EXPOSITION LINE LIGHT RAIL CORRIDOR

VERMONT RED LINE SUBWAY CORRIDOR

ORANGE LINE BUS RAPID TRANSIT CORRIDOR
ULI LOS ANGELES MISSION STATEMENT
At the Urban Land Institute, our mission is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. ULI Los Angeles, a district council of the Urban Land Institute, carries forth that mission as the preeminent regional real estate organization providing inclusive and trusted leadership influencing public policy and practice.

CORRIDOR PROJECT WORKING GROUP
Melani Smith (Project CoChair), Principal, Melendrez
Jane Blumenfeld (Project CoChair), Retired Acting Deputy Director, Los Angeles Department of City Planning
John Given (Project CoChair), Principal, City Build Advisors
Mitch Menzer, Partner, Paul Hastings
Ronald Altoon, Partner, Altoon Partners Architects
Richard Bruckner, Director of Planning and Development, County of Los Angeles
Clifford Graves, Community Development Director, City of Carson
Ehud Mouchly, Owner, READI, LLC
Katherine PerezEstolano, Partner, ELP Advisors
Anne Russett, Regional Planning Assistant, County of Los Angeles

ULI LA PROJECT STAFF
Gail Goldberg, Executive Director
Christine Susa, Director
Matthew Severson, Associate
James Brasuell, Writer/Editor
Eric Agar, Writer/Editor
Robert Andrews, Writer/Editor
Stephen Sampson, Graphic Designer
John Dlugolecki, Photographer

EXPOSITION LINE LIGHT RAIL CORRIDOR PANEL
John Given (Panel Chair), Principal, CityBuild Advisors
Lisa Padilla, Owner, Cityworks Design
Alan Pullman, Senior Principal, Studio One Eleven at Perkowitz + Ruth
Clifford Graves, General Manager, Economic Development, City of Carson
Kathe Head, Principal, Keyser Marston
Tom Wulf, Senior Vice President, Lowe Enterprises
Tony Mendoza, Senior Supervising Planner, Parsons Brinckerhoff
Scott Baker, Principal, Melendrez

VERMONT RED LINE SUBWAY CORRIDOR PANEL
Neal Payton (Panel Chair), Principal, Torti Gallas
Vince Bertoni, Director of Planning, City of Pasadena
Amanda Gehrke, Senior Associate, Strategic Economics
Pat Smith, Patricia Smith, Landscape Architect
Melani Smith, Principal, Melendrez
Gloria Ohland, Policy & Communications Director, Move LA
William Kohn Fleissig, President, Communitas Development Inc.

ORANGE LINE BUS RAPID TRANSIT CORRIDOR PANEL
Renata Simril (Panel Chair), Senior Vice President of External Affairs, LA Dodgers
Dan Rosenfeld, George Crenshaw Development Company
Alan Loomis, Principal Urban Designer, City of Glendale
Paul Silvern, Partner, HRA Advisors
Brad Rosenheim, Owner, Rosenheim & Associates
Melani Smith, Principal, Melendrez
Allyn Rifkin, Owner, Rifkin Transportation Planning Group
Michael Dieden, President, Creative Housing Associates
Cathleen Sullivan, Associate Project Planner, Nelson Nygaard Consulting Associates
INTRODUCTION

BACKGROUND
Residents of Los Angeles are increasingly adopting a lifestyle no longer singularly defined by the automobile. Once a city recognized for traffic congestion and unhealthy air quality, a newly “transit oriented L.A.” has embarked over the past 25 years on an aggressive expansion of its regional transit system. In November 2008, voters approved Measure R by a two-thirds majority, committing a projected $40 billion to traffic relief and transportation upgrades throughout the county over the next 30 years. With more than 100 transit stations now located throughout the county of Los Angeles (most of which are located in the city of Los Angeles), both the city and the county have concentrated planning efforts around stations to guide the completion of the necessary infrastructure investment to support increased ridership. The Urban Land Institute Los Angeles (ULI-LA) believes that to increase transit ridership, an objective that is so essential to the region, another approach must be taken.

