parking garage interior utilizes the Exposition Park brand colors and patterns to define garage levels, parking rows, and egress routes. Cohesive branding from exterior to interior provides a seamless experience for visitors and a sense of assurance.

# VEHICULAR DIRECTIONAL

Utilizing the design language established with the gateway ID's, the vehicular directional signs direct visitors in vehicles to major points of interest within Exposition Park. These signs are located at major intersections around the perimeter and interior campus.





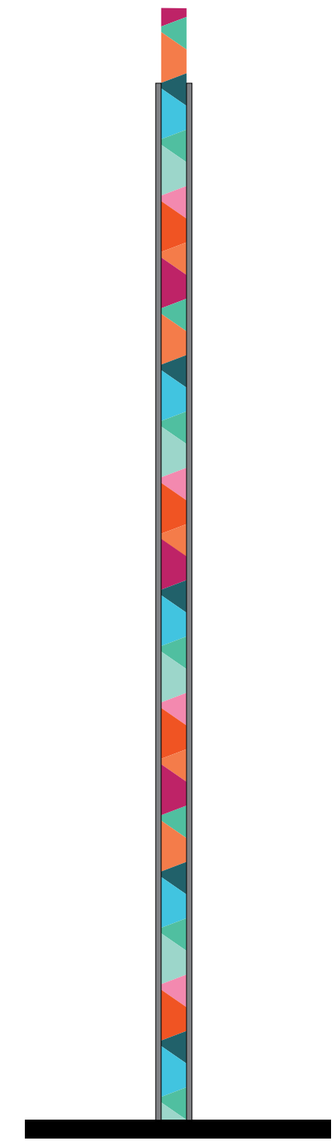



## PEDESTRIAN DIRECTIONAL

The pedestrian directional signs are located at essential decision points throughout the campus directing visitors to major points of interest. Customized pictograms are used to supplement the text making the displayed information more understandable for non english speaking visitors. Durations can also be noted to inform visitors of the approximate amount of time it takes to walk to their desired location.

# PEDESTRIAN MAP ORIENTATION

The pedestrian maps are located at key locations to orient visitors and inform them of the surrounding amenities. The map can be an interchangeable static graphic panel or a digital display for editing content. Digital signs can also provide opportunity to sell advertisement space.

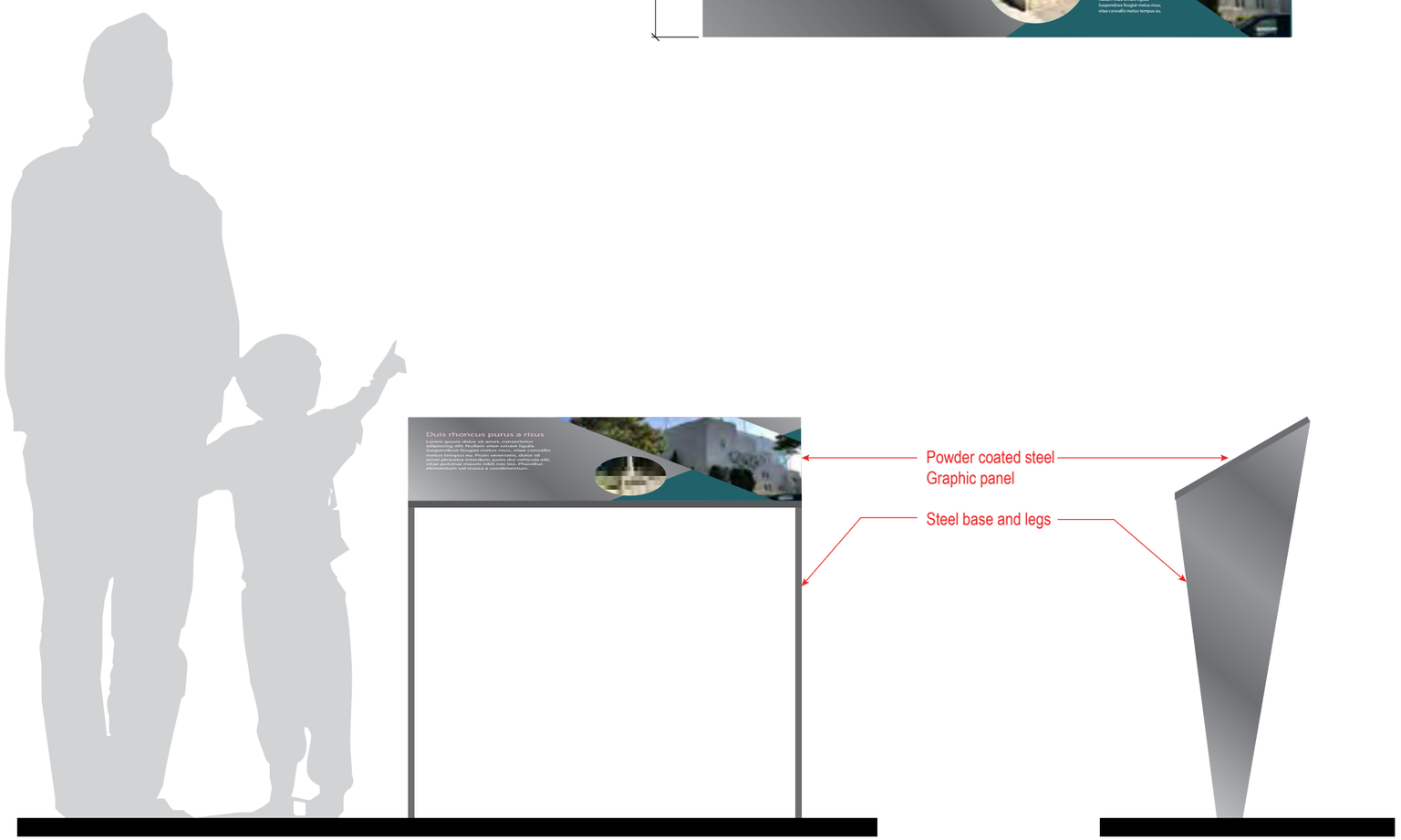


# INTERPRETIVE SIGN

The interpretive signage provides a voice for an established overarching message or theme that Exposition Park wishes to communicate to its visitors by telling stories that inform, educate, and entertain.

Examples of the themes and stories could include:

- History of Exposition Park
- Historic landmarks
- 1932 and 1984 Summer Olympics
- Progress
- Accessibility and community building
- Sustainable technologies and practices incorporated in the Park
- Native plant species¬¬
- Local bird and animal habitats
- The Monroe Exhibition



# 4.6 Proposed Sign Locations

## IDENTIFICATION

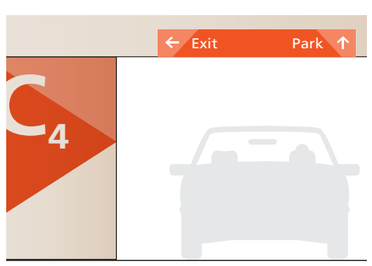
Primary Gateway ID

Secondary Gateway ID

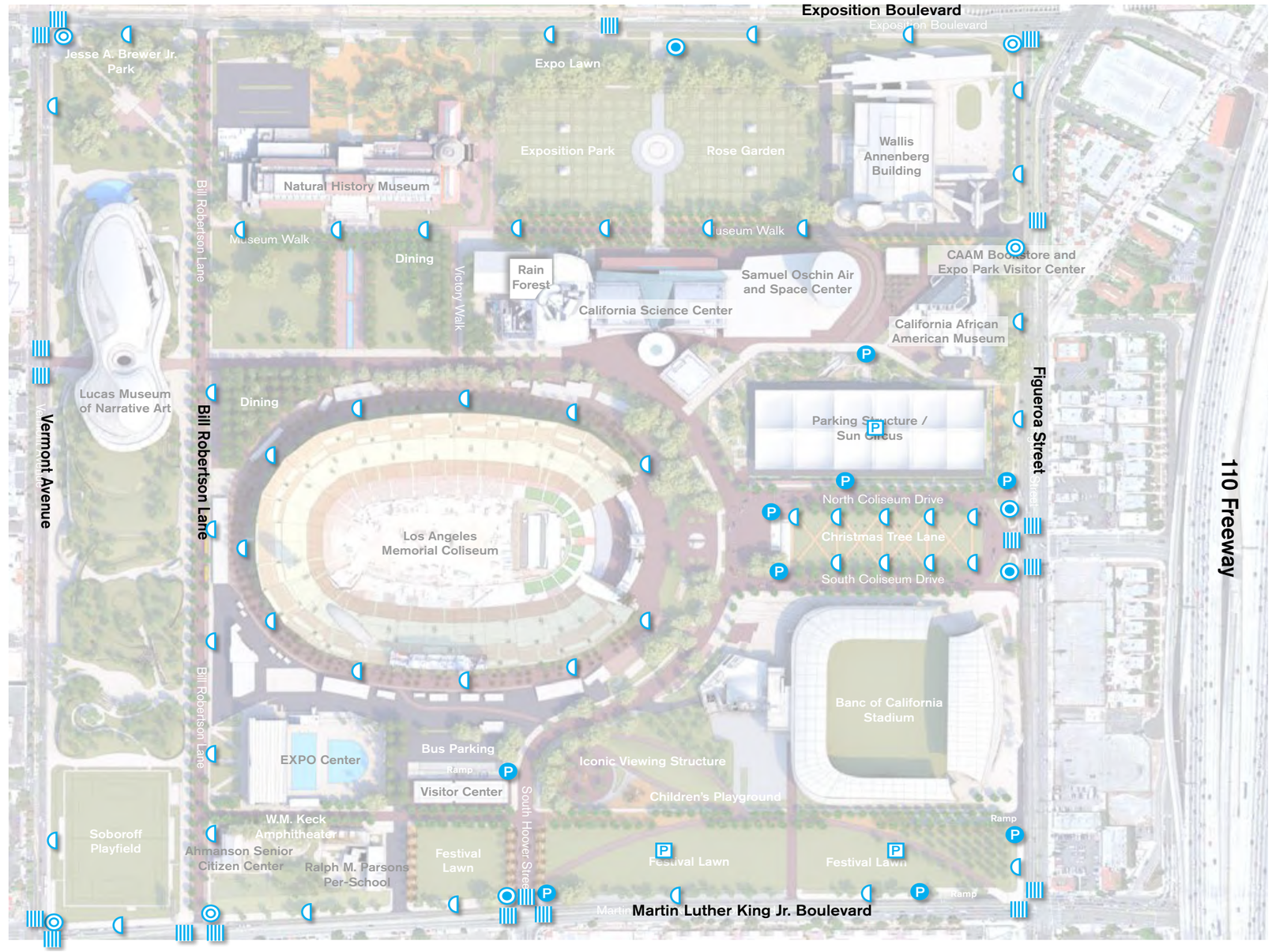
Banner ID

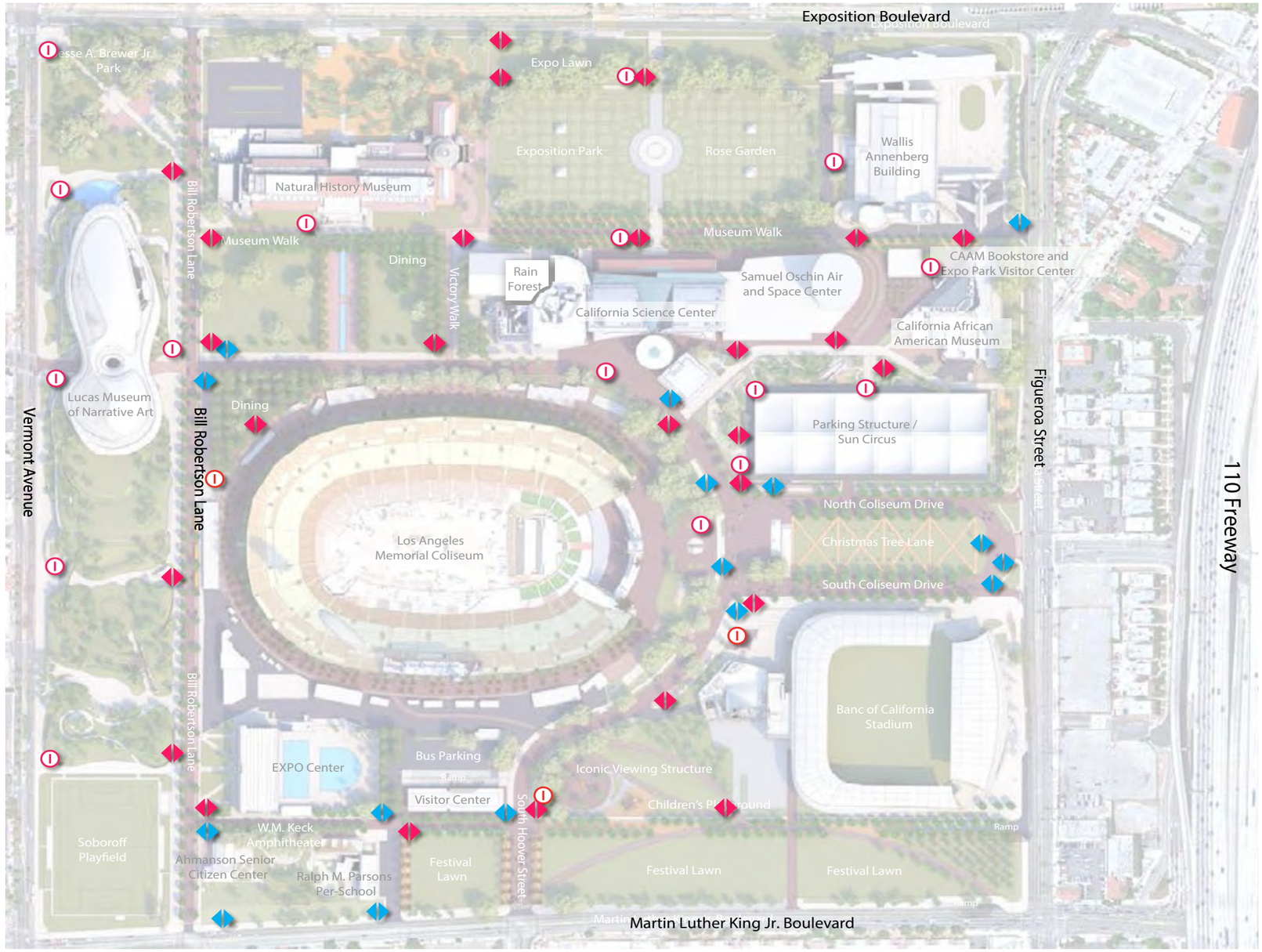
Crosswalk Paving ID

Parking ID

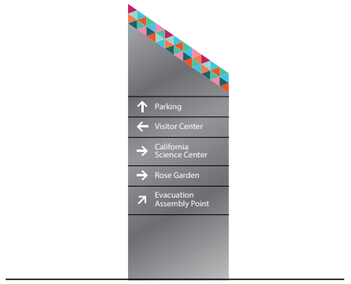



Parking Garage Interior

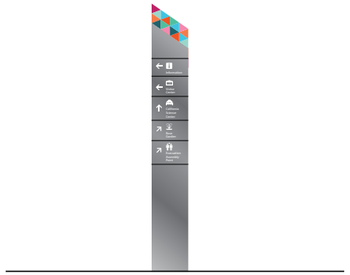





# DIRECTIONAL AND ORIENTATION




Vehicular Directional

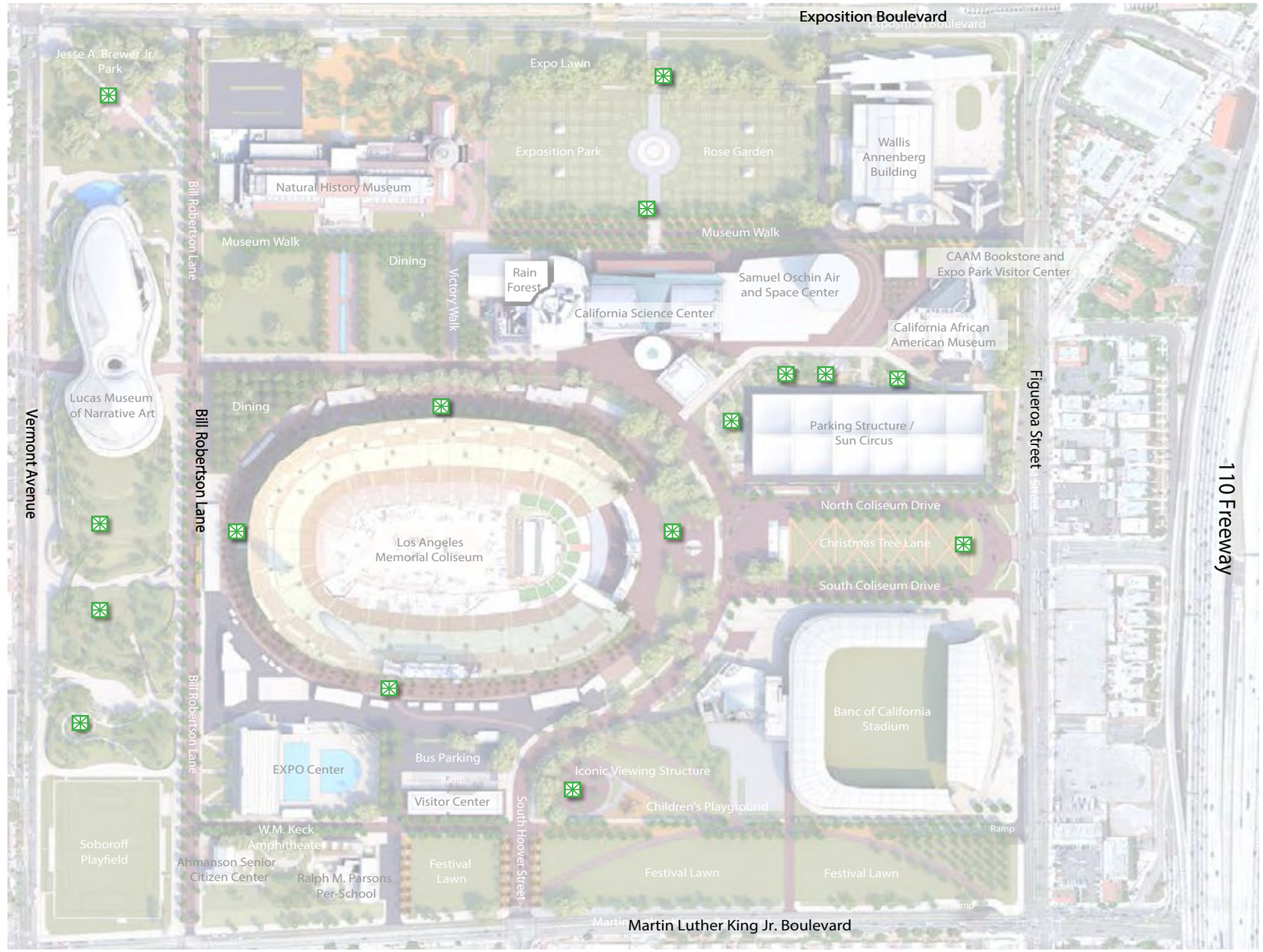


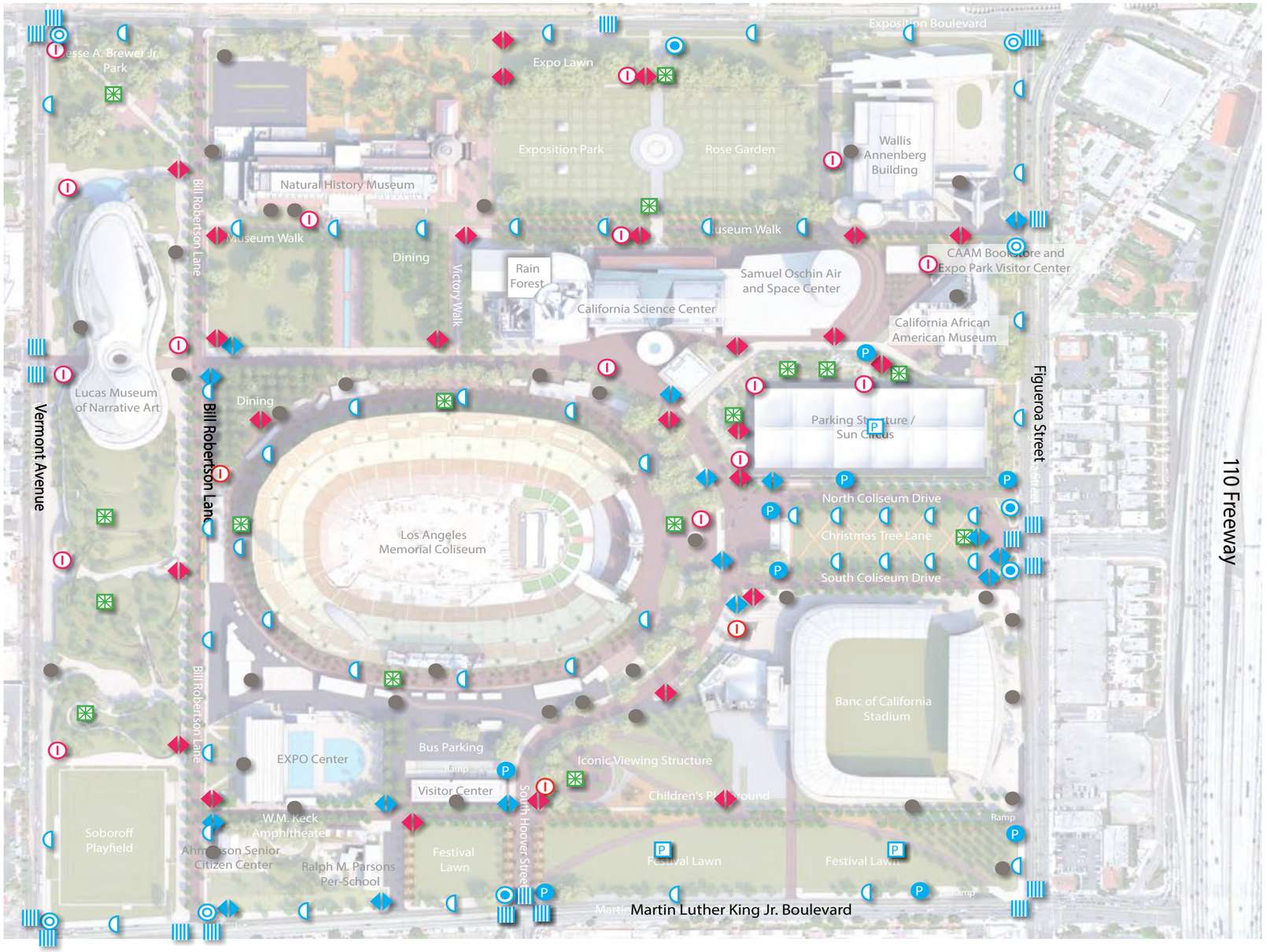
Pedestrian Directional

Pedestrian Map/Orientation

# INTERPRETIVE

Interpretive Signage






## COMPREHENSIVE

- Primary Gateway ID
- Secondary Gateway ID
- Banner ID
- Crosswalk Paving ID
- Parking ID
- Parking Garage Interior

Directional & Orientation

- Vehicular Directional
- Pedestrian Directional
- Pedestrian Map/Orientation

- Interpretive

- Independent Brand Signage

# CHAPTER 5
# MAINTENANCE / MANAGEMENT


5.0 Maintenance of Highly Programmed Spaces

5.1 Park Areas Requiring Higher Levels of Maintenance

1.High Supplemental Maintenance Required

2. Medium Supplemental Maintenance Required

3. Low Supplemental Maintenance Required

5.2 Programming Partnerships

5.3 Supplemental Maintenance Scope Overview

5.4 Overview of Current Management

5.5 Park Management Case Studies

5.6 Conclusions and Alternatives

*Piano Concerts at Lunch Time - Bryant Park - New York*

# 5.0 Maintenance of Highly Programmed Spaces

*Increase Casual Visitors - San Francisco, CA*

*Clean, Safe and Welcoming Spaces- Klyde Warren Park- Dallas, Texas*

One of the principal goals of the master plan is to increase daily visitors to Exposition Park beyond those who are there to visit an institution or attend a special event. As discussed in the Programming Plan, this will be achieved through a combination of adding more usable green space and amenities to the Park, redesigning existing spaces in the Park to make them more welcoming to the casual visitor, and working with the Park's resident institutions and others to offer more daily outdoor programming. In addition to bringing more casual visitors, these measures will also expand visitors to the Park's institutions and events, which will support the public profile of the Park creating a self-supporting loop for increasing overall activity and visitation in the Park over time.

The growth in activity and additional usable spaces in the Park will increase the demands on Exposition Park's existing operations and maintenance staff. To keep the Park clean, safe, and well-maintained, the Park needs to reconsider its operations and maintenance strategy and staffing.

Urban public spaces with high levels of activity and programming require high standards of maintenance for the Park to be successful over the long term. Parks that are clean, maintained to a high standard, and have functioning equipment encourage visitors to care for the park too and discourage potential negative and dangerous activity. Details like diligently emptying trash bins, keeping restrooms clean and stocked, and repairing fixtures and equipment quickly after they break demonstrates to visitors that management cares about the space and is paying attention, telling them not only that they should feel safe and comfortable, but that they should also treat the park with respect.

The need for high standards of care applies to new and renovated parks as well as older parks. Too often, a park reopens strong after an expensive renovation that was meant to address decades of deferred maintenance and negative perceptions, but money is not budgeted for an increase in maintenance to match the needs of the physical redevelopment. If the redeveloped park is not given additional resources for maintenance, the park may relapse into disrepair. The reason to state this upfront is to emphasize the need to plan for, and budget for, additional operational and maintenance needs prior to a physical improvement being put in place. It is easier to maintain new or redeveloped facilities rather than to try to catch up later after a facility has degraded.

This memo supports the need for upfront and ongoing investment into operations and maintenance as part of the master plan, and as a complement to the physical improvements being proposed. These investments will pay off twofold by avoiding the effects, headaches, and costs associated with deferred maintenance, and reaping the rewards of an active, well-loved and cared-for public space.

# 5.1 Park Areas Requiring Higher Levels of Maintenance

As a result of the master plan improvements and higher levels of park activation, areas of the Park will require additional levels as well as different kinds of maintenance compared to the current levels. The master plan transforms parking lots to green space, which will increase levels of current maintenance tasks. The master plan also proposes new features that will require more specialized and more frequent attention such as water features, native gardens, stormwater elements, and new play equipment. We have categorized the areas of the Park from the master plan into three levels:

## 1. High Supplemental Maintenance Required

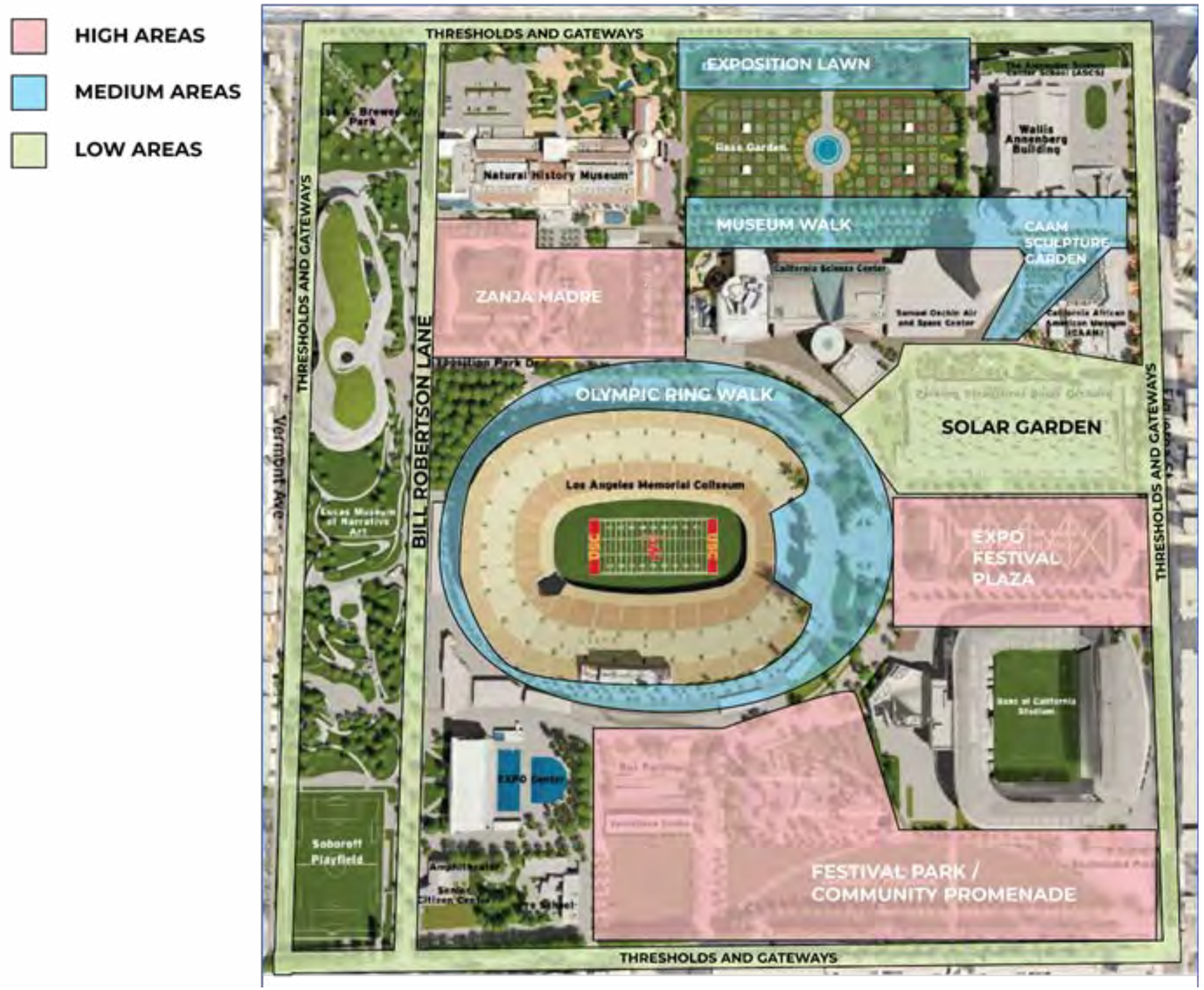
- New or dramatically improved areas that will attract a high level of use and/or contain denser plantings, new facilities and infrastructure, new Park bathrooms, and landscape features compared to current levels

## 2. Medium Supplemental Maintenance Required

- Improved areas that will be physically changed, feature updated infrastructure and facilities, and experience more visitors, but not drastically more than current levels

## 3. Low Supplemental Maintenance Required

- Areas with minimal improvements and/or minimal plantings, that are not likely to be used more/differently than current levels



## 1. HIGH SUPPLEMENTAL MAINTENANCE REQUIRED

### Zanja Madre and Sunken Garden:

The Zanja Madre will become one of the most densely landscaped areas of the Park. It will include a high quantity and variety of new trees and plantings, varying topography, and potentially complex landscape features and materials, such as water features and bio-swales. This area will likely see a significant increase in number and frequency of visitors, and level of upkeep required for landscape, trash removal, and capital plant maintenance. This is a likely area for picnics and school group lunches, so trash will need to be emptied frequently. It may also see an increased need for security because of the density of visitors - especially school groups. Because this is one of the key areas intended for more programming, it will likely require a high level of upkeep throughout all open hours of the Park.

## Expo Festival Plaza:

This area will likely see a significant increase in number and frequency of visitors from programming, large gatherings and events, and regular park use, adding to the security and janitorial workload. The addition of new trees, enhanced paths and walkways, and decorative pavers will add to the level of upkeep required for landscape and maintenance. It is also likely to have new park furniture and programming equipment. Because this is one of the key areas intended for more programming and daily gathering, it will likely require continued upkeep throughout all open hours of the Park.

## Festival Park and Community Promenade:

This is an entirely new area of the Park that will replace a current surface parking lot and will require a variety of new maintenance. New bathroom facilities and an operations building atop the underground parking garage will require cleaning and building maintenance. The underground parking garage itself will require additional janitorial and security sweeps, and basic maintenance from time to time. The addition of many new trees and other plantings, a variety of ground cover materials, new lawns, and enhanced walking and street paving will all require higher levels of basic maintenance. The addition of playground equipment and a skate park will also require more specialized care. It is also likely to have new park furniture and programming equipment. This space is a bigger area to cover, but the use will be more distributed and plantings less complex than Zanja Madre, so the level of upkeep required for landscape, trash removal, and capital plant maintenance will be similar on a staff-per-area basis. It will also see an increased need for security because of the high number of new Park visitors to these areas and larger events that are likely to take place. Because this is one of the key areas intended for more programming and school group visits, it will likely require a high level of upkeep throughout all open hours of the Park.

## 2. MEDIUM SUPPLEMENTAL MAINTENANCE REQUIRED

### Museum Walk and CAAM Sculpture Garden:

This area will feature new seating and amenity areas with new park furniture, enhanced walking areas and paving, new trees and new ground cover materials. The new improvements will encourage more pedestrian traffic and dwell time among museumgoers and other Park visitors. Park visitors will be drawn to its pleasant spaces for walking, meandering, and gathering, as well as the cafes offered at the Natural History Museum the California Science Center and CAAM. It will also be an important cut-through between other active areas of the Park and a place to stop and eat or drink. It may not have as complex plantings as the Zanja Madre or Festival Park and Community Promenade, and will not have as many organized programs, but will likely have higher needs for janitorial, maintenance, and security than the current condition because of the overall increase in both activity and physical improvements. The Sculpture Garden itself will likely be quieter and more self-directed, with little organized programming, but will probably experience a high number of small groups and individuals visiting the space. A new bookstore and café building are proposed at this location that will be the responsibility of CAAM and will feature public restrooms that will be maintained by OEPM. The sculptures and the grounds of the garden will require cleaning and maintenance as well. CAAM should be responsible for care of the sculptures, but OEPM staff will need to cover any landscape and janitorial needs in the garden itself.

## Expo Lawn:

This area is not intended to be highly programmed but is a key entrance to the Park and directly across from the Metro E-Line light rail stops. It is not a major project of the master plan, but will likely see improved landscape, walking and gathering areas, and perhaps new park furniture. The new improvements to this area will likely draw a moderate increase in number and frequency of visitors, and level of upkeep required for landscape, trash removal, and capital plant maintenance. It may also see an increased need for security because of the likely increase of visitors entering the Park here and dwelling in its spaces. The potential for some sort of concession in this area would increase these levels even more. Important to note, the historic decorative wall along the perimeter of the Exposition Park Rose Garden is not marked on the plan as it is City of Los Angeles property. However, the Rose Garden wall is in dire need of repair and will need to be maintained going forward. Which entity makes these repairs and is responsible for the continued care of the wall needs to be decided with the City.

## Olympic Ring Walk:

The new Ring Walk will feature a variety of improvements beyond what currently exists, including new paving and enhanced walkways, new trees, and planter beds. The Walk will likely not feature many organized programs, but will attract many walkers, joggers, and park dwellers, likely in small groups, but in far higher numbers overall than the current level. This project is being proposed as a part of the Coliseum, and its maintenance will presumably be taken on by USC, the Coliseum's master lessee.

## 3. LOW SUPPLEMENTAL MAINTENANCE REQUIRED

### Solar Garden, Thresholds and Gateways, and Bill Robertson:

These areas are not likely to have programming or large gatherings but will feature improvements like new canopy trees, new planter beds, new walkways, bike lanes and enhanced paving, solar panels, and other infrastructure. These will require more upkeep than current levels, though not to the degree of the more active areas described above. Note that Bill Robertson Lane will remain a City street under Los Angeles Department of Transportation jurisdiction, though OEPM may ultimately desire to discuss maintenance and care for the street with the City of Los Angeles. A memorandum of understanding to that effect would need to be drafted should that course of action be pursued.

BAGELS COFFEE SANDWICHES
BAGEL FACTORY
PITTSBURGH KIELBASI
HOT SAUSAGE

# 5.3 Supplemental Maintenance Scope Overview

| JANITORIAL – 5-7 supplemental full-time-equivalent staff to cover all additional needs | | | |
|---|---|---|---|
| TASK | FREQUENCY | | |
| | HIGH | MEDIUM | LOW |
| Litter pickup | Continuous during all park hours | Hourly | As needed |
| Sweep and litter pickup for underground garage | 2x/day | n/a | n/a |
| Empty trash cans and recycling | Continuous during all park hours | Hourly | As needed |
| Bus and clean park tables/picnic areas | Continuous during all park hours | Hourly | N/A |
| Remove graffiti/scratchiti/stickers as required from furniture, walls, structures | As needed | As needed | As needed |
| Clean restrooms (basic cleaning) | Continuous during all park hours | 3-4x/day | As needed |
| Sweep up leaf debris | As needed | As needed | As needed |
| Check restrooms (toilet paper, soap) | During bathroom cleaning and/or continuous during all park hours | During bathroom cleaning | As needed |
| Remove gum/gum spots | Weekly | As needed | As needed |
| Deep clean restroom | Daily | 2-3x/week | As needed |
| Disinfect and scrub all play equipment/playground features | Weekly | N/A | N/A |
| Clean all light fixtures | Monthly | Weekly | Monthly |
| Hose out trash/recycling can interiors | Weekly | 2x/month | Monthly |
| Clean exterior/tops of trash/recycling cans | Weekly | 2x/month | Monthly |
| Clean benches/fixed seating | Weekly | Weekly | Weekly |
| Check and clean underneath tree grates | Monthly | Monthly | Monthly |
| Clean sculptures in Sculpture Garden | N/A | Monthly/(TBD) | N/A |
| Powerwash/Scrub walkways and pavers | Monthly or as needed | As needed | As needed |
| Clean building exteriors, walls | Monthly or as needed | Monthly or as needed | As needed |
| Powerwash/Scrub amenity carts/programming equipment (i.e. book racks, games cart, sports equipment cart, etc) | Monthly or as needed depending on amenities chosen | As needed | N/A |
| Powerwash/scrub underground parking garage surfaces | 2x/year | N/A | N/A |
| Powerwash Skate Park surfaces | 2x/year | N/A | N/A |

| LANDSCAPE – 3-4 supplemental full-time-equivalent staff to cover all additional needs | | | |
|---|---|---|---|
| Task | Frequency | | |
| | HIGH | MEDIUM | LOW |
| Hand pruning plants and smaller trees | Seasonally, as needed | Seasonally, as needed | Seasonally, as needed |
| Trimming and edging bushes and trees | Seasonally, as needed | Seasonally, as needed | Seasonally, as needed |
| Leaf and debris clean up | Weekly | Weekly | Weekly |
| Hand watering and irrigation adjustments | Weekly | Weekly | As needed |
| Leaf and debris cleanup from water features, swales, drainage ditches | Weekly | As needed | N/A |
| Mow, trim, edge, and blow all lawns | Weekly | N/A | N/A |
| Pest and weed care (plants and lawns) | Weekly or as needed | Weekly or as needed | As needed |
| Landscape health walks, root inspection, and irrigation check | Monthly | Monthly | Monthly |
| Pest and disease care (trees) | Monthly or as needed | Monthly or as needed | Monthly or as needed |
| Seeding and extra care of perennials, tall grass, and higher care plants | Quarterly or as needed | Quarterly or as needed | Quarterly or as needed |
| Fertilize (all plants, trees, lawns) | Quarterly | Quarterly | Quarterly |
| Tree trimming | 2x/year or as needed | 2x/year or as needed | 2x/year or as needed |
| Annual tree report and action plan | Annual | Annual | Annual |
| Annual soils report | Annual | Annual | Annual |

| MAINTENANCE AND ENGINEERING - 2-3 supplemental full-time-equivalent staff to cover all additional needs | | | |
|---|---|---|---|
| TASK | FREQUENCY | | |
| | HIGH | MEDIUM | LOW |
| Check and test all electrical outlets and service boxes (incl underground parking garage) | Weekly | Weekly | Monthly or as needed |
| Prepare electrical receptacles and/or run extension cords and cable ramps for public programs or events | 3-5x/week or as needed | As needed | N/A |
| Skim and remove debris from water features/fountains | 2x/week | N/A | N/A |
| Perform safety check of all playground fixtures, furniture, and equipment | Weekly | Monthly or as needed | As needed |
| Repair movable chairs and tables or remove from circulation | Weekly | Monthly or as needed | As needed |
| Property walk/check for vandalized/broken/malfunctioning fixtures, furniture, and equipment | Weekly | Weekly | Monthly or as needed |
| Repair vandalized/broken/malfunctioning site fixtures, furniture, and equipment, including playground | Weekly or as needed | Weekly or as needed | Monthly or as needed |
| Check and replace underground parking garage light fixture bulbs | Weekly or as needed | N/A | N/A |
| Check and replace park light fixture bulbs | Monthly | Monthly | As needed |
| Repair amenity carts/programming equipment (i.e. book carts, games cart, sports equipment cart, etc) | Monthly or as needed | As needed | N/A |
| Check and repair lighting | Monthly or as needed | Monthly or as needed | Monthly or as needed |
| Repair or replace splintered/weathered/broken wood planks and carpentry from walkways/fixed seating/landscape features | As needed | As needed | As needed |
| Repair cracked/crumbled pavement/curbs/pavers | 2x/year or as needed | 2x/year or as needed | 2x/year or as needed |
| Repair cracks in Skate Park surfaces | 2x/year or as needed | N/A | N/A |
| Drain and deep clean water features, check, clean and repair pump systems as needed | 2x/year or as needed | N/A | N/A |
| Restripe stalls in underground parking garage | 2x/year or as needed | N/A | N/A |

| SECURITY – 4-5 supplemental full-time-equivalent staff to cover all additional needs | | | |
|---|---|---|---|
| FREQUENCY | FREQUENCY | | |
| | HIGH | MEDIUM | LOW |
| Regular patrols of all park areas | Continuous during all park hours | Continuous during all park hours | Continuous during all park hours |
| Counting park movable furniture (loss prevention) | Weekly | Weekly | Weekly or as needed |
| Extra sweeps of high-traffic amenity and programming/outdoor classroom areas, check-ins with programming staff during regular park programming | Hourly | As needed | As needed |
| Extra sweeps of out-of-view areas and "hot spots" (alcoves, wooded areas, restrooms, swales, ditches, storage areas, etc) | Hourly | Hourly | As needed |

## Summary:

The additional coverage of all new areas will likely require an estimated 5-7 additional full-time-equivalent janitorial staff, 3-4 additional full-time-equivalent landscape/gardening staff, 2-3 additional full-time maintenance staff, and 4-5 full-time-equivalent security staff.