The following report, produced in partnership between the City of Los Angeles and ULI-LA, lays out a new vision, in which increased ridership and its corollary, reduced vehicle miles travelled (VMT), can be better advanced by expanding the planning agenda from individual transit stations to the transit corridors that connect and support the stations.

This transit corridor perspective would move the public dialogue from a simple development agenda to a broader urban design agenda that would link stations, improve neighborhood access to stations, provide walkable streetscapes, and locate the best possible, context-sensitive uses for each corridor. Improving the function and aesthetics of the corridors between and near each of the stations will facilitate wider capture of transit ridership and greatly increase the number of residents benefitting personally from the transit system.

To develop and implement a citywide transit corridor agenda, the city of Los Angeles has formed an internal cabinet of department managers. The Los Angeles County Metropolitan Transportation Authority (Metro) is also a partner on the cabinet. The city has worked with a University of California, Berkeley, team, led by Professor Robert Cervero, an internationally recognized transportation expert, to identify tactics or actions that the city could use to concentrate efforts along the corridors. More than 150 tactics have been identified.

The former president of the City Planning Commission and staff from then Mayor Villaraigosa’s office approached ULI-LA in early 2013 to partner with the city to further advance this transit corridor agenda. ULI-LA convened development experts to review the city’s tactics and issue a formal report to the city with both an evaluation and prioritization of the proposed tactics.
CORRIDOR APPROACH
Transit oriented development (TOD) encourages public transit ridership by locating residences, jobs, and activities near transit stations. Many cities throughout the United States have built successful TOD projects. In Los Angeles, developments at some of the Hollywood and Wilshire Boulevard Metro Stations and the North Hollywood station are particularly good examples of successful TOD. While such development helps generate incremental ridership, cities can achieve far greater ridership by cultivating appropriate infrastructure improvements along the corridors that connect the stations and those that connect neighborhoods to the stations.

Planning at the corridor level provides a more comprehensive view of opportunities in a neighborhood that are easily overlooked when focusing only on stations themselves or the “half-mile” around stations. “Fixing” the corridors will connect neighbors to the transit and provide the synergy needed to enhance the transit-oriented development at stations. Focusing on corridors will:

- Bring streetscape improvements to areas not typically covered by the “half-mile radius” but which are important to transit corridor neighborhoods;
- Provide more opportunities to leverage private investment with public investment collateral to transit and economic development;
- Decrease the “first mile/last mile” problem at transit by increasing the distance people will be willing to walk or bike;
- Provide desirable uses and amenities that will serve as links to both neighborhoods and stations.

ULI-LA’S TRANSIT CORRIDOR PANELS
In 2012, ULI-LA received funding from the ULI Foundation through the Urban Innovation Grant Program to convene a group of ULI members and government advisors to analyze transit corridors in Los Angeles. ULI-LA’s working group identified three prototypical corridor segments and selected three teams of professionals to study them, identify the roles they play in the transit system, and develop strategies to enhance the corridors as a means of increasing transit ridership.

The Vermont Corridor (from Wilshire to Beverly) was selected to represent heavy rail subway, with stations located along a busy, auto-oriented thoroughfare. This corridor is typical of the city’s many wide, auto-oriented, major arterial highways, which also serve high frequency transit lines adjacent to diverse residential neighborhoods. The Exposition Corridor (from Crenshaw to Farmdale) is a prototype of light rail traversing a variety of generally low rise and low-to-moderate density neighborhoods, with closely spaced intersecting streets that provide easy access to surrounding neighborhoods. The Orange Line (from Van Nuys to Sepulveda) is prototypical of bus rapid transit lines and of transit corridors in the San Fernando Valley, with a mix of commercial, residential, and light industrial land uses.

Each team analyzed its corridor segment using the following outline:

a. Corridor/neighborhood context and corridor role
b. Identification of corridor-specific resources and assets
c. Development opportunities assessment
d. Recommendations
e. Implementation strategies
f. Major conclusions

Each team also reviewed and prioritized the City Transit Corridors Cabinet’s proposed Transit Orientation Tactics.
CONCLUSIONS

Although the corridors represent three distinct prototypes, the following conclusions are common to all three, and represent significant actions to be taken going forward in shifting focus from TOD to transit corridor orientation:

1. CHANGE THE MINDSET from a simple development agenda to a broader urban design agenda.

2. CHANGE THE FOCUS from traditional transit corridors to the matrix of perpendicular and parallel corridors that together create a Neighborhood Corridor Network. These networks are the vital links between neighborhoods and transit, and should be viewed as integral parts of neighborhoods, instead of barriers or edges. They should be managed as they function, i.e., as holistic networks of transit services and land uses. In this context land use and transportation policy breaks down silos of zoning regulation, housing policy, transit operations, and operation of public rights of way.