Naturally, the new staffing levels will be dependent on which improvements are implemented and how they are phased, as well as the level of programming implemented.

# 5.4 Overview of Current Management

## Owned by:

- State of California (with exceptions – see BRV Documents/Lease Review Memo)

**Size:** 152 acres

## Managed by:

- Office of Exposition Park Management (OEPM)

## Funded by:

- State special fund: Exposition Park Improvement Fund (EPIF)
- Financially self-sustaining, though not independent
- Incoming revenue, sent back to the State, is equal to or more than budget allocations provided from the fund

## Programming and Events:

- Museums and EXPO Center organize their own programs, mostly indoors
- OEPM manages third-party events (rentals), many of which are ticketed, some that are open to the public or community sponsored

## Maintenance, Janitorial, and Facilities:

- Combination of in-house staff and OEPM-managed third-party contractors

## Landscape Maintenance:

- OEPM-managed third-party contractor

## Security:

- OEPM's Department of Public Safety with an Inter-Agency Contract with the California Highway Patrol

*Coordination of Park Activities and Infrastructure Improvements - Office of Exposition Park Management - Exposition Park - Los Angeles, CA*

# 5.5 Park Management Case Studies

*Attractions - San Diego Zoo - Balboa Park - San Diego , CA*

*Public Art Instellations - Psychic Body Grotto by Anna Sew Hoy - Los Angeles State Historic Park, CA*

The added responsibilities for operations and maintenance associated with the master plan will require new management considerations. There will be new staff and/or new contracted labor, new specialized departments, and new flow-of-money issues. The addition of programming and new revenue streams (see Programming and Revenue/ Public-Private-Partnership sections of the master plan) will further require additional management considerations.

For ideas of how similar parks deal with these (and other) issues, the team identified three case studies for other public owned and run parks in California with similar structures to Exposition Park's, both in terms of offerings and organizational structure. Two are state-owned and managed, and the third is City-owned with a combination of City and private management.

## *1. CAL EXPO PARK, SACRAMENTO, CA*

## General Overview:

- Mission is to "create a state fair experience reflecting California including its industries, agriculture, and diversity of its people," supported by year-round events
- 350 acres

## Owned by:

- State of California

## Managed by:

- Daily operations are managed by the Chief Executive Officer and permanent staff of approximately 55
- Governed by an 11–member Board of Directors, that must all be residents of California. Nine (9) directors are appointed by the Governor. one appointed by the Speaker of the Assembly and one appointed by the Senate Rules Committee
- Each year more than 2,000 temporary employees are hired by Cal Expo or key business partners to operate the annual 17-day State Fair

## Funded by:

- Cal Expo is an independent, self–sufficient State agency that receives no government general or special fund support
- Executive Staff includes: Chief Executive Officer, Chief Deputy General Manager, Deputy General Manager – Administration, Deputy General Manager – Business Development & Marketing, Assistant General Manager - Expo Events, Chief of Plant Operations, Programs Manager, Agricultural Programs Manager, Acting Chief of Police

## Programming and Events:

- Managed and staffed in-house under Event Services Dept.
- Annual, 17-day California State Fair
- Large event-centric – ticketed markets, trade shows, soccer matches, fairs, etc rest of year
- Calendar of events: https://calexpo.com/calendar-events
- Range in ticket prices – many affordable, community-oriented events like craft fairs, food fairs, etc
- Rachelle Weir, Programs Manager and Jay Carlson, AG Programs Manager

## Maintenance, Janitorial, Landscape, and Facilities:

- Managed and staffed in-house under Event Services Dept.

## Security:

- Has its own full-time, year-round police department (California Exposition and State Fair Police)
- Same authority as all other police departments in the State of California

## Retail and Restaurants:

- No retail except during the Fair
- Restaurants/bars are in the ticket-required area of onsite facilities

## Attractions and Institutions:

- California State Fair
  - o A massive fair every mid-July to the beginning of August
  - o 500,000 + attendance over 17 days
  - o Includes a food festival, mini petting zoos, rides for kids, car shows, cooking classes, horse racing, silent disco, concerts, and more
- Cal Expo RV Park
  - o Year-round RV camping with facilities
- Satellite Wagering
  - o Indoor, remote betting on horse races with a bar and café
- The Clubhouse and Turf Club
  - o Venue for private parties/ business meetings (up to 300 guests). The clubhouse is also open during any horse racing scheduled event
  - o Turf Club is the upscale restaurant located above the horse track, also can be a venue for events
- Papa Murphy's Park
  - o One of the largest professional soccer pitches in the U.S.
  - o A sports venue designed for a wide array of international sporting and entertainment events
  - o $3 million privately funded facility is a private-public collaboration among Spectra Food Service, Sacramento Republic Football Club, and Cal Expo
- Farm tours
  - o Educational tours of Cal Expo's functioning farm
  - o Held during the spring and fall seasons for children
  - o Multiple times a week in the mornings and afternoons
- Raging Waters
  - o Located in the heart of Cal Expo
  - o Landmark water park
- September 11th Memorial Plaza

## Budget (2019 year-end projection):

- Revenue
  - o State Fair: $16.7m
  - o Events and leases: $7.6m
  - o Grants, reimbursements: $3.2m
  - o Total revenue: ~$27.5m
- Operating expenses
  - o Personnel: $13m
  - o Utilities: $1.5m
  - o Insurance/vehicle assessment: $950k
  - o ProRata: $750k
  - o Audits: $50k
  - o DOJ/legal: $100k
  - o Telephones/Nextels: $150k
  - o Other: $11m

## 2. LOS ANGELES STATE HISTORIC PARK, LOS ANGELES, CA

## General Overview:

- 32 acres of public open space
- Partnerships with educational institutions and community organizations to allow for creative and innovative public events
- Focus on accessibility, access, ecology, and wellness
- Community programs 7-10 times per week

## Owned by:

- California Department of Parks and Recreation

## Managed by:

- California Department of Parks and Recreation
- Special Event and Film Permit Coordinator, Larry Fulmer
- Volunteers and partner organizations to assist with interpretive programs, special events and other special projects

## Funded by:

- California Department of Parks and Recreation
- Bonds (for initial design and construction)
- Revenue from event rentals
- Support from partners
- One online source claims the park is financially self-sufficient through event revenue, but unconfirmed

## Programming and Events:

- Managed by California Department of Parks and Recreation
- Note – all programs listed in English, Spanish, and Chinese
- Supported, staffed, and funded in-part by a variety of volunteers and partners
    - o Los Angeles River State Park Partners
        - * Supports three parks along the LA River, including LA State Historic
        - * Donor supported
        - * "...aim is to preserve, protect, and enhance the community, cultural, natural, and historic resources of the Parks... enriching the interpretation and education programs, supporting infrastructure improvements, and advocating on behalf of the Parks"
    - o Other partners include:
        - * LA Dept. of Mental Health (wellness programs)
        - * USC (wellness programs)
        - * Asian Pacific Islander Forward Movement (wellness programs)
        - * Tzu Chi (wellness programs)
        - * Aztlan Athletics (wellness programs)
        - * LA Public Works (gardening/composting)
        - * Weed Warriors (habitat restoration)
        - * Chinatown Fit Club (fitness)
        - * Promotorx (community volunteer ambassadors)

## Security:

- State Park Peace Officers (Rangers), a State agency

## Maintenance, Janitorial, Landscape, and Facilities:

- California Department of Parks and Recreation

## Budget:

- Not available

### *3. BALBOA PARK, SAN DIEGO, CA*

## General Overview:

- 1,400-acre City park
- 17 museums
- 13 attractions including the San Diego Zoo
- 19 gardens on site
- 11 restaurants throughout park
- 7 different tours for visitors
- 22 retail shopping outlets
- 8 rec centers, 8 playgrounds, off-leash dog parks, hiking trails, golf, tennis, foot golf, swimming, cycling, Frisbee golf, archery
- Over 90 events take place monthly in the park

## Owned by:

- City of San Diego

## Primary Management and Funding by:

- City of San Diego Parks and Recreation

Co-Funded and Co-Managed by:

- City of San Diego
- Various non-profit groups:
    - o Balboa Park Conservancy
        - * Principal steward of the park
        - * Manages park Visitors Center
        - * Responsible for some park events like Food Truck Fridays
        - * Manages Park Ambassadors and Tree Stewards (volunteers)
        - * Special projects like
            - Botanical Building restoration
            - Signage and wayfinding
            - Urban Forest (tree planting
            - Cultural landscape report
            - Economic impact study
        - * $4.2m annual budget (2019 annual report)
    - o Balboa Park Cultural Partnership
        - * Non-profit consortium of 29 cultural and science institutions within the park
        - * Promote common interests including:
            - Community outreach and education
            - Parkwide marketing
            - Greening projects
            - Special events like annual Maker Faire
        - * $1.4m budget (2015 San Diego Tribune article)
    - o Friends of Balboa Park
        - * Fundraising group for specific projects and initiatives
        - * Major support by San Diego Commission for Arts and Culture
            - Operate and maintain Park Carousel
            - Information Kiosks throughout park
            - Various restoration projects
            - Some park events like Arbor Day event
        - * $1.4m annual budget (2018 annual report)
    - o Balboa Park Online Collaborative
        - * Non-profit technology collaboration "connects audiences to art, culture, and science"
            - Parkwide "organizational strategy"
            - Creative projects
            - Digital marketing
            - Technology services
        - * Budget not available
    - o Committee of 100
        - * Fundraising group for specific capital projects
        - *"to preserve historic architecture, gardens, and public spaces"
        - * Budget not available

## Programming and Events:

- Organized, funded, and staffed by a combination of Parks Department, the individual institutions, and the nonprofits listed above
- Over 90 events each month from free to ticketed and a variety of types and size

## Maintenance, Janitorial, Landscape, and Facilities:

- City of San Diego Parks Department

## Security:

- San Diego Police Department and supplemental private security contract

## Budget:

- $2m + annual operating (online news articles – unconfirmed) – City
- $4.2m – Balboa Park Conservancy
- $1.4m – Balboa Park Cultural Partnership
- $1.4m – Friends of Balboa Park
- n/a – Balboa Park Online Initiative
- N/a – Committee of 100
- Total budget, in effect: at least $9m

# 5.6 Conclusions and Alternatives

## *EXPAND IN-HOUSE OPERATIONS AND PROGRAMMING*

This model puts the heaviest burden on OEPM. This would add in-house staff, and additional third-party contractors for programming and operations that would be housed under OEPM's existing management umbrella. These staff will require additional office space, storage for programming supplies and equipment, and office items like computers, radios, and other supplies. Costs for staff, supplies, and the programming content would come from OEPM's overall budget.

OEPM would likely need to bring on (at least):

- Programming staff
  - o A dedicated Park Programming Manager
  - o At least one Park Programming Coordinator (two or more for higher levels of programming)
  - o 2-3 FTE Park Hosts or Attendants in the Park regularly
- Operations staff (or equivalent contracted labor)
  - o 5-7 janitorial staff
  - o 3-4 landscape staff
  - o 2-3 general maintenance and engineering staff (best in-house)
  - o 4-5 security staff
- Detailed descriptions of duties for these positions are outlined in the Programming Plan.

In addition to the cost and supplies for these added staff, there will be administrative work and costs, and time from OEPM's General Manager and events staff to manage the new department.

Because OEPM has budgetary and bureaucratic constraints as a state agency, it may be burdensome to absorb so many new staff and contractors, even if budget allows, and difficult to remain flexible in terms of growing and shrinking staff as needed.

The positives to this model are the ability for OEPM to have complete control over the quality of the new work, and the long-term strategic thinking behind it. In theory, advancing new initiatives and capital projects should be faster and more efficient under a self-contained model. However, because the State ultimately controls the approvals for expenditures, working through partnerships (see models below) may ultimately provide more freedom in this regard.

*Flexible Outdoor Seating - Bryant Park - New York*

*Reading Room - Military Par k - Newark, NJ*

*Kounkey Design Initiative Partnership - Productive Public Spaces - Los Angeles, CA*

*A Non-Profit Educatioanl Institution - University of Sothern California, Los Angeles, CA*

*Embroidery -Intersection for the Arts - Salesforce Park, San Francisco, CA*

## WORK WITH PARTNER NON-PROFIT ORGANIZATION(S)

This model is similar to the way Balboa Park operates. OEPM would maintain its current efforts but take on new initiatives (new programming and marketing, expanding operations and maintenance) in partnership with one or multiple like-minded organizations, most likely non-profits. The partner organizations would contribute staff, programming planning and implementation support, marketing, and outreach, and potentially their own financial contribution to Park initiatives. This option will still require significant time and management from OEPM but would likely not require the onboarding of many more employees and the associated State controlled procedures. The partner will still likely require office space and storage. OEPM could fund the bulk of the new programming and operations, and the partner(s) would be responsible for contributing time, staff, and some funding.

The responsibilities could also be taken up by a newly formed non-profit friends group set up specifically for Exposition Park. Setting up a new non-profit requires buy-in from motivated and powerful community stakeholders and may be difficult to achieve. It also may be perceived as unwelcome competition for fundraising dollars with other institutions in Exposition Park.

The benefits of working through partnerships are that some administrative and cash-flow issues may be easier, growing and shrinking staff could be less complicated, and the shared expertise and abilities provided by the partner(s) could increase the overall chances of success.

## WORK WITH RESIDENT INSTITUTIONS

A way around the competition problem mentioned above is to work with the museums and other institutions in a multi-entity business joint-partnership to manage outdoor public programming in the park, similar to the Balboa Park Cultural Partnership. A joint-partnership could range from informal (a committee made up of museum representatives) to formal (a non-profit entity with a board made up of museum representatives, Park staff, and others). This type of arrangement would work best for programming and marketing, and likely not for operations and maintenance.

Under this scenario, rather than just providing programming content to the Park as "programming partners," the museums themselves would partner in curating the planning, execution, marketing, and staffing of programming. This would still require time and management from OEPM, and likely the addition of at least one staff person (a Park Programming and Partnerships Manager) to coordinate with the museums and manage OEPM's programming budget, among other duties.

OEPM would be financially responsible for some portion or all of direct programming costs (paying instructors, buying supplies, etc) and the cost of its own employees, but the museum partners would contribute time, expertise, staff for programs, and share in some costs such as marketing and supplies.

There are obvious complications to this proposed model. Working on a joint-partnership venture with their landlord could be awkward for the museums. Also, the contribution of each museum would have to be proportional to their own capabilities, staff size, budget and frequency of use.

But there could potentially be many benefits, including incentivizing the museums to contribute to the overall success of the Park while capitalizing on the incredible offerings and expertise of each. In many ways, working with these organizations, with which OEPM has worked for years, could also be logistically easier than working with new organizations. A suggestion would be to meet with the Balboa Park Cultural Partnership leadership to see how the relationship works in San Diego and how it was started.

*Sustainable Practices Commitee - Balboa Park Cultural Partnership - Balboa Park - San Diego, CA*

*General Contracting Services - McAlvain Construction - Boise River Park - Boise, Idaho*

## WORK WITH A PRIVATE CONTRACTOR

Another model is to contract with a third-party operator to take on some or all of the added responsibilities for programming, operations and maintenance, and other work associated with the improvements. Through an RFP process, OEPM would select and contract with a private operator or separate operators for specified scopes of work. OEPM would administer the contract, pay the contractor a fee, and periodically review and approve budget and work done by the contractor. The contractor would be responsible for the specified scope of work, associated staff, management, and administrative oversight (of its staff).

This is similar to other contracts OEPM currently has, like the parking management contractor, but it would require the contractor to work closely with OEPM on the long-term strategy and philosophy of Park management. This would likely be the costliest, but most straightforward way to advance new programming and/or operations initiatives in the Park. Since the contractor is being paid an agreed upon fee to provide a service, they will be obligated to perform and have clear metrics for success, versus a partnership where the partner is motivated by mission alignment and harder to hold accountable. OEPM would also retain a high degree of control over the work of the private contractor and would remain the contract administrator and ultimate decision-maker for all initiatives under its purview.

# CHAPTER 6
# IMPLEMENTATION


6.0 Overview

6.1 Implementation Steps

# 6.0 Overview

The Master Plan for Exposition Park is designed to celebrate the history, community, and culture of both the local neighborhoods and the greater region by creating new passive and active open spaces that educate, inspire, and entertain. A series of distinct, yet connected gardens, plazas, and walkways will weave together Exposition Park's diverse institutions into a grand central Park for the City of Los Angeles and the State of California, serving visitors from near and far.

Ensuring that Exposition Park develops in this manner will require the concerted efforts of many public and private entities, as well as substantial investments both of public and private funds. It will also require the best work of many talented architects, landscape architects and graphic and lighting designers, among others and the sustained attention and support of the Office of Exposition Management(OEPM), the individual constituent institutions, officials from the State of California, the City of Los Angeles, the County of Los Angeles and the Los Angeles County Metropolitan Transit Authority (Metro).

This implementation chapter describes an organized set of actions that can, and must, be taken by various players to realize the vision. Fortunately, compared to some other urban parks around the nation seeking similarly ambitious improvements, Exposition Park offers a number of significant advantages from the outset:

- Exposition Park is home to world-renowned museums (the California African American Museum, the Natural History Museum of Los Angeles County and the California Science Center) and sporting institutions (the Los Angeles Memorial Coliseum and Banc of California Stadium). The Park is also home to the historic and beloved EXPO Center and City of Los Angeles Rose Garden. As a result, the Park campus is already a destination for many visitors
- The E-line Light Rail line connecting Downtown Santa Monica to Downtown Los Angeles and neighborhoods to the east allows of daily visitors to access the Park without needing to travel by car. A planned new Bus Rapid Transit (BRT) or Light Rail Transit (LRT) running north/south along Vermont Avenue will bring additional visitors to the Park in something other than automobile.
- The new privately financed Lucas Museum of Narrative Art and accompanying garden space is set to open in 2022. Its completion will generate an additional surge of energy and interest in the Park as whole.
- The Park has a storied connection to athletics, having hosted two Olympiads (in 1932 and 1984). This historic legacy will only deepen in 2028, when Exposition Park once again serves as one of several venues for the summer Olympics and Paralympics upon the return of the games to Los Angeles.
- Exposition Park is close to Downtown Los Angeles, particularly the Staples Center and Convention Center, and is adjacent to the campus of the University of Southern California (USC).
- Many community leaders, dedicated to ensuring the vitality of Exposition Park, have supported several recent additions to institutions in the Park and galvanized the master planning process. These stewards of the Park will provide ongoing input, reflecting the interests of the community, as the Master Plan is implemented.

As a result of these factors, there will be considerable momentum driving the implementation of the Exposition Park Master Plan forward from the start, This momentum will help accelerate the accomplishments needed to prepare for the Park's role as a venue for the summer Olympics in 2028.

*Aerial View of Exposition Park and its Surroundings*

*Exposition Park / USC Light Rail Station - Los Angeles, CA*

# 6.1 Implementation Steps

In response to the goals of the Master Plan and its constraints and opportunities, the actions and projects that comprise the Plan have been categorized as:

A. Branding

B. Near Term Projects

C. Major Capital Projects

The Near-Term Projects were identified for their positive effect of catalyzing additional pedestrian activity, enhancing the users' amenities, and have the effect of building the Park's "brand" without requiring sizeable capital outlays. Ongoing actions are primarily policy or program related actions intended to have similar results, as well as to raise financing for capital projects, and to enhance the Park's environmental sustainability. Major Capital Projects will be implemented as funding becomes available. Most of these projects are independent of one another allowing individual project build-out ,as funding opportunities arise.

## A. BRANDING

As soon as possible, the Office of Exposition Management (OEPM) plans on developing a robust interactive web site for Exposition Park, supported by relevant partners and their experiences, offerings, and content. This will illustrate what the future holds and begin to create meaningful buzz and excitement. Potential future partners will be able to start interacting with Exposition Park constituents on the web site, allowing OEPM the ability to test the relevance of different potential partners to the Park's visitors before making commitments to them long term in a physical format.

The development and launching of this exciting virtual representation of Exposition Park, will:

- Build awareness around the future plans
- Create ongoing positive PR throughout the early planning/ development stages
- Generate increased private donations to the project for individual projects
- Gain commitments from strategic partners to participate and make considerable investments in implementing the plan

*Partnership with Sports Teams*

*Kidspace - Pasadena, CA*

*Natural History Museum - Los Angeles, CA*

*Exploratorium - San Francisco, CA*

*Perambulae*

*Lighting Fixtures*

*E-scooters*

*Hydration Station*

*Lighting Fixture*

*Citi Bike , Bike Share*

## B. NEAR TERM PROJECTS

Near-Term Projects are Park-wide elements that can begin immediately and are minimal or low in cost. In some cases, implementation may be rolled out strategically based on the status of site-specific elements and with the input and involvement of Park entities. These include:

### Landscape Repair:

- This consists primarily of the replacement of dead or dying trees. Immediate needs are along Exposition Park Drive adjacent to the South Lawn.