3. CREATE A NEW ENTITY IN THE MAYOR’S OFFICE under the direction of a deputy mayor to direct and oversee all activities, actions, and decisions that relate to Neighborhood Corridor Network streets. The purpose of the new entity would be to ensure that decisions made by commissions, committees, and city department staff relating to corridors reflect a unified, laser-like focus on making complete streets and improving walkability.

4. BUILD COMPLETE STREETS that are part of the city’s Neighborhood Corridor Networks. Redesigning corridors to more equitably serve pedestrians, cyclists, transit riders, and drivers (i.e., as “complete streets”) will do more to increase transit ridership and encourage non-auto transportation use than focusing on individual TOD projects at this time. Envisioning corridors differently has two additional benefits: great streets make great places, and great streets will improve neighborhoods, regardless of the transit issue; and improvements within the public right of way of the corridors are controlled by the city, not the private market.

5. CONSTRUCTION OF NEW TRANSIT SYSTEMS IS A SINGULAR OPPORTUNITY TO ENVISION AND REALIZE THE NEIGHBORHOOD CORRIDOR NETWORK. Leverage construction of transit systems (e.g., the rebuilding of Crenshaw Boulevard required to build the Crenshaw light rail line) to rebuild the Neighborhood Corridor Network streets as complete streets.

6. BRAND EACH CORRIDOR ON ITS OWN MERITS so that its unique set of resources and assets form the basis for connecting surrounding neighborhoods to transit. Identify assets in proximity to each transit station—the destinations, attractions, jobs, etc. that uniquely characterize the area and develop strategic interventions that improve the links connecting assets, neighborhoods, and transit stations. Embrace the diversity of Los Angeles by encouraging development that is culturally and contextually responsive and sensitive. Not all stations can become “transit villages;” sometimes job generating uses or sales tax generators may be more appropriate.
7. SEEK NEW ALLIANCES WITH LOCAL BUSINESSES, PROPERTY OWNERS, RESIDENT GROUPS, AND ORGANIZATIONS such as schools, health centers, parks, and employment centers whose individual missions can support the larger benefits of focusing on a transit corridor orientation. The missions of such organizations and entities may include not only increased ridership, but environmental, quality of life, and health benefits as well. Develop cooperative messaging that builds on shared values, such as a partnership with Kaiser Permanente to enhance its “Thrive” program, which focuses on improving the health of its members. Transit corridors can employ best practices that advance healthy communities.

8. ACCELERATE THE FORMATION OF DISTRICTS (such as business improvement districts) within the Neighborhood Corridor Networks. It has been shown that the act of forming a district is the single most important trigger to spur desirable development and neighborhood improvement. Begin with small assessments that produce tangible, desirable improvements to demonstrate the value of the organization, build momentum, and generate additional actions. Create business improvement districts in advance of transit-oriented development, not after it occurs, to engage stakeholders and property owners and create a long-term platform for ongoing maintenance and improvements.

9. ENHANCE BASIC SERVICES AND SAFETY. Improve corridor maintenance, lighting, and trash removal, thereby improving perceptions of safety and supporting the dignity of users.

10. EVALUATE MARKET READINESS WHEN INVESTING CITY RESOURCES. When there are few amenities around a station it is not “ready” for the market to invest. In these areas, the city should focus its resources on planning, establishing incentives, regulations, policies, and infrastructure that will generate desirable development, such as LAHD’s Transit-Oriented Consolidated Plan for housing, which targets housing and economic development funding along transit corridors.

11. HEED THE LOCAL NEIGHBORHOOD PERSPECTIVE ABOUT CORRIDOR NEEDS AND TRANSIT NEIGHBORHOOD BOUNDARIES; don’t just let market forces decide.