### Trails or Perambulations:

- These can be demarcated immediately, with signage added for the benefit of those who will utilize the trails, as well as those who may be enticed to use them.

### Hydration Stations:

- These will require electrical, water and sewer service, and can be accomplished immediately where they are adjacent to existing service. However, for those sites identified and without such nearby service, these should be added when an adjacent major construction project is executed.

### Lighting:

- While the majority of fixtures have been converted to energy efficient LED lighting, the lighting in the Pink, Yellow and Green Parking Lots. The decision to change-over should be looked at in terms of the expected timing of construction of the Festival Park and Promenade.

### Mobility Stations:

- These can be added immediately and modified/expanded over time as their use increases.

## C. MAJOR CAPITAL PROJECTS

The Master Plan, consisting of nine distinct site-specific efforts will be implemented in accordance with funding availability. Each project is independent of the others – with the exception of the Zanja Madre - and can move forward individually as funding is secured. To prepare for the Olympic games, the goal is to complete the major capital projects by Summer 2027. Those not implemented by that would not be initiated until after Summer 2028 so as not to disrupt the Olympic Games.

Office of Exposition Park Management initiated projects, which sit within the common areas. They include:

a. New Wayfinding and Signage

b. Threshold and Gateway

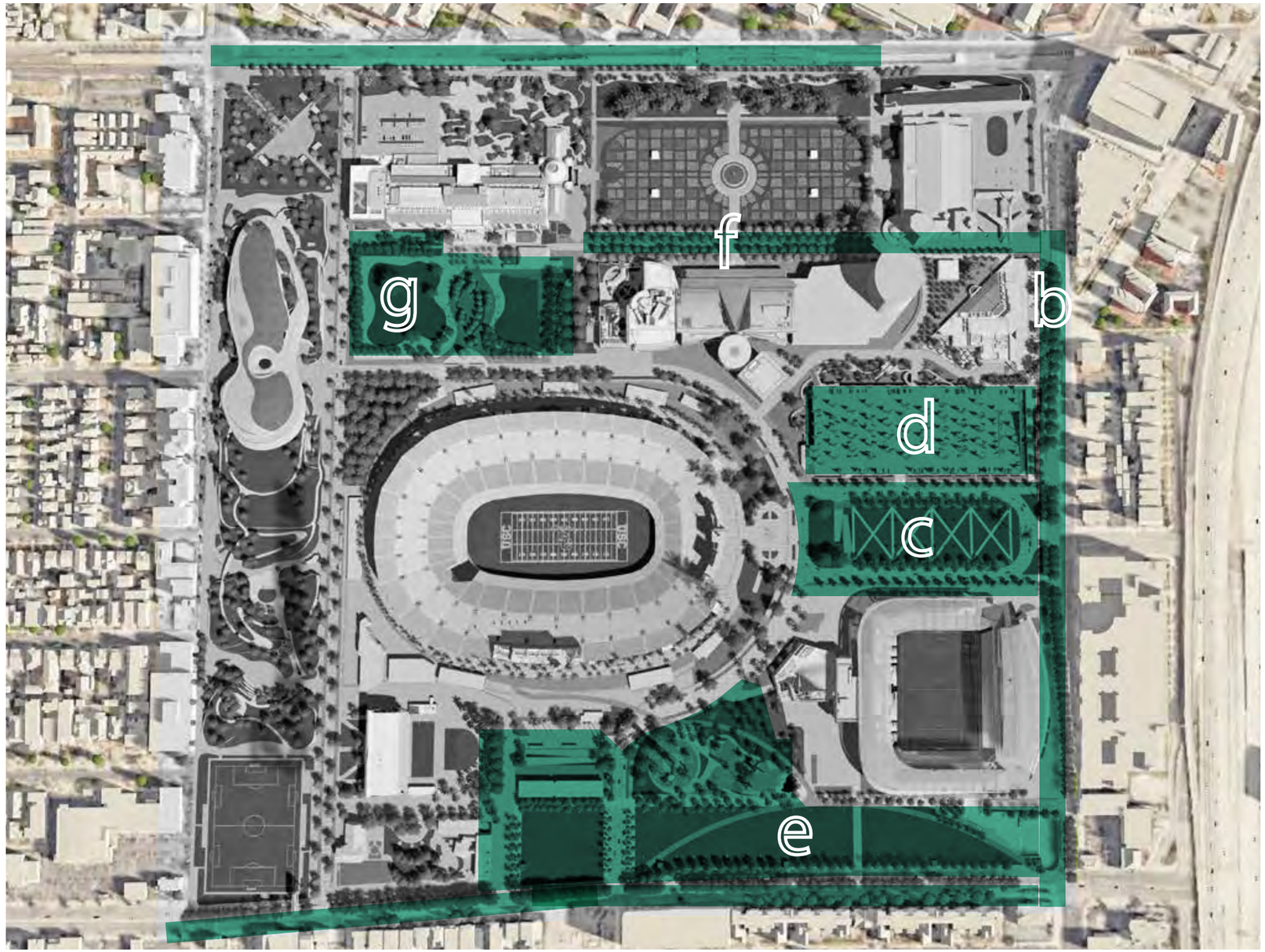
c. Expo Festival Plaza

d. Solar Garden

e. Festival Park and Community Promenade

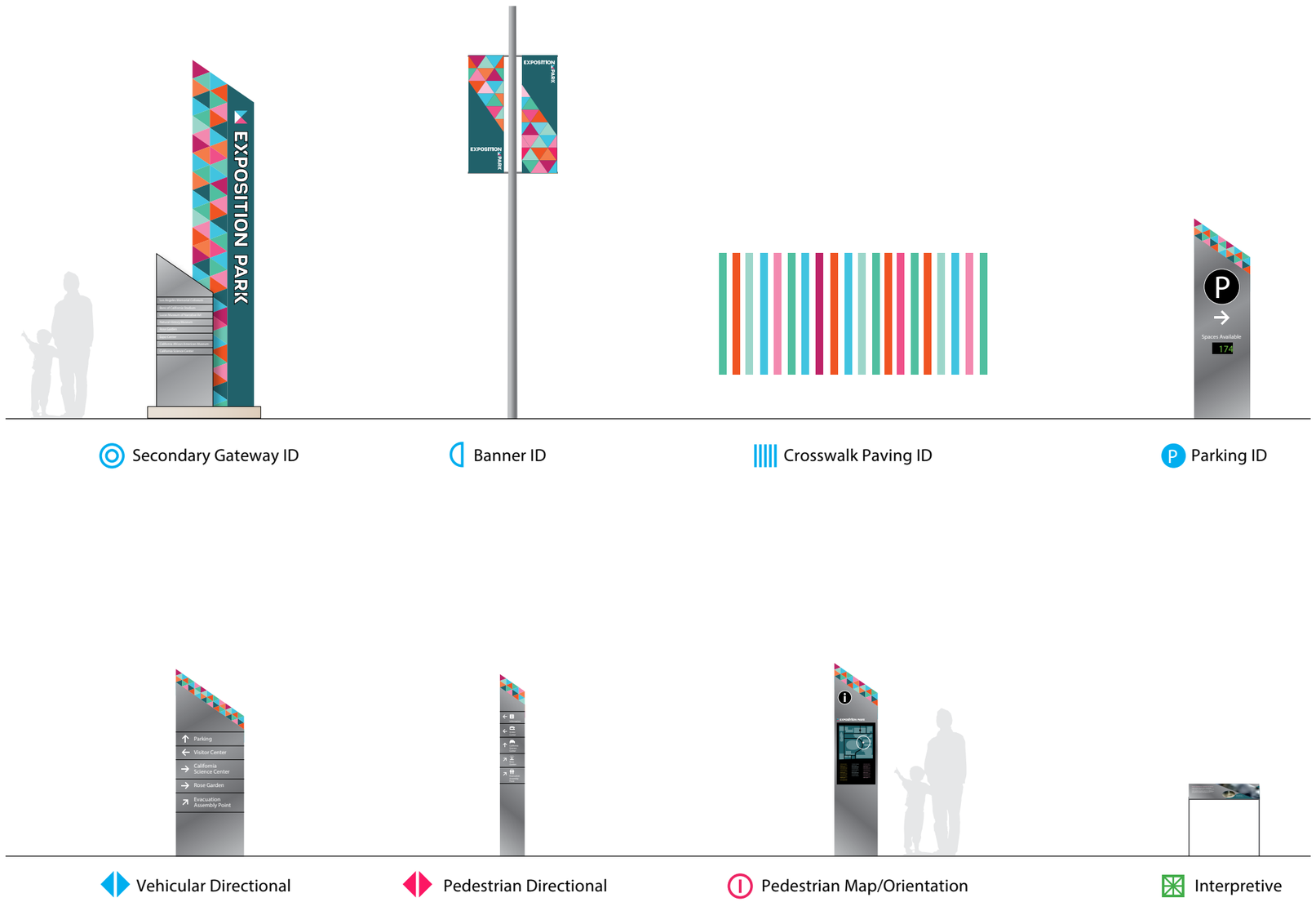
f. Museum Walk

g. Zanja Madre



## a. New Wayfinding and Signage:

High priority will be assigned to implementing a unified wayfinding and signage program, a key element of the Park's unified brand. OEPM will evolve the signage concepts presented in this Master Plan, with input from the Park entities and work to secure funding early on.



## b. Threshold and Gateway:

Important in advancing a unified vision for the Park's perimeter, the gateways , or the purposes of implementation, can be broken down into three distinct efforts, corresponding to the adjacent streets,: Figueroa Street, Martin Luther King Jr. Boulevard, and Exposition Boulevard. All three will be closely coordinated with the City of Los Angeles and the City's Department of Transportation Streetscape effort for the area.

- The Exposition Park Boulevard portion will be the top priority as it is, in many ways, the simplest. The protected bike lane will be built on Exposition Park property along the Park's historic front door. Coordination with L.A. Metro is critical, as there is an overflow queuing area for the light rail station on the sidewalk between Exposition Boulevard and Expo Lawn. This queuing area is used when large events take place and may require cyclists to dismount and walk their bikes during peak periods.
- The Figueroa Street portion would be the second priority, as it sits at the Park's traditional vehicular front door. While coordination with the City is essential, the protected bike lane will be built on Exposition Park property, which should simplify its construction somewhat.
- The Martin Luther King, Jr. Boulevard portion would be constructed at the same time as the Festival Park and Promenade. The protected bike lane will need to be routed around ramps to the underground garage and the drop-off areas that are planned as part of the Festival Park.

## c. Expo Festival Plaza:

This space is the traditional vehicular front door to the Park, and as such its re-creation as proposed in this plan will help establish the Park's overall brand. There are however a set of challenges that will need to be worked though, with the first being securing funding. Sponsorship, or naming rights might be considered. The detailed design of the space will also require scrutiny, not only to ensure that historic preservation considerations related to the view corridor, but also to maintain vehicular access to the Park, and importantly the Blue Parking Structure. This latter consideration calls for a phased construction timeline, and avoiding, if possible, construction during football season.

## d. Solar Garden:

The effort to install photo-voltaic (solar) panels above the Blue Parking Structure in a manner that is both practical and festive would be completed when funding is available. Since this parking structure was originally built to accommodate the weight of the of these panels, no significant retrofit of the garage will be necessary.

## e. Festival Park and Community Promenade:

Of all the projects proposed as part of this Master Plan, this effort is the most significant in terms of cost, timing and impact. From a financing perspective it is reasonable to think of this as two projects with the subterranean parking garage being one and the promenade being another. Both projects could be funded via public or private sources.

In terms of timing, it is estimated that the garage itself will take close to two-years to construct (including design, and utility relocation). The construction of the park on top, will likely add an additional six-months. It is assumed that this project will be constructed when funding is identified, however, the time period of construction also has the following implications:

- The effort should start no later than Winter 2025 in order to be complete well before the summer Olympics of 2028, or it should begin after the Olympics are completed.
- The park will be without use of the approximately 1600 parking spaces currently found in the Pink Lot, the Yellow Lot, the Green Lot and Banc of California Stadium's Gold Lot for a period of approximately 1 year and 9 months. This has both revenue implications for OEPM and logistical implications for Exposition Park's institutions.
- School bus parking, which is currently accommodated in the Pink, Yellow and Green Parking Lots will need to be accommodated in an alternative manner during the at time as well, most likely with off-site arrangements (e.g., the possibility of utilizing the LAUSD bus parking facility approximately one-mile away, should be explored as well as other alternatives).

## f. Museum Walk:

This project represents the transformation of State Drive into a pedestrian dominated promenade. Delivery vehicles will still be permitted at certain times throughout its length, pick-up and drop-off for the Theodore T. Alexander Science Center school would continue on the eastern portion and emergency vehicles will always be permitted. Given the multitude of institutional needs served by this space, it may be prudent to construct in phases, so as to permit some ongoing activities during the period of construction. Funding for this project may come from private sources, public grants or voter authorized funds.

## g. Zanja Madre:

The Zanja Madre project cannot begin until the Festival Park and Promenade project is complete. What is currently known as the South Lawn (the future home of the Zanja Madre) provides space for approximately 400 temporary parking spaces during Coliseum events. Eliminating these spaces will therefore require the construction of the subterranean garage under the Festival Park and Promenade, which will be sized to accommodate these 400 spaces in addition to the existing spaces in the Pink, Yellow and Green Parking Lots. In addition, given the connectedness between the Zanja Madre and the LA County Natural History Museum, it would be prudent to begin this effort only after the planned additions and modifications to the museum are complete. Funding for this project may come from private sources, public grants or voter authorized funds.

# PROJECTS INITIATED BY OTHER INSTITUTIONS

## City of Los Angeles Department of Transportation Project (LADOT):

This project includes turning Bill Robertson Lane into a "complete" or "shared street". During the Master Planning process, initial steps were taken when the DOT re-striped the roadway to create a center turn lane. The city does have some funds that could be put towards this project, but supplemental sources based on the roadway's final design may be needed.. It is recommended that street be done in phases so as to preserve access to the institutions along Bill Robertson Lane.

## USC Initiated Project:

This project may include Olympic Ring Walk. While this project is included in the Master Plan, the footprint of this effort resides with the lease line of the Los Angeles Memorial Coliseum and would be within the purview of USC. This project should be constructed when funds become available.

## California Science Center/California African American Museum Project:

This project includes the CAAM Plaza, and Sculpture Garden. The California African American Museum will propose a design for the plaza area and pursue project implementation in close consultation with OEPM and the Department of Natural Resources as this project also includes public restrooms. Timing of this project is dependent on the construction of the California Science Center's Samuel Oschin Air and Space Center, which will include the demolition of the Science Center's Administration East, Administration West and Kinsey Auditorium buildings.

# APPENDIX

Part 1 - Leases and Agreements

Part 2 - Daily and Special Event Program Analysis Memo

# Part 1 - Leases and Agreements

## OVERVIEW OF THE SITE

The majority of the parcels within Exposition Park, also referred to as the "Southern District Agricultural Park," and adjoining lots, are fee land with the exclusive fee owner being the State, via the California Science Center (CSC), also known as the "Sixth District Agricultural Association" (the District), a state agency created for the sole purpose of governing Exposition Park and its associated assets.

The exceptions are City of Los Angeles (the City) owned land that includes the Rose Garden, the Expo Center, and the Leighton Avenue strip, which the Park currently leases from the City and intends to acquire, according to leases reviewed by BRV. Leighton Avenue appears to be a part of the land that will be redeveloped as part of the LMNA site.

The Park's operations and its assets are managed by the Office of Exposition Park Management.

### Zoning:

All of the parcels within the study area are designated Open Space Zones (OS1XL). Under Chapter I, Section 12.04.05 of the City's municipal code, permitted uses include open park land, public utility uses, recreational facilities of various kinds, athletic facilities, child care facilities, and various ecological uses. Under the language of the code, uses other than those listed are not allowed ("no building, structure or land shall be used and no building or structure shall be erected…"), unless approved as a conditional use through the conditional use permitting process as outlined in Chapter I, Section 12.24 of the municipal code. This is not unusual compared to other parks. While working at the master planning level, these details will not yet come into play, but it is important to understand what is possible.

### Easements:

According to the parcel report for the land at Exposition Park, there are multiple easements with the City of Los Angeles (the City), the Los Angeles County Metropolitan Transit Authority (LACMTA), the University of Southern California (USC), and the Los Angeles Football Club (LAFC) within the Park:

#### LACMTA

LACMTA has multiple easements for the purposes of installing and operating transit ticketing kiosks within the Park on lots 1, 2, 3, 5, 6, 10, 14, and 18.

#### USC

USC has an easement for an underground telecommunication system, including cables, wires, conduits, etc., although it is unclear where exactly the system is situated in the Park.

#### The City

The City has an easement covering the western 10 feet of lots 109 and 119 for "the purposes of widening Vermont Ave. to 80 feet." The City also has easements for various roadways running through the Park.

#### LAFC

LAFC has the following easements:

- Use of parking lot 6 for construction access and equipment storage, and 350 stalls for construction parking (though this will not be in effect past 2018)
- Use of 400 daily parking stalls in lot 6, over which the Park manager retains the right to temporarily relocate to another lot with 15 days notice
- The right to erect off-site signs (the number appears to be 11) in and around parking lot 6, and related utilities, in accordance with the "Master Signage Plan"
- The right to install, maintain, and replace utility lines with respect to the stadium property

#### Implications on Public Realm Improvements and Capital Projects

The zoning restrictions and easements listed above are not unusual, but nevertheless important to understand. Depending on the outcome of public outreach and formulation of a programming plan, BRV, working with Torti Gallas and team, may recommend physical changes to the site which may be impacted by or impact the aforementioned easements and/or zoning restrictions. Some of the types of recommendations for physical improvements might include, but not be limited to, the addition of new structures for restrooms, restaurants and concession kiosks, performance pavilions and/or stages, interactive water features, bike repair stations, children's play equipment, fitness equipment stations, and other physical improvements related to activation of the public space.

Bearing in mind the restrictions and easements listed above, the team will need to consider the following when making our collective recommendations:

- Any recommendations for new structures for uses other than those specifically listed in the open space zoning description, such as a restaurant, will require a conditional use permit
- The team will need to bear in mind the placement of LACMTA's ticketing kiosks within the Park when considering physical improvements to the Park
- The team will need to bear in mind the location of USC's underground communications system when considering physical improvements that may require drilling or excavating into the Park
- The team should explore whether the 10-foot easement for the purposes of widening Vermont Avenue could be reclaimed for multimodal or pedestrian use in the future

#### Implications on Programming, Management, and Governance of Public Spaces

Governance of the public space, including authority over staffing decisions, management of programming, Park concessions, and any new maintenance associated with improvements to the space, is ultimately about which, and how many, authorities Park managers need approval from for capital projects and policy decisions. Because the Park's public areas are generally owned by one entity (the CSC), any discussion about governance of the public spaces should be relatively straight forward as compared to a space where multiple parties have fee ownership/governance control. The obvious exception is the Rose Garden.

Because there are multiple parties with lease agreements that affect different spaces within the Park, there are a few additional caveats. Those will be discussed in greater detail in the next section covering leases.

# LEASES & AGREEMENTS

The institutions and associated leases/agreements reviewed by BRV in this process were:

- The Amended and Restated Coliseum Commission Management Agreement (2013)
- The Second Amendment to Lease and Agreement of the Coliseum by USC
- The Tri-Party-Agreement between the CSC, LAFC, and USC
- The USC Non-Disturbance Agreement
- A summary of the LAFC Non-Disturbance Agreement, "Comparison of Major Provisions of USC NDA and LAFC NDA"
- The Natural History Museum Lease
- The Lucas Museum of Narrative Art (LMNA) Lease

There are a few additional lease agreements in the Park which BRV has not seen, but that are referred to within other leases.

## Coliseum Commission Management Agreement (2013)

The amended and restated management agreement covers the Los Angeles Memorial Coliseum and Sports Arena properties as of February, 2014 through 2054. The Coliseum Commission (the Commission) is made up of unpaid representatives from the City, the County, and the State of California. This memo will also refer to the Sports Arena, which was redeveloped into the current site of the Banc of California Stadium (see Los Angeles Football Club section below).

Among other things, the agreement grants the Commission the power and/or responsibility to:

- "Lease, license, rent, use or permit the use of" the Coliseum to any party deemed appropriate
- Grant concession privileges for the sales of food, alcohol, and merchandise at said property
- Employ a Chief Administrative Officer and workman required for management and operations of said property
- Negotiate for a contract to "operate, manage and control parking lots or parking areas" at Exposition Park
- Issue revenue bonds and be responsible for the debt service on said bonds
- Contract its responsibilities out to a third party

This agreement does not necessarily affect the Master Plan directly, but the agreements that it provides authority over, such as USC's Coliseum lease, may have affects (see next section).

## Coliseum – Second Amendment to Lease and Agreement (USC)

As of July 29th, 2013, the Coliseum Commission has subleased the Coliseum and Sports Arena properties to USC for a term of 20 years with 5 extension options, the last of which extends through 2054. The agreement is subject to the terms and provisions of the Coliseum's management agreement with the District and its various amendments.

The lease covers many things that have an impact on the Park for master planning purposes.