12. EMPHASIZE PILOT PROJECTS TO HARVEST NEW AND INNOVATIVE POLICIES AND PROGRAMS. Los Angeles’ size and diversity make it challenging to implement new, innovative ideas on a citywide basis. Innovative ideas, policies, and programs can be better tested as pilot projects in small, localized parts of the city. A pilot approach will generate accomplishments expeditiously and provide a way to evaluate their efficacy for broader adoption.
EXPOSITION LINE LIGHT RAIL CORRIDOR BETWEEN THE CRENSHAW AND FARMDALE STATIONS

OVERVIEW
The Metro Exposition Light Rail line links the Westside with Downtown Los Angeles. It was selected as a prototype because it is almost entirely above grade and traverses a typical Los Angeles development pattern of well-kept residential neighborhoods surrounded by wide, auto-oriented commercial strips. Additionally, it connects or provides access to major institutions, regional retail centers, schools, and parks.

Although there is a traditional commuter aspect defining the transit line, the Expo Line also ties the region to the beach, the University of Southern California, and Exposition Park as cultural and recreational destinations and is a multipurpose and multi-modal connection to major north-south transit lines. Its intersection with the future Crenshaw Light Rail line to Southwest Los Angeles, Inglewood, Hawthorne, and LAX will elevate redevelopment opportunity in the Crenshaw right of way and large underutilized commercial tracts nearby. The result can be improved pedestrian connectivity and comfort, as well as opportunities to construct affordable and mixed income housing and commercial redevelopment with jobs and services.

Notably, the construction of the Expo Line included improvements to the Exposition right of way, including bike routes and enhanced streetscape in a manner that improves accessibility to and from adjacent neighborhoods. Those improvements provide opportunities to understand the role of a transit corridor where connectivity from one end to another is facilitated by incremental improvement that will occur at intersecting streets and stations as well as along parallel vehicular, transit, and bike corridors.

The Expo Corridor Network is rich with potential to increase mobility and community health by enhancing and linking assets within the corridor. From a land use perspective, there is opportunity for preservation of established neighborhoods and continuous reinvestment in housing, parks, schools, commercial services, and light industry. Increased transit and pedestrian connectivity, as well as vital neighborhood amenities, will result from redevelopment of scattered sites and a gradual process of entrepreneurial reinvestment in the existing commercial and industrial buildings that define Jefferson Boulevard and the intervening blocks connecting it to the Expo line.
CORRIDOR CONTEXT
The Expo Line light rail corridor between the Expo/Crenshaw and Expo/Farmdale stations joins to its north and south several distinct neighborhoods of single-family homes, low-rise mid-century garden and superblock multi-family apartments, and commercial and light industrial uses. Positioned in the geographic center of the Los Angeles basin, the neighborhood isn’t considered part of the Eastside nor the Westside.

More than a single corridor, the neighborhood around the two stations is really a network of four major corridors together with a grid of small, local streets that connect the residential neighborhoods to the larger corridors and to the Expo Line stations. Three of the four major corridors—Exposition, Jefferson, and Rodeo—run east-west in close proximity to one another, providing access, jobs, and services. The small, local streets between Crenshaw and Farmdale form a regularly spaced grid, with pedestrian-scaled, tree-lined streets every 250-300 feet that create very pleasant and walkable connections between the residential neighborhoods and the major corridors.

Crenshaw Boulevard, on the other hand, is a wide auto-oriented boulevard with community and regional services as well as institutions such as the West Angeles Church. Crenshaw has large parking facilities, storage uses, and many underdeveloped or outmoded commercial strip uses. While it adjoins many established neighborhoods, this north-south thoroughfare is neither pedestrian scaled nor a pleasant place to walk or bike. Although it includes a proposed bike lane, high traffic volumes, red curbs, and parking prohibitions create an unfriendly biking experience.