### Parking

- The lease states that the Commission has the right to convey the "Parking Lot Property" to the District and that in the event such conveyance takes place, the Parking Lot Property "shall therefore automatically be excluded from the Premises under [the] agreement"

### Operations and Maintenance

- The lease is a fully "net" lease – USC, the tenant, is responsible for all expenses related to operations, insurance, taxes, utilities, and capital improvements, other than those specified in the lease
- USC is responsible for maintaining, repairing, and replacing Coliseum property
- The lease sets average event ticket prices at "a rate that is comparable to the rates… being charged by other venues and sponsors of similar athletic and other events"
    - USC home football games are set at a minimum average ticket price of $50
- USC's contribution to the Commission for additional "Operating Costs" is $12,500 per month
- USC pays rent based a sliding scale percentage of a "Cumulative Calculated Amount" (CCA)
    - The CCA is "Operating Receipts" less all "Offsetting Items," less "Capital Improvement Items"
    - Of the CCA, rent is a percentage which escalates based on 4 tiers and is adjusted based on the Consumer Price Index over time
    - USC can add a ticket surcharge in order to fund capital improvements and operating expenses, which is excluded from the "Operating Receipts" total. But capital improvements funded by the ticket surcharge do count as a credit toward "Capital Improvement Items" in calculating the CCA
- The lease determines what the Commission's share of the CCA can be used for:
    - Funding of operating expenses not covered by USC
    - Funding of facilities and programs benefitting or enhancing Exposition Park

### Capital Improvements

- USC is responsible for making capital improvements, referred to as the "Centennial Capital Program," by the 10th anniversary of the commencement date of the lease (2021)
    - Improvements must adhere to "Coliseum Design Guideline" developed by the Commission
- USC has the right to demolish and redevelop the Sports Arena property (currently underway as the LAFC facility – see next section)

- USC is obligated to seek approval from the Commission for capital improvements or alterations of the Coliseum property that materially affect the exterior structure or appearance, or reduce the minimum seating capacity below 80,000 (except when necessary for ADA or fire life safety purposes – and then may go as low as 70,000)
    - The Commission has 45 days to respond in writing to design proposals for improvements – after which time, if no response is received, approval is assumed

Events

- The Commission is allowed up to 8 "Public Interest Events" at the Coliseum each year, including the annual July 4th celebration, without rent or event fees
- USC is obligated to manage and supervise all Commission events, including those sponsored by third parties, except for those events where the Commission is the direct operator of the event
- USC can require third-party operators of Commission Events to reimburse them (USC) for actual out-of-pocket costs incurred for the management of the event, excluding costs for concessions operated by USC (to which USC has first right)
- Third-party sponsors of Commission Events can operate concessions if USC elects not to, or does not operate concessions to a level requested by the event sponsor
- There can be no more than an aggregate of 25 "Major Events" (events exceeding 25,000 in attendance) at the Coliseum or Sports Arena per calendar year
    - This excludes the Olympics, Special Olympics, and the Super Bowl
    - NFL games are excluded as long as the total aggregate number of "Major Events" at the Coliseum does not exceed 30 in a calendar year
- USC is obligated to accommodate an agreement with the NFL to use the Coliseum for thegames of 1 NFL team, for no more than 4 years at any one time
    - USC can require the agreement to include a contribution by the NFL for capital improvements to the Coliseum
- USC is obligated to make the Coliseum available for Olympics and Special Olympics events
- USC has authority over all "film shoot" activities inside or on the Coliseum and Sports Arena properties

Signage, Advertising, and Naming Rights

- USC has the right to install permanent and temporary signage within and on the exterior of the Coliseum, without obligation to seek approval or consent from the Commission
- USC has the right to retain revenue from said signage
- Signage must be compliant with the City's 2009 Coliseum District Specific Plan
- USC must maintain the current "Los Angeles Memorial Coliseum" sign and Olympic rings, but can be altered in the event of a name change
- USC has the right to control all temporary décor such as drapes and banners
- USC retains all broadcast rights for events
- USC pays the Commission a trademark royalty for use of the Coliseum trademark in the amount of $20,000 per lease year
- USC is the exclusive holder of all naming rights, including the Coliseum and any component naming rights within it

## Tri-Party-Agreement (California Science Center, LAFC, and USC)

This agreement references the subleasing of the Coliseum and LA Sports Arena properties to USC. The tri-party Agreement also references the sub-subleasing of the Sports Arena property by USC to the LAFC, (see LAFC section below).

The tri-party Agreement also references the USC Non-Disturbance Agreement, which provides, among other things, assurance that the USC Lease (sublease) of the Coliseum will not be disturbed should the Commission's lease from the California Science Center on said property be terminated for any reason. Further, USC has an "Option Agreement" to enter into a direct lease with the CSC at the end of terms, 2054, of the Coliseum Commission's management agreement.

The tri-party Agreement also provides assurances for LAFC regarding its "ability to extend the term of the LAFC Lease for the Extension Terms (as defined in the LAFC Lease) through December 31, 2111." Namely that if USC, the lessee of the LAFC property, fails or is not able to exercise its option to assume the direct lease for said property, then LAFC, the sub-sub-lessee, would be the successor to the option and could assume the direct lease with the CSC under the same terms.

## LAFC

According to the Tri-party Agreement, the LAFC has a lease of the property formerly known as the LA Memorial Sports Arena for the purposes of construction, management and operation of a new soccer arena (Banc of California, the term of which began in 2015 and extends through 2054 with 4 extension options). BRV has not seen the full language of that lease.

## LAFC Non-Disturbance Agreement

The LAFC non-disturbance agreement (according to the summary provided) provides assurance to LAFC that its lease of the Sports Arena site will not be disturbed "as a result of the termination of the District/Commission Lease for the Sports Arena site or the termination of the Commission/USC lease for the Sports Arena Site." If either lease were to be terminated, LAFC would assume the role of primary leaseholder with the relevant institution as outlined in the tri-party agreement.

Parking

- The NDA guarantees LAFC the right to purchase "Special Event Parking Permits" for the exclusive use, for home games held at the Coliseum, of all parking spaces in lots 1-6, the CSC structure, and VIP Parking Areas, except for those spaces reserved for the CSC, NHM, and CAAM.
- When purchased, the LAFC parking permits cover the period of 6am to 3 hours after the end of a game on home game days
- LAFC also has the right to purchase a permit for the use of all said parking spaces for useduring other LAFC events, provided the events don't occur during CSC or CAAM operating hours, and that they don't conflict with Museum Events
- The price will be the fee normally charged per stall for special events, plus $2

## USC Non-Disturbance Agreement

The USC non-disturbance agreement (NDA) outlines the process whereby the California Science Center leased to the Coliseum Commission the properties of the LA Memorial Coliseum and Sports Arena. Consequently, the Coliseum Commission sub-leased the properties to USC. The NDA essentially assures USC that its lease of the properties in question will not be disturbed by any event resulting in the termination of either or both ground leases by the Coliseum Commission.

### Parking

- The NDA guarantees USC the right to purchase "Special Event Parking Permits" for the exclusive use, on home game days held at the Coliseum, of all parking spaces in lots 1-6, the CSC structure, and VIP Parking Areas, except for those spaces reserved for the CSC,NHM, and CAAM.
- When purchased, the USC parking permits cover the period of 6am to 3 hours after the end of a game on home game days
- USC also has the right to purchase a permit for the use of all said parking spaces for use during other USC events, provided the events don't occur during CSC or CAAM operating hours, and that they don't conflict with Museum Events
- The price will be a per stall fee established by a parking study
- The revenue from parking permits will be deposited in the Exposition Park Improvement Fund

## Natural History Museum (NHM)

The County of Los Angeles has a lease for a portion of the northwest section of the Park with a term of 75 years, through 2081, having been extended as of September 2006, to operate the Natural History Museum facility and grounds. There is nothing unusual about the language within the lease and, ultimately, the Museum's presence in the Park is a benefit to activation of the Park. In particular, the Museum could be a good potential programming partner. This will be explored further in phase 2 of the master plan. A few of the terms of the lease that, while not unusual, are important to note:

### Operations & Maintenance

- NHM's CAM (Common Area Maintenance) contribution to the Park is $360,000
- NHM receives a credit of $125,000 for parking revenues attributed to its patrons

### Parking

- NHM is guaranteed at least 375 parking spaces for museum patrons and employees on all days, including "Major Events days," meaning events of more than 25,000 people held at the Coliseum, and an additional 375 spaces on all other days for a total of 750 dedicated spaces on non-major event days in the Park
- The first 375 spaces (guaranteed on all days) are specified to be in the "Menlo Lots," which will be redeveloped as part of the LMNA lease
- The LMNA will replace the 375 spaces as part of the underground garage beneath the LMNA site
- The additional 375 spaces (guaranteed on non-major event days) are guaranteed at an undesignated location in the Park
- The Park retains parking revenue from the dedicated museum parking spaces

### Programming & Events

- The NHM is limited to holding 25 major events per fiscal year (planned events in the Museum Premises with more than 3,000 attendees)

## Lucas Museum of Narrative Art (LMNA)

The Lucas Museum of Narrative Art (LMNA) has a 99-year lease for the redevelopment, operations and maintenance of a portion of the Park currently making up Parking Lots 2 and 3 (currently surface parking lots), and 1A (currently occupied by the Athletic Field leased to the City of LA). The LMNA will build and operate the LMNA facility and grounds. The LMNA will no doubt make a significant impact to the visitor experience of the Park, spatially and otherwise, and affect the other institutions within the Park as well.

The Museum will add additional green space and may impact the look and feel of existing green space in the Park because of an option to make landscape improvements to Jessie Brewer Jr. Park and the South Lawn. There are several possible opportunities and challenges to consider with the LMNA lease.

### Parking

- LMNA will construct an underground parking structure with 1,323 stalls beneath a portion of Parking Lot 1A and Parking Lot 2 and a 975 stall underground garage underneath the Museum itself as replacement parking for the 1,691 spaces lost from the redevelopment of Lots 1, 2 and 3
- 375 of the 975 stall garage will be replacement dedicated stalls for the Natural History Museum
- The remaining spaces will be dedicated LMNA parking

### Athletic Field

- LMNA intends to redevelop Lot 1A, currently the City of LA leased athletic fields, into landscaping improvements as part of the museum grounds
- LMNA will replace the athletic fields on a portion of Lot 1

### 39th Street

- LMNA intends to apply to the City to vacate 39th street as a public right of way – although it would remain accessible to emergency vehicles and other vehicles during Major Event Days

### Impinging Assets

- LMNA and CSC both consent to certain "impinging assets" on each other's property
  - o CSC owns, controls and operates the parking improvements, parts of which may "impinge" on LMNA leased property
  - o CSC is responsible for the care of "Impinging parking improvements" within the LMNA leased property
  - o LMNA is responsible for the care of "impinging landscaping improvements abutting, being supported by and providing aesthetic cover for" the parking improvements

### Additional Park Improvements

- LMNA has the option, with CSC's approval, to make landscape improvements to Jesse Brewer Jr. Park and the South Lawn for purposes of "consistency"

### Operations and Maintenance

- LMNA is responsible for maintenance of the open space and landscaped areas on the Museum premises, "the Museum Green Space"
- LMNA is responsible for maintenance of the plazas, paved or unpaved ground surfaces, walkways, pedestrian and vehicular access areas, in a "safe, clean and sanitary condition"

### Programming and Events

- LMNA has the right to manage and operate the museum premises for "all purposes and events," with a particular focus on "public benefit purposes"
- The Park has the right to use the Museum Green Space for up to 5 cultural or family parkwide events per year, with LMNA's approval, with no event fees and with all rights to revenues generated through such events

### Signage and Advertising

- LMNA's improvements related to advertising, signage and trademarks must adhere to any amendment to the Exposition Park Master Plan signage policies
- LMNA's advertising, sponsorship, and naming rights partners (and those of any institution in the Park) are not guaranteed exclusivity with respect to any other area of the Park other than the area the LMNA (or other institution) controls

## Athletic Field

The City has a lease for the roughly 3-acre athletic field located toward the southwest end of Exposition Park through 2025 with five subsequent 1-year extension options. As part of the lease and agreement with the Lucas Museum of Narrative Art, the athletic field will be redeveloped into landscape improvements as part of the museum grounds, and the athletic field will be replaced on a portion of what is currently designated as Lot 1 at the southwest corner of the Park.

A few considerations about the "Playfield" lease are:

- Whether the City has the right to rent out the Playfield grounds for events, athletic or otherwise, to third parties
- Whether the Park gets rental revenue from third party event rentals on the Playfield grounds
- Whether the Park retains the right to rent out the Playfield as part of an event rental

## Leighton Avenue

According to the Lucas Museum of Narrative Art lease, the Park has leased the Leighton Avenue area of the Park, now a vacated street, from the City of Los Angeles and intends to acquire the fee title to said land, although it is unclear from the documents whether this negotiation is in process. BRV has not seen the terms of that agreement.

A portion of Leighton Avenue will be redeveloped as part of the Lucas Museum of Narrative Art site.

## Implications on Public Realm

### Capital Improvements

USC is making capital improvements to the Coliseum – these will need to be accounted for in the design portion of the master plan.

USC also has many rights related to signage. The team should explore whether USC is required to, or would voluntarily adhere to signage and way finding guidelines created by the master plan.

Additionally, there are a few things in the LMNA lease that may affect the team's recommendations for physical improvements. The most significant question is whether or not LMNA will choose to exercise its option, with the Park's approval, to make landscape improvements to Jessie Brewer Jr. Park and the South Lawn. If so, the team should consider to what level the LMNA would make improvements, and would they be responsible for contributing to (or willing to contribute to) the maintenance costs associated with those spaces. Presumably, the Master Plan will include design concepts and programming ideas for those two spaces.

The spaces mentioned above will have implications on operations and management, regardless of who ultimately pays for the improvements or maintenance costs. Therefore, it will be important to understand any plans or early discussions with the LMNA regarding Jessie Brewer Jr. Park or the South Lawn.

### Operations and Maintenance

Many parts of the USC lease will have an affect on the master plan: the District's share of revenue from CCA payments to the Commission should be factored into the expense section of any new operating plan created for the Park as part of the master plan.

Additionally, the CCA payments appear to have stipulations for use on operations and improvements that benefit enhancement of the Park, which could be factored into the "Financing Strategies" component of the master plan.

USC's operations and maintenance payment should also be factored in. Additionally, BRV will need to understand any additional responsibility for maintenance around the exterior perimeter of the Coliseum grounds by USC

### Programming and Events

Nearly all of the institutions in the Park have certain rights and priorities with regard to events (see section V. on events). BRV will need to consider this for any recommendations on events in the Park.

Further, the LMNA lease calls out specifically the LMNA's intention to host programs and/or special events at the Museum, including the "Museum Green Space". While it may be too early for the LMNA to have ideas about what those programs and events might be, it will be important for purposes of coordination with the Park's programming plan to understand the type and frequency of programs happening at the LMNA, particularly outside the Museum.

The LMNA lease also stipulates the Park is allowed to host up to 5 events per year on the Museum grounds, with no rental fee. The programming plan may incorporate ideas for these events.

Lastly, there are natural thematic and logistical connections that could exist between the institutions and Park programming. This should be explored further during the programming phase of the project.

# FOOD & BEVERAGE

Food and beverage options are a major part of the success of a public space and will often be a part of BRV's recommendations. Casual food service, cafés, and outdoor service of alcohol can all be huge attractors of visitors, extend the stays of visitors, and be revenue generators for the Park. Again, the thoughts represented in this memo are not recommendations. Further study is required to understand whether or not the surrounding market area and future anticipated visitors to the public space would support additional food and beverage operations within the Park and what those operations would look like.

## Overview

There are two counter service café/restaurants on site: the Natural History Museum Grill and Trimana at the California Science Center. Trimana, a casual Los Angeles restaurant chain with more than a dozen locations throughout the city, is the operator for both. Both options are open to the general public in addition to museum visitors.

The LA Coliseum contains a concession program with dozens of different food and beverage options, although concessions are only open to Coliseum event ticketholders and on event days only.

The Lucas Museum of Narrative Art, slated to open in 2021, will feature a "casual dining" café and a "fine dining restaurant," according to the project's website. Presumably both will be open to the general public and not just to museum visitors, but we could not confirm this from thedocumentation provided.

The Banc of California Stadium housing the LA Football Club and opening next year will feature "several new dining options including quick-service, fast casual, and fine dining restaurants," according to the project's website. Presumably the stadium's food and beverage outlets will only be available to stadium event ticket holders and on event days only, but we could not confirm this from the documentation provided. No other permanent concessions, kiosks, or restaurants appear to be in place at Exposition Park.

There also appears to be no regular, formal food cart or food truck program – outside of special events. According to our site observations, street vendor carts sometimes appear on the perimeter of Exposition Park in the public right of way, but it is not clear if they also roam within the Park's boundaries or if they are permitted by the City of Los Angeles or the Park.

## Agreements, Terms, Restrictions, & Exclusivities

BRV has not seen any of the leases for the two existing Park restaurants or agreements for other concessions, current and future, in the Park. However, we were able to speak with Laurie Sowd, Director of Plant Operations and Guest Relations at California Science Center, regarding the terms of the Trimana lease.

### Trimana

From our understanding, Trimana has no exclusivity outside of the boundaries of the museum. The lease terms are 11 years, having begun in fall of 2013, and will be up for renegotiation in fall of 2024. Trimana's domain and associated responsibilities are limited to the interior space of the café/dining space, and the adjacent outdoor dining patio, which they maintain and clean.

## Implications on Public Realm

### Capital Improvements

Again, further study would be needed to determine whether the market would bear additional restaurant/concession options, whether more options would be desired by the public, and whether additional structures for restaurants/concessions would be permitted by the City. However, there does not seem to be any exclusivity agreements, outside of the boundaries of the institutions containing food and beverage options, that would prevent additional restaurant/concession from operating within the Park.

### Operations & Management

Efficiencies often are possible by contracting with the same operator for multiple concessions within a public space.

Because Trimana already provides concessions for both the NHM and the CSC, the Park could look to them in the future as a potential operator for a new, Park-oriented concession such as a roving cart, kiosk, or outdoor bar. Because they already operate two commercial kitchens on site, it may be more worthwhile for them, both in terms of logistics and permits, to operate a satellite operation in the Park than it would be for a new operator.

Further, because the CSC is both the governing body for the Park, and landlord of the Trimana restaurant lease, an efficiency of negotiations could presumably benefit the landlord. Offering Trimana a new lease bundled with the option to take over operations of additional concession(s) in the Park in 2024 could be attractive to the operator and provide for a better deal for the CSC – especially if combined with the prospect of Park improvements from the Master Plan around that time including additional Park programming.

On the flip side, the 11-year lease, having started in Fall of 2013, provides for an out from the agreement in 2024. Should Trimana either not be adequately serving the needs of the museum, or not be interested in further operations, it would be possible for a new operator to take over new concession operations in the Park, as well as the CSC restaurant lease. It is often more attractive to operators and more simplified for Park managers to deal only with one operator. Presumably, the NHM has its own lease with Trimana for the NHM Grill and would not be a part of a bundled agreement, though the fact remains that having multiple operations within the Park may make additional concession options in the Park attractive to Trimana and could play into future negotiations.

Because there are no exclusivity agreements, introducing new operators into the Park, apart from Trimana, is also a possibility – although they are likely to be seen as competition by Trimana and other public cafés/restaurants at the other institutions. If it is determined that more food and beverage options are feasible, desired, and allowed, then existing operators will need to be convinced that additional concessions in the Park, in conjunction with added amenities and programming, will ultimately be a good thing for their businesses. More amenities, programming, and food options will play a role in attracting more daily visitors, in turn driving more traffic to all of the Park's offerings including its existing food outlets.

### Programming

Our programming plans for public spaces sometimes include food related programming such as cooking classes, food demonstrations, healthy living and eating seminars, and food and beverage festivals. Restaurateurs operating in the Park, including Trimana and other future operators at the LMNA and Banc of California Stadium, could be engaged to partner on these types of programming.

## PROGRAMMING & EVENTS

Existing programming and events procedures, types and frequencies, fees, etc. will be further explored in the programming phase of the Master Plan. Because there are guidelines about events affecting each of the institutions in the Park, those guidelines are summarized below.

As described in the USC NDA, the LMNA Lease, and NHM Lease, there are guidelines for coordinating the many annual events executed by the various institutions in the Park.

Here is a summary of our understanding of these guidelines:

- All "Special" and "Major" events need to be calendared and coordinated with the Park Manager
- Requests are due by January 31st of each year for the following 24 months
- Scheduling priorities are in this order (per year):
    1. USC for calendaring its USC Home Football Games and annual "Spring Game," any NFL Games, Olympics or Special Olympics ("Coliseum Priority Events")
    2. Coliseum Commission for its annual July 4th celebration
    3. LAFC for MLS Home games
    4. NHM, California Science Center, CAAM, and the LMNA each for up to 3 "Significant Museum Events"
    5. California Science Center, CAAM, and the LMNA each for up to 9 "Additional Museum Events"
    6. California Science Center and CAAM for up to 12 "Special" or "Major" events
    7. NHM for up to 21 "Special" or "Major" events
    8. The Expo Center for up to 24 "Special" or "Major" events

There is also language that if USC or LAFC can "demonstrate that as a result of scheduling conflicts with other Exposition Park entities" either have lost events that could have been scheduled at the Coliseum or Stadium, then the Park Manager is obligated to confer with each and negotiate revisions to the scheduling priorities.

# Part 2 - Daily and Special Event Program Analysis Memo

## INTRODUCTION

A truly successful urban park should feel safe and vibrant throughout various times of day, days of the week, and seasons of the year – an ambitious undertaking, no doubt. In order to meet that goal, the park needs to attract people from a wide spectrum of backgrounds and interests who will all use the park in different forms and at varying times. While some of this can be achieved through good design and park amenities, they alone are not enough. A robust level of diverse public programming is the best way to draw many different kinds of people throughout various times of day, days of the week, and seasons of the year. For example, an early fitness class might attract working professionals, while a chess lesson might attract seniors in the afternoon, and so forth.

In addition to the above, programming in a park serves to maintain a degree of safety and comfort by signaling to the general public that there are eyes on the park and fun things going on. At the same time, this also serves to dissuade would be trouble makers from committing minor offenses in the park like graffiti or vandalism.

Ultimately, this high level of vibrancy in the park serves to bolster the park's bottom line. Attracting more people to the park by creating many reasons for them to be there and extending their stays by offering amenities to keep them longer, mean more potential customers for park concessions, restaurants, and museums. This also becomes attractive to philanthropic donors, potential corporate sponsors of park activities, and brands who may pay for the opportunity to activate in the park in unique ways through experiential marketing events. While large events can be good for a park's marketing and create revenue in their own right, it is really constant daily use of the park that creates these other revenue opportunities which, overtime, can become very valuable.

Many comments during public input have suggested that an important goal for Exposition Park is to become more of a community Park than it currently is today. Finding a balance between the Park's large events and opportunities for more regular, daily and weekly programming will be key in achieving that goal.

This memo will talk about Exposition Park's current programming, the events that take place in the Park, nearby area programming, and the impacts each have on the Park so that we can better understand how future programming efforts can add to, not take away from, the Park's current successes.

## DAILY ACTIVITY AND PROGRAMMING

This section will outline the daily and regular activity occurring in the Park whether happening organically (Park visitors using lawn, playgrounds, visiting the museums, or other Park features casually), or scheduled (activities orchestrated by an institution in the Park such as a class or program). For clarification, "programming" in this memo refers to ongoing, scheduled activities that repeat as part of a series and are distinct from "special events," which are one-off events that are often larger in attendance size.

### Banc of California Stadium (USC – Private)

As of the writing of this memo, it is not yet known whether any daily activity or programming will happen on the grounds of the Banc of California Stadium. It is our understanding that an food hall will open at the end of Summer, 2018 and be open to the general public, though the operating hours of the food hall are unclear.]

### California African American Museum (State Entity)

The California African American Museum (CAAM), features an extensive offering of rotating art, photography, and historical and cultural artifacts representing African American life, many of which are works of art by African American artists and other artists of color. Current exhibits include multimedia works by Shinique Smith, a Gospel music in Los Angeles exhibit, and film, video, and sculpture works by Southern California artist, Nicole Miller.

Public programs at CAAM for adults include cultural lectures, hands-on workshops such as "Recycled Fashion Remix" and "Practicing the Art of Radical Self Care," and special film screenings.

For families, CAAM features activities and workshops centered around art and maker activities.

For youth, CAAM has a "Youth Now" activism program, where teens participate in a variety of ongoing workshops centered around changing communities, community organizing, and social responsibility.

CAAM programming and admission is generally free and open to the public. The museum occasionally hosts private events.

### California Science Center (State Entity/Foundation)

The following was provided by California Science Center staff:

The mission of The California Science Center (CSC) is to stimulate curiosity and inspire science learning in everyone. CSC hosts about 2.2 million guests annually, of which 400,000 are school students. Roughly 300,000 square feet of gallery spaces house hands-on, interactive exhibits for science learning around the themes of Ecosystems, Air and Space, technology and Life sciences. CSC has been the home of the space shuttle Endeavour since 2012. Rotating special exhibits continue the science-related themes. The Wallis Annenberg building provides another significant space for more formal science education programming.

Museum entry is free except for special exhibits, which range from $7-$30 per ticket, and IMAX entry, which ranges from $7-$9 (there are discounts for students, seniors and groups).

The Science Center's attendance ranges from 1200 on its slowest days to 15,000 on peak days. This general visitation and the education programs that follow are not included in the special event statistics reported for the Science Center.

Education programs are geared to providing guests, students and teachers a unique experience that authentically involves them in science and engineering—one that is relevant to their lives. Programs center around both hands-on explorations and the engineering and design process, where participants solve problems by building, testing and modifying their ideas. Public programs include the touch tank, Curators' Lab, dive shows, and interactive stations. Science Live attracts about 600,000 visitors each year; discovery rooms are aimed at children under 7; the Big Lab programs serve 25,000 participants in field trips, home school, scouts and Science Saturdays; hands on science camp reaches 4500 participants in 37 classes, with 20% of kids receiving scholarships to attend.

Community programs serve middle school and high school students from underserved areas in the neighborhood. Middle and high schoolers in these programs get an in-depth experience with project-based learning focused on science and engineering.

A rigorous professional development program supports over 750 teachers across 26 schools in improving science instruction.

The Alexander Science Center School is a neighborhood science school run jointly by the Science Center and the Los Angeles Unified School District. Some 650 children from Tkindergarten through 5th grade attend the school. Curriculum incorporates science, math and technology as key components. The school has an afterschool program through the LAUSD's Youth Development Program. The school does not offer scheduled public programs.

### Christmas Tree Lane (OEPM/State Property)

Christmas Tree lane's grassy strip is an open space available for public use and is the visual gateway to the Park. The site hosts many special events per year including screenings of the popular Street Food Cinema summer movie series. There are no scheduled programs occurring on Christmas Tree Lane.

In the afternoons, the general public can sometimes be seen playing friendly games of soccer, picnicking, and lounging.

### Expo Center (City of Los Angeles)

The Expo Center (Roy A. Anderson Recreation Center) is a recreation facility owned and operated by the City of Los Angeles Recreation and Parks Department. Expo Center is the most rigorously programmed facility in the Park with year-round programs, classes, athletics, fitness facilities, and camps covering all ages. The facility is generally open to the public, although a free membership is required for participation and most of the Center's programs such as leagues and after school programs have nominal fees associated with them, although some of the recreational classes are free or subsidized.

While program offerings are scheduled by season and Spring and Summer hold the most programs, some of the programs remain the same from season to season. The below is a summary of the upcoming Spring and Summer offerings.

#### Arts and STEAM Programs

Youth and teens can participate in programming through The Clubhouse @ EXPO Center, a local chapter of an international network that provides science, technology, engineering, arts, and math education programs (STEAM).

For ages 11-17, there are classes in digital art, graphic design, illustration, silk screen printing, toy design, and web design.

Apart from The Clubhouse, there is also a "Youth FX Urban Media" program with classes in music and video production, photography, and general filmmaking, as well as a Google "Maker" program which focuses on hands on art and design activities.

There are no fees listed for any of the youth and teen arts and STEAM programs.

For seniors, programs include craft club, knitting and crocheting, quilting classes, computer classes, and a social café with daily amenities such as games and books. All classes are included with a monthly program fee of $15 dollars for adults and $10 for ages 55 and older.

### Aquatic Programs

Expo Center has a variety of pools with open, recreational swim hours with some pools and hours designated for seniors, others for families, and admission costs ranging from 1$-$3.50 with discounted admission for monthly or bulk packages.

For ages 4-6, there are group swim lessons for $20 per season. For ages 7-17, there are multiple levels of group swim classes, from water confidence to advanced swimmers, novice swim teams, water polo, synchronized swimming, for $50 per season, and a junior lifeguard camp for $200 per season.

For adults and seniors, there are group swim lessons from water confidence to intermediate level for $40 per season, and "aquacise" classes for $4-$4.50 per class or $45 per month.

There are private swim lessons for all ages at a cost of $108 for four private lessons, or $160 for four semi-private lessons.

There are "adaptive aquatics" classes available designed for athletes with disabilities for $20 per month.

### Recreation and Sports

Sports league offerings include boy's T-ball for ages 5-6 and 7-8, coed Softball for ages 13-15, girls and coed basketball clinics for ages 9-12 and 13-15, kids soccer (unspecified ages), kids football (unspecified ages), high school soccer games, and Summer basketball league play for ages 5-15. Fees range from $10-$55.

Youth recreational classes include Capoeira for ages 5-10 and 11-15, Martial Arts for ages 5-15, and Zumba for all ages. Martial Arts carries a cost of $40 for a five-week series, the others are both free.

For seniors, there is circuit training, salsa dancing, square dancing, boxing, low impact exercise, walking club, and "Mambo Mania" cardio dancing. All classes are included with a monthly program fee of $15 dollars for adults and $10 for ages 55 and older.

### School Programs

Expo Center offers preschool (both half and full-day care), afterschool kinder care, afterschool enrichment for elementary school aged kids, and a middle and high school pick up program. Fees for afterschool programs are $20 per week after a subsidy by the Friends of Expo Center. Preschool fees range from $35-$140 per week.

There are also Summer camps for ages 6-12 and 13-16, and a Jr. Lifeguard camp for ages 9-17. Camp fees are $120 per week and there are scholarships available from the Friends of Expo Center.

### Other Programs

Other programming for youth and teens includes e-Sports gaming, science and technology experiments, digital storytelling, cooking classes, healthy eating seminars, and a mentorship program.

## Expo Lawn East and West (OEPM/State Property)

The Expo Lawn East and West area along Exposition Park Blvd does not appear to have daily scheduled activity. Some members of the general public congregate here during various times of the day for passive lounging. There are also vendor carts near this area frequently.

## Jesse A. Brewer Jr. Park (OEPM/State Property)

Jesse A. Brewer Jr. Park is the most park-like area of Exposition Park and attracts a fair amount of daily use making it one of the most actively used outdoor areas of the Park by daily Park visitors (non-event visitors). Its most active feature is the children's play structure. There are also attractive grassy areas for lounging and picnicking, iconic animal sculptures, a variety of shade trees, public restrooms, and two covered picnic pavilions. A fruit vendor cart sometimes positions on the north perimeter of the park. There does not appear to be scheduled programs programming occurring in Jesse A. Brewer Jr. Park, although it has been the venue for periodic events such as demonstrations, tailgate parties, and community events.

## Los Angeles Memorial Coliseum (USC – Private)

The Los Angeles Memorial Coliseum (Coliseum) does not appear to have daily scheduled activity, though some Park visitors can be seen congregating in the entry plaza that frames its historic arches and entryway.

## Natural History Museum (Los Angeles County)

The Natural History Museum (NHM) offers exhibits and programs covering the natural sciences and cultural anthropology. Museum entry is $15 for adults, $12 for seniors and students, $7 for children aged 3-12, and free for children 2 and under. The museum is free for all ages on the first Tuesday of every month, and every week day between 3-5pm for residents of LA county.

Public programs include gardening and nature workshops such as vegetable growing, First Fridays after hours museum nights, lectures, adult only sleep over nights at the Museum, and free Summer Nights in the Garden featuring cocktails, performances, expert meet and greets, presentations and other activities. Tickets to lectures and workshops range from free to $20, adult only sleep over ticket prices are not currently listed.

There are a variety of special events and festivals such as a bug fair and LA Nature Festival.

There are also field trips from public schools.

The following text was provided by Natural History Museum staff:

The Natural History Family of Museums includes the Natural History Museum of Los Angeles County (Exposition Park), the La Brea Tar Pits and Museum (Hancock Park/Mid-Wilshire), and the William S. Hart Museum (Newhall, CA). The Family of Museums serves approximately 1.4 million visitors annually, and it is a national leader in research, exhibitions, and education. NHM was the first dedicated museum building in Los Angeles, opening its doors in 1913, and has since amassed one of the world's most extensive and valuable collections of natural and cultural history – more than 35 million objects. Its decade-long transformation created compelling, awardwinning exhibitions including the Nature Lab and Nature Gardens; Becoming Los Angeles; Dinosaur Hall, Age of Mammals; the Haaga Family Rotunda; and the outdoor Butterfly Pavilion and Spider Pavilion. Taken as a whole, these separate exhibitions have transformed the Museum into an indoor-outdoor experience, with an increased focus on community engagement and Los Angeles' surprising urban nature. NHM is the only natural history museum in the world today that incorporates on- and offsite nature exploration, local wildlife inventories, a slate of community science programs, and an active research paradigm that once focused on the past, but increasingly addresses the present and future.

## Rose Garden (City of Los Angeles)

The Rose Garden's attractions include its more than 100 varietals of roses, the central fountain, and four gazebos. The Rose Garden is one of the most well-visited areas of the Park by regular Park visitors (non-event visitors). Apart from self-guided strolling and respite, The Rose Garden is used for engagement photos, and periodic special events such as weddings and other receptions. It is listed on the National Register of Historic Places. There does not appear to be scheduled programming occurring within the Rose Garden.

## South Lawn

The South Lawn is regularly used by school children for play and to eat lunch before returning from school field trips to the museums. Toward the end of a school year, the South Lawn can become quite busy with children, with as many as 100 school busses visiting the site in one day.

Apart from these school visits, the South Lawn is also used by the general public for friendly games of soccer and football, though it is not densely used on a daily basis.

The South Lawn is periodically used for parking and tailgating during USC Trojans and Rams games. It is also used as an event lawn for some of the Park's larger, public events such as festivals. There are no scheduled programs occurring on the South Lawn.

## Summary

The regular park activity and scheduled programs generated by the institutions within Exposition Park are generally a positive benefit to the Park and the neighborhood. If OEPM or another managing entity were to begin offering public programming in Exposition Park's outdoor spaces, they would not have to start from scratch but could instead build off of the programming that is already happening in the Park.

Museum programming creates a cultural and educational draw and includes strong children and family offerings. Each museum is either free or offers special free days and times, making them accessible to all. Special exhibits and programs are not high in cost. Generally, museum programming appears to be aimed at multiple demographics, from families with small children, to young adults, to seniors, and covers multiple interests from STEM to arts and culture. Museum programming is generally accessible and open to the public.

However, the programs are inwardly focused, and few occur outside in the Park. This does not necessarily help to generate activity and buzz in the Park, although visitors to the museums and their programs would certainly be likely to extend their stays and visit the Park if the outdoor offerings were strong enough to attract them.

Museums have the option of renting certain outdoor park areas (defined in "OEPM Events" section), and certainly doing this would help create more visibility for the museums and help fill the Park's public areas with activity. But what would create an even better and more consistent atmosphere of daily activity in the Park would be if the museums could hold regularly occurring, small programs (like classes and demonstrations), free and open to the public in outdoor areas of the Park without necessarily renting the space. These types of orchestrated and sustained regular programs are what really draw a consistent stream of regular park visitors to a park. There may be liability issues associated with non-OEPM entities using these spaces without a rental agreement, but there are ways to navigate around that.

Expo Center programming creates a fitness and recreation draw and includes strong children, youth, and seniors offerings. The programs are very affordable, offer options for various levels from small children, to youth, to adults and seniors, and cover many different interests, from sports and fitness, to STEM, to creative arts, to youth development and education. Expo Center programming is very open and welcoming to all.

Like the museum programming, Expo Center programs generally occur indoors or at least within the walls of the Expo Center property, except for sports field activities and camp activities. Similar to the museums, this means Expo Center programming does little to activate the Park's outdoor public spaces. Furthermore, Expo Center programming is generally not geared toward young adults.

The three conclusions of this examination of Exposition Park's programmatic offerings are:

- Not much of the scheduled programming occurs in the Park's outdoor public spaces
- Institutions within the Park, while they offer exceptional public programs, don't utilize the Park's outdoor public spaces.
- Recreation and sports offering are limited to the Expo Center, and generally are lacking for the 20s and 30s demographics.

Any new programming effort at Exposition Park should build off of, complement, and collaborate with the existing programming, while placing a high importance on visitor and vehicular traffic and impacts to the Park's infrastructure.

# AREA PROGRAMMING

In studying Exposition Park's existing programming and events and thinking about what programming and events could look like in the future, it is important to look at what other programmatic offerings exist in the immediate area surrounding the Park. This is helpful in getting a sense of the neighborhood, the tastes of the nearby population, the competition for programming, any gaps that could be filled, and any potential partnerships for future Park programming. This could include everything from nearby fitness studios offering paid classes, to art galleries, to hobby shops, to games parlors, to music venues, and anything else on which the public might spend leisure time.

If we look at the area within a roughly half-mile radius of the park (reasonable walking distance), there are really no programmatic offerings to speak of other than the USC campus. There is also an RC-car racing hobby shop located about a mile and a half from Exposition Park.

## USC Programming and Events (Private)

USC hosts a variety of programmatic offerings (outside of the normal courses) that are mainly geared toward USC students, staff, faculty, and alumni including historical and cultural talks, workshops, symposia, film screenings, art exhibits, music, dance, and theatrical performances.

These are a mix of recurring programs like lecture or workshop series, and one-off events such as concert recitals or art openings.

A small number of these programs appear to be open to the general public (a classical guitar recital put on by the music department earlier this year, for example), but they are, for the most part, directed towards USC students.

## USC Fisher Museum of Art (Private)

The USC Fisher Museum of Art is located at the southern edge of the USC campus, bordering the northern side of Exposition Park, and the museum's website boasts itself as a "part of an extraordinary complex of Exposition Park museums." The museum is free and open to the public. It does not appear to have any scheduled programs or events outside of its gallery exhibitions at this time.

## Conclusions

Exposition Park collectively is the primary source of all types of programming and educational, cultural, music, filming, charity, sports, and athletics events in the immediate area for the general public, with USC providing programming mainly for USC students.

# DAILY PARK ACTIVITY DIAGRAM

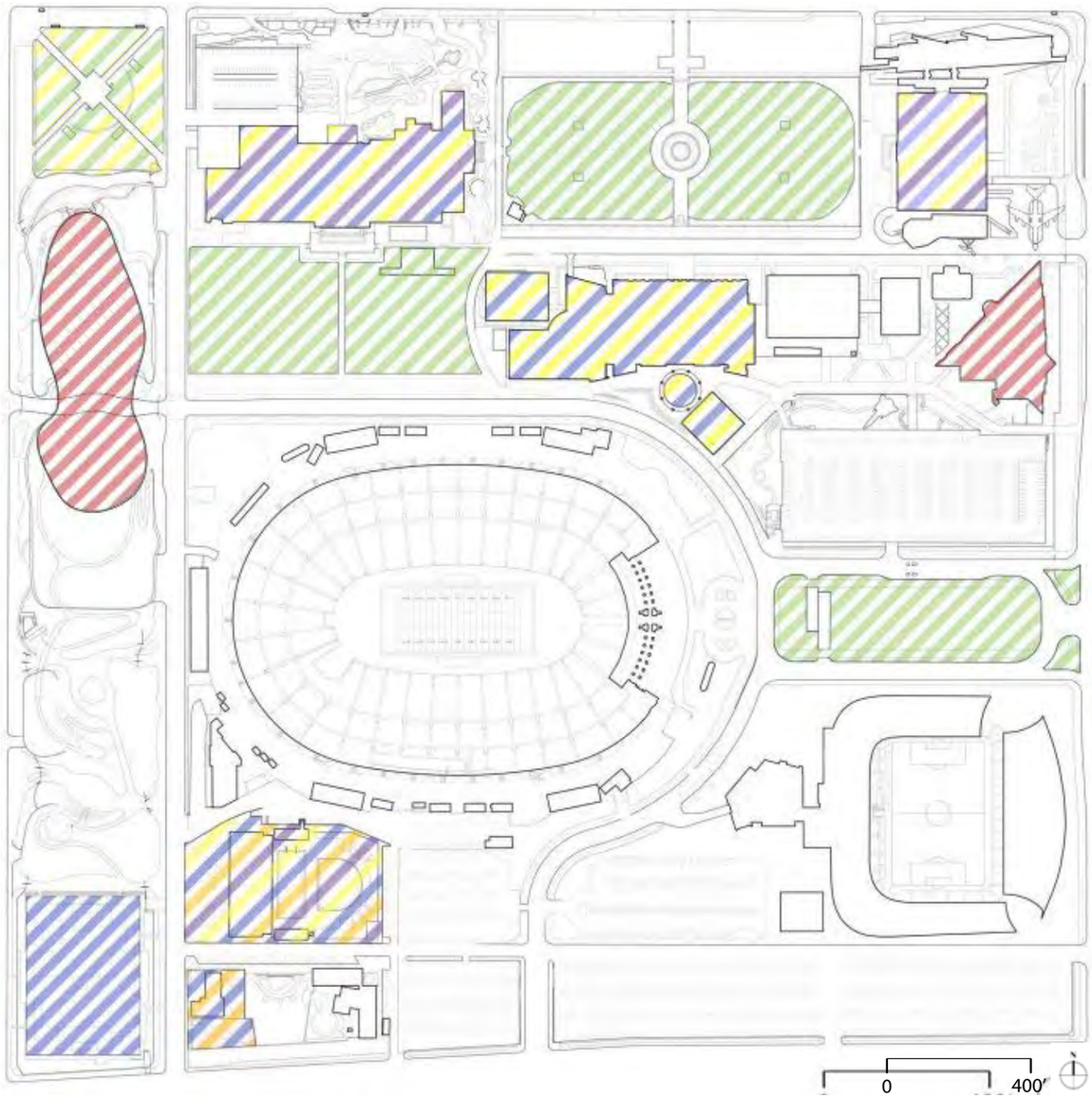


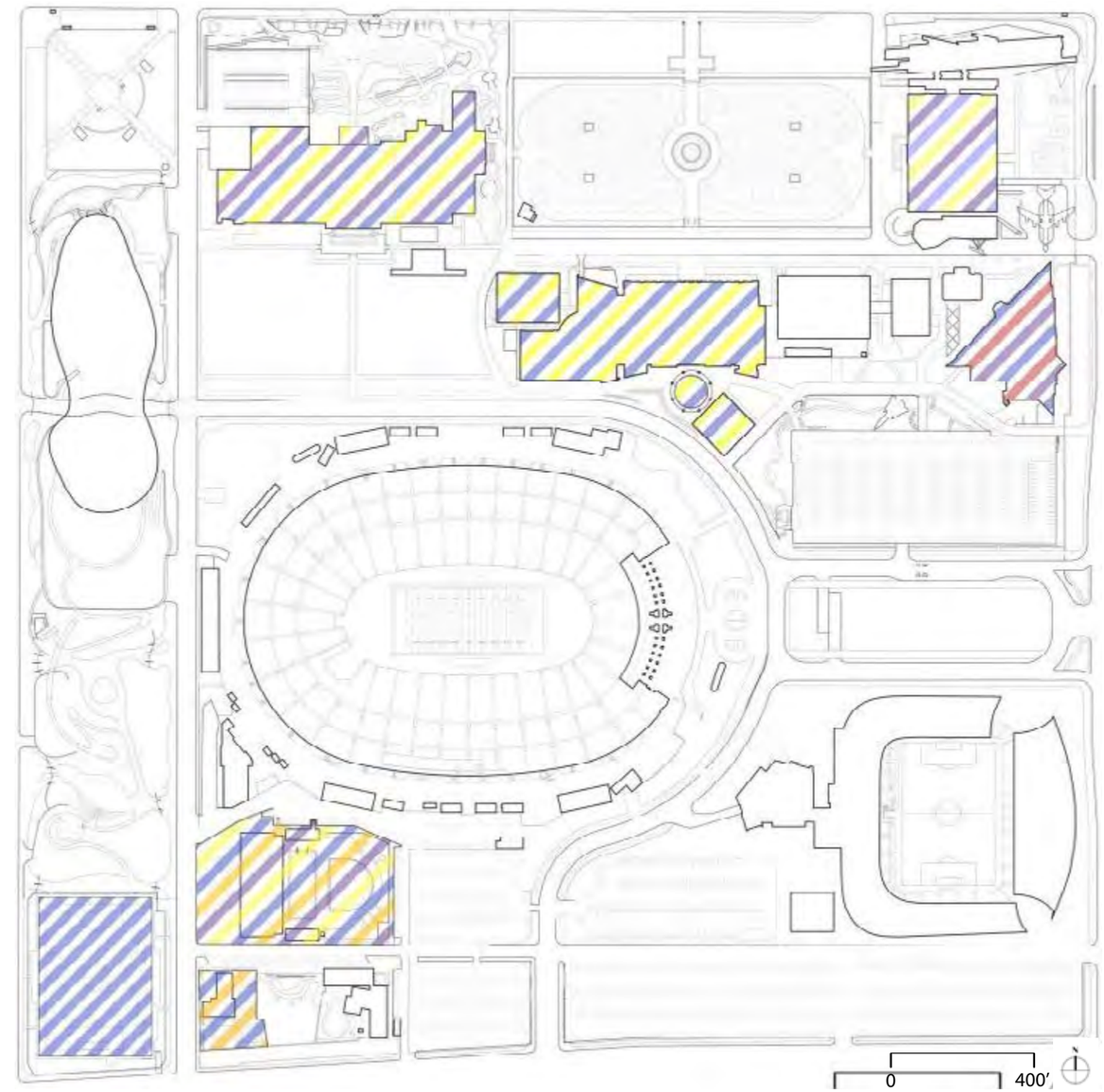

DIAGRAM KEY

- Fitness & Sports
- Children & Family
- STEAM Activities
- Arts & Culture
- Passive Park Enjoyment
- Hobbies & Interests

DIAGRAM KEY

- Fitness & Sports
- Children & Families
- Steam Activities
- Arts & Culture
- Hobbies & Interests

## RECURRING PROGRAMMING DIAGRAM



# SPECIAL PROGRAMMING

## Introduction

There were nearly 1,000 special events in Exposition Park in 2017 which attracted an estimated 2.1 million visitors combined.

For the purposes of this memo, events will be broken down by the following types:

Museum Specific Events:

Public events held by and/or within one of the museum properties whose content and purpose are specific to the museum such as the Natural History Museum's Sleepover and Dinosaur Ball, or Can't Stop Won't Stop at the California African American Museum.

Private Events:

Events sponsored by a third party and not open to the public such as corporate events, birthday parties, wedding ceremonies, proms, graduation ceremonies, and film and photo shoots.

Community Events:

Public events such as demonstrations and rallies, runs/walks, tailgating, cultural festivals and holiday celebrations

Sports Events:

Sporting events such as games and tournaments by professional, college, high school, and recreational leagues

Entertainment Events:

Public events, ticketed or free, such as movies, music festivals, concerts, and food and beverage festivals.

## Banc of California Stadium (USC – Private)

The Banc of California Stadium will host 17 Los Angeles Football Club (LAFC) home games per season, from around the beginning of March until the end of October. The capacity of the stadium is 22,000 people. Presumably, the stadium will host other large events over the course of the year, although only the LAFC home games have scheduling priority as a part of OEPM's scheduling priority order.

## California African American Museum (State Entity)

The California African American Museum (CAAM) hosted over 200 special events in 2017 within its facility according to the OEPM master calendar, although some of the events listed fall under what BRV would consider programming as they are part of a recurring series rather than a one-off event. Still, the museum hosts a large number of special events, primarily museum specific events and community events with some private events. Events ranged in attendance from several dozen up to 500. Events occurred on a variety of days and times.

## California Science Center (State Entity/Foundation)

The California African American Museum (CSC) hosted over 150 special events in 2017 within its facility according to the OEPM master calendar. The majority of special events were third party, private events, with some community events, and few museum-specific events. Attendance ranged from several dozen to 2,500. Events occurred on a variety of days but more heavily on Thursdays, Fridays, and Saturdays.

## The Los Angeles Memorial Coliseum (USC-Private)

The Los Angeles Memorial Coliseum (Coliseum) hosted about 50 events in 2017 within its facility according to the OEPM master calendar. The vast majority of these events were large scale sporting events, with some private events, and very few community events and entertainment events such as food and beverage festivals. Sporting events ranged from 10-70,000 people, while the other events ranged from several hundred to several thousand. Most events occurred on Thursdays, Saturdays, and Sundays with scattered events occurring on other days.

Museums in Exposition Park report a decline in visitor attendance on football game days, largely due to the traffic congestion and scarcity of parking on those days.

## EXPO Center (City of Los Angeles)

The EXPO Center hosted over 250 special events in 2017 within its facility according to the OEPM master calendar. The vast majority of these events were sports games and tournaments, with some community events and very few private events. Attendance ranged from 100-1,000. Events occurred on a variety of days.

## Natural History Museum (Los Angeles County)

The Natural History Museum (NHM) hosted over 100 special events in 2017 within its facility according to the OEPM master calendar. About half were museum-specific events, some of which could be considered programs. About half were private events. Attendance ranged from several hundred to 8,000, with one outlier event of 16,000 for a day-long museum "free-for-all" event. Events occurred heavily on Saturdays and Sundays, with scattered events on other days.

*Natural History Museum of Los Angeles County, Outdoor Events*

*Natural History Museum of Los Angeles County, Dinosaur Ball*

*California Science Center, Private Events*

*California African American Museum, Can't Stop Won't Stop*

*Banc of California Stadium, LAFC Home Games*

# TYPES OF SPECIAL EVENTS DIAGRAM

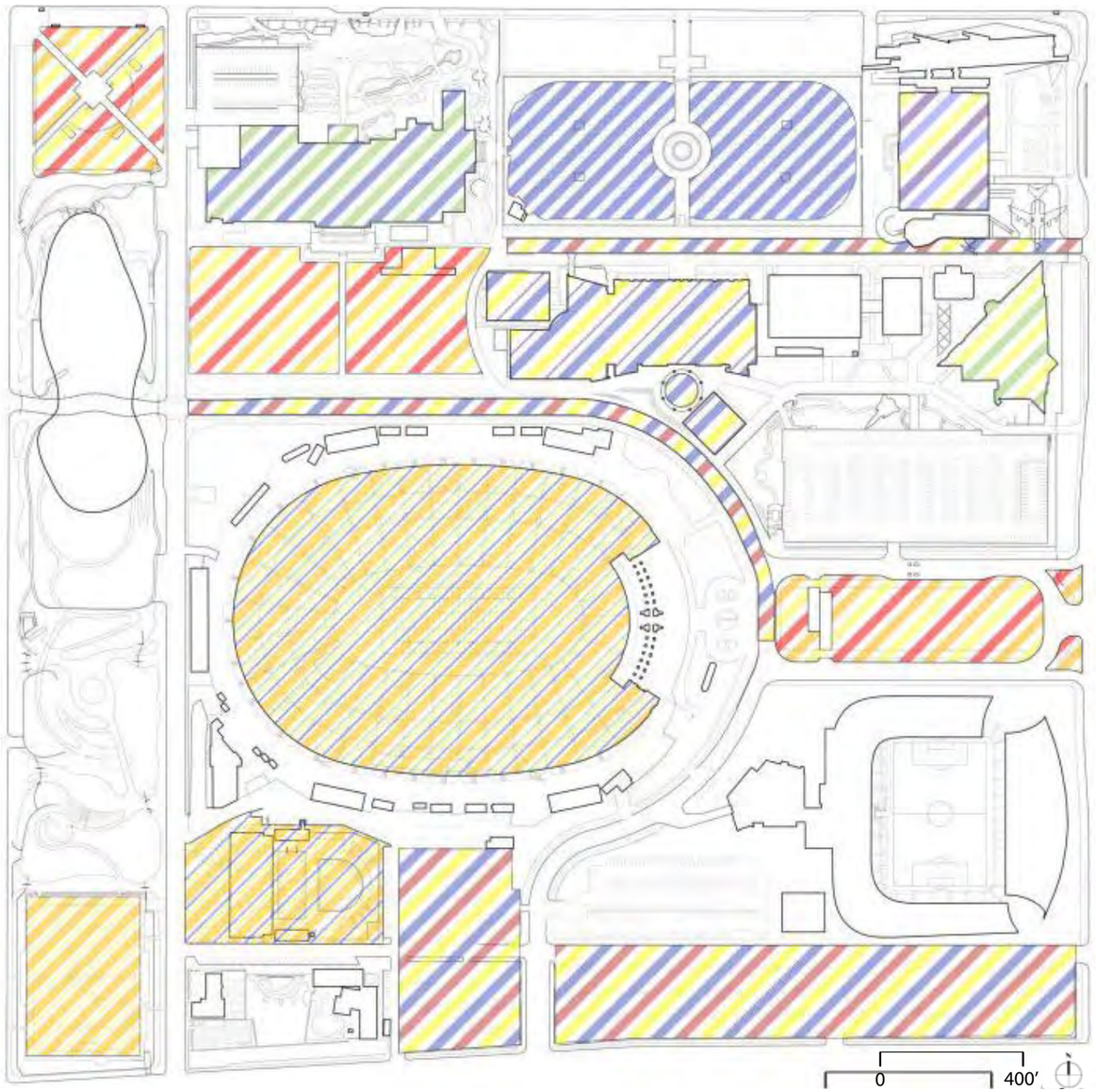



DIAGRAM KEY

- Sports
- Community Events
- Private Events
- Entertainment
- Museum Events

## OEPM Events (State Property)

Apart from events happening within one of the institutions mentioned above, there were roughly 130 special events held on Park property in 2017, according to the OEPM master calendar. These events include private events, community events, ticketed entertainment events, free entertainment events, and food and beverage festivals. These events were permitted by OEPM but all were produced by third party event sponsors.

These events took place in Exposition Park's public spaces including Christmas Tree Lane East and West, Jesse A. Brewer Jr. Park, Expo Grass East and West, Parking Lots 1-6, the South Lawn East and West, Plaza A-D, Exposition Park Drive, and State Drive. Three events took place over the entire Park over nine total days. Figure A. on the next page shows a map of the event areas permitted through OEPM, as shown in the OEPM event application.

The majority of events ranged from several hundred to several thousand attendees. But several outliers were in the tens of thousands. The most attended events were USC Fan Fest with 30,000 per occurrence, LA Rams Fan Fest with 25,000 per occurrence, One Life LA with 10,000, Mexico vs. Croatia Fan Fest with 17,500, Camp Flog Gnaw Music Festival with 25,000 per day, Air and Style with 50,000, FYF Music Festival with 35-40,000 per day, and the March of Dimes with 15,000.

Similar to football games, museums in the Park report a negative impact on attendance due to traffic and parking conditions.

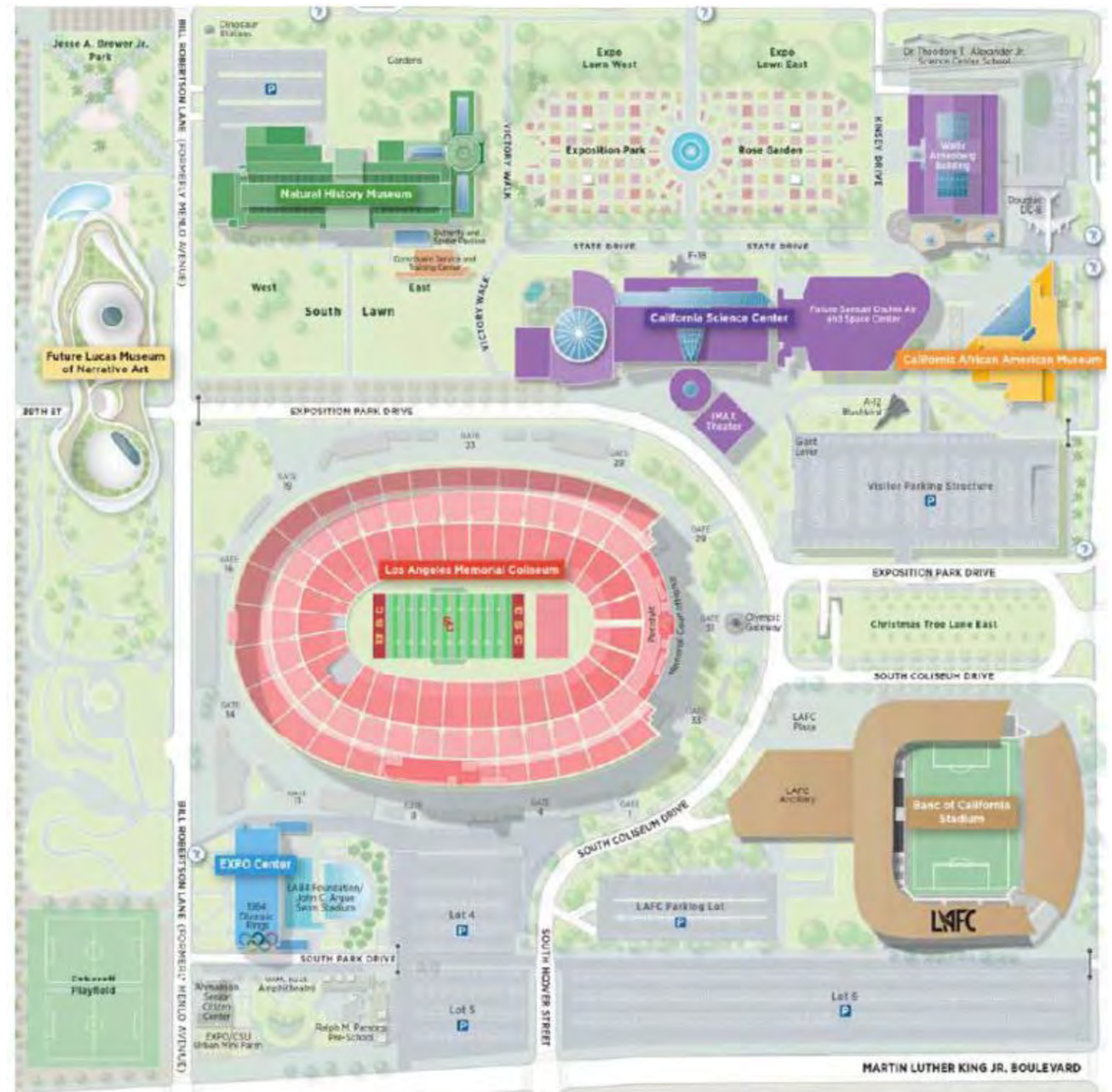



*Figure A. Map of OEPM Permitted Event Rental Locations*

# AVERAGE SIZE OF EVENTS

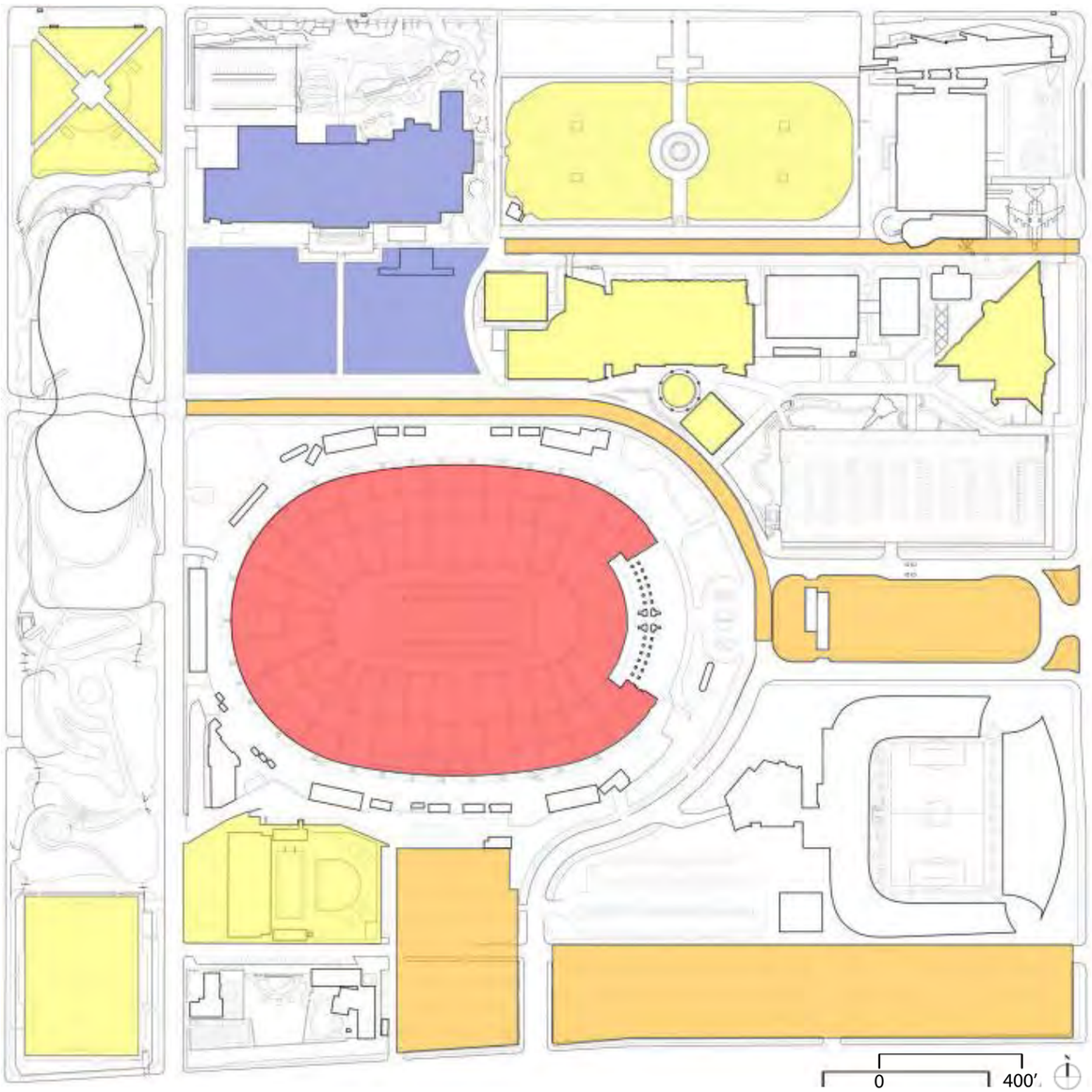
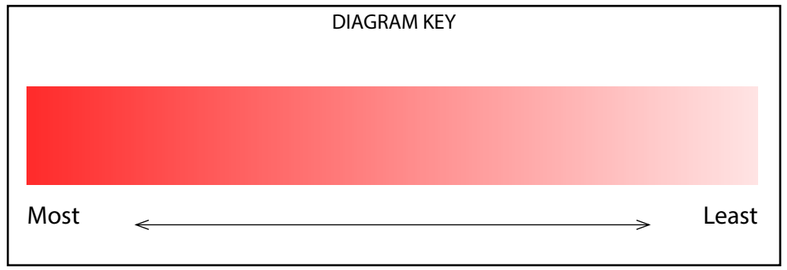
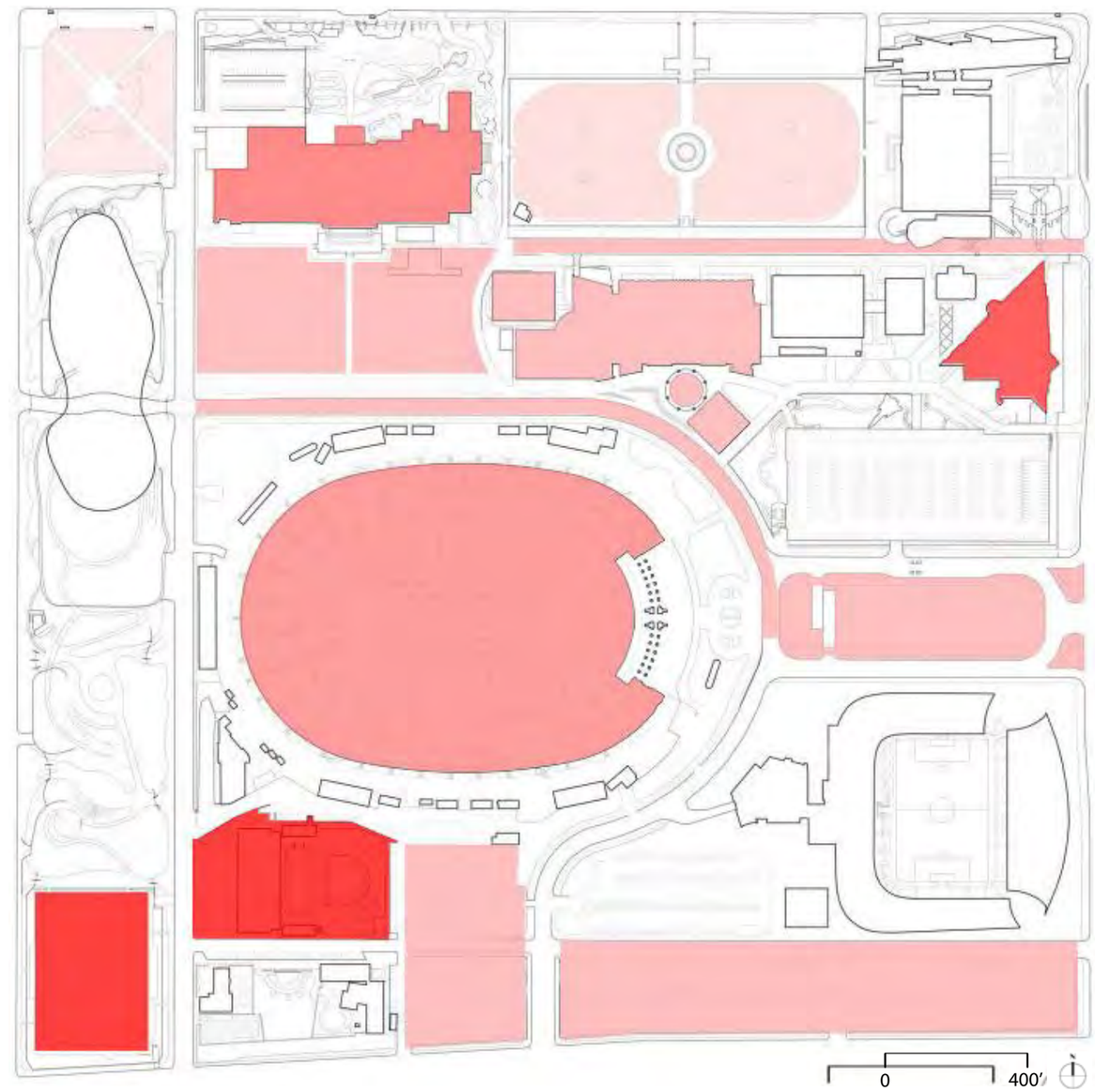



DIAGRAM KEY

- Under 1k
- 1-10k
- 10-50k
- 50+k




## FREQUENCY OF EVENTS



## Event Policies and Fees

All events scheduled to happen at Exposition Park are added on the Master Calendar and approved/published by OEPM. All rentals of public spaces under OEPM's jurisdiction go through the OEPM Events Department for permitting.

Clients looking to host events in Exposition Park's public areas need to contact OEPM for an event application and guidelines, whereas events happening within one of the areas under the control of the institutions within the Park, as well as the City-owned Rose Garden, go through the individual Figure A. Map of OEPM Permitted Event Rental Locations permitting process of the institution/governing body that controls that area, but still need to be calendared through OEPM.

### OEPM Events Permitting

Events permitted through OEPM are divided into four categories – general, tailgating, runs/walks, and filming/basecamp permits. Applications need to be submitted no less than 6 months in advance of the first day of set up for the event.

As of the writing of this memo, the application and guidelines for such events are not available via the Park's website (www.expositionpark.ca.gov), either on the home page or the "Events" tab, nor is the contact information listed for OEPM's events management staff. Presumably, prospective event applicants contact the general information line and are directed to the events staff, who then email the relevant application and guidelines to the applicant.

The general event application and guidelines packet is a 37-page document and includes:

- General information about Exposition Park
- Park map indicating rentable spaces under OEPM's purview
- Dimensions of rentable spaces
- Frequently asked questions
- Prohibited items list
- Public display of motor vehicles parameters
- Client checklist
- OEPM W-9 form
- General terms and conditions
    - o Mostly standard terms – indemnification, insurance, payment provisions, a force majeure clause, rules regarding the use of drones, rules for amplified sound, antidiscrimination parameters, and other stipulations as to the physical use of the grounds
    - o Some conditions of particular note:
        - § Applicant must provide their own electricity via portable generators
        - § Applicant must provide their own portable restrooms
        - § Applicant must provide their own water by arranging access through the Los Angles Department of Water and Power (LADWP)
- Insurance requirements
    - o General liability of at least $1,000,000
    - o Automotive liability of at least $1,000,000 (when applicable)
    - o Aircraft liability of at least $5,000,000 (when applicable)
- Security parameters
    - o *Event producers need to contract with the Department of Public Safety (DPS), through Exposition Park. Supplementary security from a private contractor is subject to certain parameters.
- Cancellation policy
    - o 15-30 days out from event: 50% refund less $275 non-refundable permit fee
    - o Inside 14 days: no refund
    - o No refund for "undesirable" weather
- OEPM special event contact list
- "Not endorsed" vendor list

The tailgate and filming/basecamp permit applications appear to be exactly the same as the general application, but with the titles changed. The run/walk permit application appears to be largely the same, but with two additional pages indicating the possible run/walk routes on the Park map.

OEPM Events Fees

Events at Exposition Park permitted through OEPM are subject to the adjacent rate card:

Other Fees

- 25% of total fee additional security deposit – refundable upon post-event review
- Fee for DPS security personnel
- Filming events must also submit the online state permit application and pay the relevant fee through the California Film Commission website
- Parking fees, should applicant choose to prepay for attendee parking (parking is otherwise paid day of event)
- LADWP temporary water connection fee (when applicable)

*Note that page 10 of the event application, under FAQs, stipulates that certain community sponsored events that do not collect fees from the public or from vendors, may qualify for a "Community Sponsored Event" application. Upon approval by Park Manager, the event rental/location fees are waived. However, they are still responsible for overhead and personnel costs.

Other Events Permitting

Events at one of the institutions within the Park are permitted through each institution's own management, but all are calendared through OEPM's master calendar and events that meet a specific threshold need to adhere to certain guidelines as stated in the lease agreements of each institution (see BRV's documents review memo).

- All "Special" and "Major" events need to be calendared and coordinated with the Park Manager
- Requests are due by January 31st of each year for the following 24 months

OEPM Events Fees

| Location | Current Rate | Maintenance Recovery Fee | Total Cost |
|---|---|---|---|
| Christmas Tree Lane East | $4,400.00 | $1,100.00 | $5,500.00 |
| Christmas Tree Lane West | $1,100.00 | $550.00 | $1,650.00 |
| South Lawn East | $4,400.00 | $1,100.00 | $5,500.00 |
| South Lawn West | $4,400.00 | $1,100.00 | $5,500.00 |
| Expo Park East | $1,650.00 | $550.00 | $2,200.00 |
| Expo Park West | $1,650.00 | $550.00 | $2,200.00 |
| Jesse Brewer Park | $3,300.00 | $1,100.00 | $4,400.00 |
| Road Use | $2,200.00 | $1,100.00 | $3,300.00 |
| Plaza A-D (per area) | $1,100.00 | $550.00 | $1,650.00 |

- Scheduling priorities are in this order (per year):

    1. USC for calendaring its USC Home Football Games and annual "Spring Game," any NFL Games, Olympics or Special Olympics ("Coliseum Priority Events")
    2. Coliseum Commission for its annual July 4th celebration
    3. California Science Center's "Discovery Ball Exception" must be calendared by October 1st of current year for the following year
    4. LAFC for MLS Home games
    5. NHM, California Science Center, CAAM, and the LMNA each for up to 3 "Significant Museum Events"
    6. California Science Center, CAAM, and the LMNA each for up to 9 "Additional Museum Events"
    7. California Science Center and CAAM for up to 12 "Special" or "Major" events
    8. NHM for up to 21 "Special" or "Major" events
    9. The Expo Center for up to 24 "Special" or "Major" events

Events at either the Rose Garden or Expo Center are permitted through the City Parks Department website. It is not clear whether the Rose Garden is subject to the same prioritization of event scheduling as the other institutions.

Fees for these events are determined by each institution.

Notes on Event Application and Guidelines

Although the actual application portion of the packet is relatively brief and straightforward, the packet itself is a bit long and could be intimidating to some.

Here are some suggestions to simplify the event application and guidelines packet/process:

- All information for the event application process and the event application itself, guidelines, and contact information for events staff should be easy to find on the website. Here is a good example of a park rentals page on the website for Yerba Buena Gardens in San Francisco: https://ybgfestival.org

- There seems to be little difference between the four versions of the application packet, other than the run/walk version containing route maps. Perhaps one unified packet would do, with an optional added handout of the route maps for run/walk applicants. This won't necessarily change much for the applicant, but could simplify things for staff.

- Break out the event guidelines, FAQs, and other important sections into downloadable links via the website, so that applicants can review and digest each one independent of the application form itself. See the example in Figure B.

- Consider adding photos of the spaces, in addition to the map and square footages, so that applicants can better understand them. See the example in Figure C on the next page.

*Figure B. Example of Event Guidelines and Application Links*

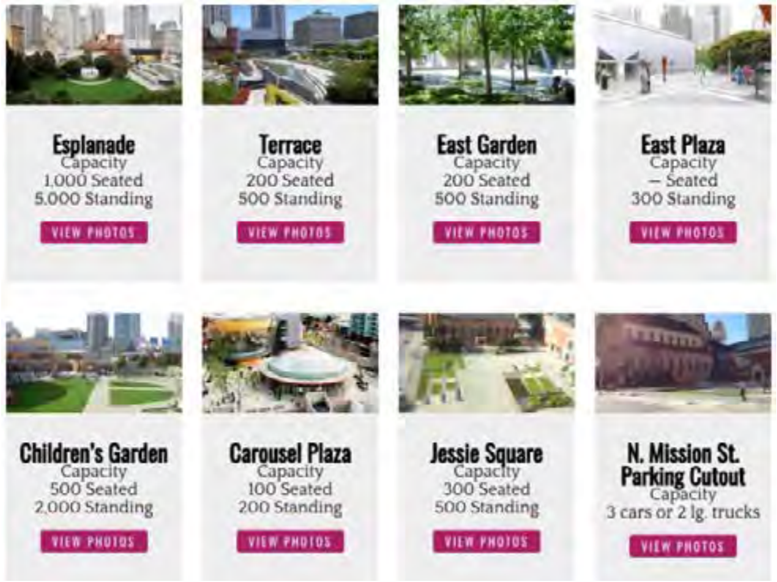



*Figure C. Example of Venue Space Images*

| LOCATION | EVENT SPACE | TOTAL AREA (SQ.FT.) | MAXIMUM OCCUPANCY | DAY RATE | $/SQ.FT. | $/PERSON (Seated or Standing) |
|---|---|---|---|---|---|---|
| Treasure Island | Great Lawn | 174,240 | 24,891 (standing); 11,616 (seated)* | $2,750 | $0.02 | |
| Treasure Island | Hanger 3 (no longer available) | 65,000 | 9,285 (standing); 4,333 (seated)* | $17,500 | $0.27 | |
| San Francisco | Howard Street, between 3rd and 4th | 74,660 | 10,694 (standing); 4,990 (seated)* | | | |
| Moscone Center | West, North and South | 505,000 | 72,142 (standing); 33,666 (seated)* | $222,200 | $0.44 | $3.08 |
| AT&T Park | Whole Park | 544,500 | 10,000 | $200,000 | $0.37 | $20.00 |
| AT&T Park | Field | 195,804 | 27,972 (standing); 13,053 (seated)* | $40,000 | $0.20 | $1.43 |
| AT&T Park | Field Club Lounge | 12,535 | 1,790 (standing); 835 (seated)* | $10,000 | $0.80 | $5.58 |
| AT&T Park | The Garden | | 300 | $7,500 | | $25.00 |
| AT&T Park | Gotham Clubhouse | | 175 | $15,000 | | $85.71 |
| Mission Rock | Pier 48 | 120,000 | 6,000 | | | |
| Presidio of SF | Officer's Club - Ortega Ballroom | 2,955 | 250 | $7,500 | $2.54 | $30.00 |
| Presidio of SF | Officer's Club - Moraga Hall | 3,180 | 200 | $9,600 | $3.02 | $48.00 |
| Presidio of SF | Officer's Club - Hardie Courtyard | 690 | 47 | $850 | $1.23 | $18.09 |
| Presidio of SF | Log Cabin | 5,240 | 200 | $5,500 | $1.05 | $27.50 |
| Fort Mason | Festival Pavilion | 50,000 | 3,800 | $12,500 | $0.25 | $3.29 |
| Fort Mason | Parking Lot | 15,000 | 3,500 | | $0.00 | $0.00 |
| Denver, CO | Union Station - Great Hall | 6,000 | | $15,000 | $2.50 | $120.00 |
| Grand Central Terminal | East Vanderbilt Hall | 6,000 | | $12,500 | $2.08 | |
| Highline | Chelsea Market Passage | 5,900 | 500 | $50,000 | $8.47 | $100.00 |
| Highline | 14th Street Passage | 2,500 | 200 | $20,000 | $8.00 | $100.00 |
| Highline | The Diller-Von Furstenburg Sundeck | 4,000 | 300 | $15,000 | $3.75 | $50.00 |
| Averages | | | | $36,855.56 | $2.03 | $37.69 |

*Figure D. Comparison of Venue Rates*

### Notes on Fees

Fees on the Park rate card, while they may be appropriate for other event venues or standard cityrun parks, are low when compared to a highly programmed park. See the venue rate comparison in Figure D on the next page. Working off the idea of re-considering the frequency, size, and impact of large events in the Park, OEPM might consider charging more for events which might reduce the numbers of total large events without sacrificing overall revenue. We understand this may be discouraging or unfair to smaller event groups such as community organizations or non-profits, but a way of getting around this issue is to do away with the rate card altogether and instead customize rates on an event by event basis. Custom rates should take into account: the size of events, impact on the Park, and ability to pay. This way, the Park can work with a small non-profit on holding a picnic in the Park at one price point, while being able to charge Microsoft a far higher rate should they want to host their company picnic in the park. Parks that operate with a set rate card often leave money on the table. Grand Park, for example, is a County controlled park that does not use a set rate card for corporate events and film/photo shoots.

Another thing to consider, whether rates are set by a rate card or customized, is to take into account some of the added benefits the Park could offer in order to justify higher event fees. Here are some ideas:

- Include water and power in the higher event price. This may cost event producers more money, but be easier than going through the City to arrange water service or a private company to rent power generators.
    - *On a side note, on-site power is much quieter and more pleasant for attendants than the constant hum and gaseous exhaust of generators. This will help maintain a pleasant, park-like atmosphere.
- Consider working with the City on securing a blanket permit for amplified sound that could cover all events for the year. This may not be possible, but should be looked into with the City of LA/LAPD's permitting office. The Park could then include this as a benefit to event applicants who won't then have to secure a permit on their own (or pay for it).

- Keep in mind that the master plan will improve the quality of the grounds and amenities within the Park. These should earn a higher premium for space rental than the current grounds.
- Also keep in mind, event producers aren't just paying for the space, the way they would pay for any other venue space, but also paying for the right to hold an event in a public space and disrupt the normal enjoyment of the Park by regular Park users.
- Consider including some type of permanent stage or performance pavilion in the master plan (it can cost tens of thousands of dollars to construct a stage – providing one onsite saves events money, which can go toward venue fees). This will have to be studied more carefully.

### Experiential Marketing and Branded Events

Whether or not the Park uses a rate card, staff should create a special category of charging for events with a brand or corporate marketing component associated with them. These are events, most often open to the public, whose primary purpose is to expose a brand to the general public. Examples of this are a product launch or demonstration, a concert put on for free by a major brand, or other free events with a thematic connection to and paid for by a brand. These event applicants should pay a much higher price than the standard rates because a) they are impacting the Park for a commercial purpose b) the brand receives a strong financial benefit from the event and c) brands have large marketing budgets that they use for such events and expect to pay high fees to be able to activate in public spaces. This is something that likely doesn't occur much now, but will be a more likely occurrence in the future if the Park begins to attract higher numbers of daily visitors.

## Summary

Overall, between OEPM permitted events, and events at institutions/entities within the Park, there are an extraordinary number of events happening annually at Exposition Park. This is not necessarily a negative for the Park. Events provide much needed revenue, as well as activation of a very large public space that could otherwise be empty. They provide marketing benefits to the Park by associating the Exposition Park name with high-profile, successful events. The events also help bring in a wider audience of visitors who might not otherwise visit the Park.

And, importantly, the mix of events is varied and interesting, targeting many different demographics, giving the general public a positive and inclusive image of the Park.

Some of the issues associated with such a heavy event schedule are:

- The public's association with the Park as a major events venue can affect regular visitation behavior.
    - The public may think the Park is "always having an event" and think twice about visiting for regular Park enjoyment. Feedback from the public and Park staff have indicated that the public currently views Exposition Park as a Museum/Sporting event venue and not as a "regular Park." This can work both ways as visitors to Museum/Sporting events may be introduced to and experience the Park for more than just the events.
    - The public may attempt to visit the Park, encounter a conflict with an event (the space they want to visit is closed, parking is taken up, traffic getting into the Park is heavily backed up, noise from the event disrupts the enjoyment of other spaces, etc) and then carry with them a negative association with the Park.
- Event visitors are not necessarily local, or consistent, repeat visitors to the Park, and therefore don't always treat the Park with as much care or consideration as regular Park users. This can affect the physical state of the Park, and maybe more importantly, does not help the Park build a strong base of loyal Park visitors. Building a base of consistent, loyal Park visitors is truly the best way to build community within the Park, and establish a worldclass Park that is appealing not to the public, as well as corporate sponsors, naming rights partners, concessionaries, and philanthropic donors (more on this in the financing strategies section of the master plan).
- Events can be taxing on the Park, both on the physical conditions, and the staff. The physical appearance of a space generally affects the experience of the Park for regular Park visitors and may send the negative signal that the Park is not cared for. This subtly suggest to certain Park users that they can mistreat the Park and no one will notice or care. It can also signal to visitors that the Park may not be a safe place to be. None of this is to suggest the Park staff is not doing a good job maintaining the Park - but simply to say that parks are harder to maintain to a high standard with constant, large events. As for the Park staff, there is a balance that needs to be achieved. The revenue from events at Exposition Park is likely worth the hard work and time involved in processing event applications and managing the events themselves. However, if Exposition Park aims to work in more regular Park programming to serve more of the community, management will need to consider the balance of staff time and energy spent on events versus Park programming or other Park goals.
- Certain events, either through their content or the experience they provide, can create a negative association for Park visitors. For example, in BRV's experience with one particular park in Arizona, the park became a constant venue for rowdy, drunken concerts for college kids. The park's image was then ruined for the remainder of the community, despite the fact that 95% of the time, there were no concerts happening. As mentioned, the roster events from the previous year feel like the "right mix" of events for Exposition Park. Staff should be careful to maintain this mix as activity in the Park continues to evolve.

## *EXPOSITION PARK MASTER PLAN*

**Sponsor** - Office Exposition Park Management (OEPM)
**Master Planner** - Torti Gallas + Partners
**Environmental Impact Analysis** – Sapphos Environmental
**Landscape Architect** – Ahbe|MIG
**Traffic and Mobility** – Gibson Transportation Inc.
**Community Outreach** – Consensus, Inc.
**Programming and Management** – Biederman Redevelopment Ventures
**Infrastructucture** – KPFF Consulting Engineers

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