With the exception of the West Angeles Church and several church-owned parcels along Crenshaw Boulevard, there is a lack of consolidated property ownerships, which makes it difficult to generate economically feasible development. Little new development has occurred on Crenshaw within the last 20 years. However, redevelopment of the Crenshaw/Rodeo shopping complex with Ralphs and Target is currently pending, as is the redevelopment of the former Santa Barbara Plaza/Marlton Square led by Kaiser Permanente. While some distance from the Expo line, the Kaiser project is an example of how new job centers and city institutions (Kaiser) can become integral to the nature of the corridor’s housing market, mobility, and emerging healthy community partnerships.

Jefferson is a far more pedestrian-scaled street—narrower, tree-lined in some locations, and primarily characterized by light manufacturing uses. Because the road carries 21,000 average daily car trips, it may have excess vehicular capacity and is a candidate for converting lanes now only used by vehicles to add space for bicycles or for pedestrians by widening sidewalks. Jefferson has also been identified as an “arts district,” which could provide a mechanism for organizing the re-use of its light manufacturing building stock.

A number of approved plans, including the Crenshaw Corridor Specific Plan and the West Adams-Baldwin Hills-Leimert Community Plan guide development in the area. One of the primary goals of the specific plan is to preserve the industrial uses along Jefferson Boulevard in the hopes of attracting creative businesses to the existing stock of parcels zoned for manufacturing uses. The West Adams-Baldwin Hills-Leimert Community Plan update and a Community Plan Implementation Overlay (CPIO) for the Crenshaw/Farmdale area, currently in the city’s approval process, would implement more lenient height restrictions and introduce new design standards to the commercial streets to protect and enhance the mixed use, multi-modal corridors.
Neighborhoods surrounding the corridor are represented by eight separate neighborhood councils, whose members have been highly engaged in the development of the new plans. City planners reported to ULI-LA that approximately 400 people attended a recent open house regarding the proposed CPIO. Neighborhood stakeholders are encouraging some types of changes such as more neighborhood serving uses, eclectic corridors, and open space. Residents also want to preserve a mix of income types among the area’s residential properties.

ROLE OF THE CORRIDOR NETWORK

The Expo Line Corridor Network surrounding the Expo/ Crenshaw and Farndale stations is made up of multi-modal, multi-destination corridors. Investments, both public and private, should focus on livability as a driver for transit use and local serving commercial uses. Infrastructure investments should focus on the pedestrian scale, helping to create safe, healthy, and pleasant ways for people to move around their neighborhoods. Retail activity should better serve local residential populations, particularly along Crenshaw. Creative office and manufacturing uses could make good use of the existing manufacturing building stock along Jefferson Boulevard, providing jobs and interesting, neighborhood scaled architecture.

Changes must be made to the Crenshaw Boulevard commercial corridor. State funding from Proposition 1C and the future construction of a new light rail line along Crenshaw provide ideal strategic opportunities to develop an improved future for Crenshaw Boulevard. New development should focus on the area’s largest property owner, the West Angeles Church, to have an impact along Crenshaw Boulevard and on other property owners.

The Crenshaw Station should function as a gateway to the surrounding residential neighborhoods and commercial corridors. The commercial area to the west of the Farmdale station (where the intersection of Jefferson and Exposition Boulevards create a triangle) is a potential regional destination that could build on the momentum of Culver City’s Hayden Tract a short distance to the west.

The Expo Line will move riders east and west, for both short trips and long trips. Bus and bus rapid transit routes should integrate with the expanding light rail capacity. Public and private investments must, however, improve livability while preserving the existing single-family housing stock and protecting sufficient multi-family housing stock to support a variety of income levels.

PHYSICAL AND DESIGN RECOMMENDATIONS

There are three opportunities in the near term that could immediately improve the livability of the Expo Line corridor: infrastructure and right of way improvements, $14 million in Proposition 1C funding for Crenshaw Boulevard streetscape improvements, and the reconstruction of Crenshaw Boulevard in conjunction with the forthcoming Crenshaw Light Rail line.

Infrastructure investment should focus on the street level. Design improvements to the street should concentrate on the function of the street before making fine-grained improvements. The goal, however, should be to create complete streets that provide multi-modal access to all users. Early coordination with all agencies and city departments should assure that the bike and pedestrian experience is optimized in conjunction with the design and construction of the Light Rail line. The redesign of the street cannot be an afterthought.

A network of pedestrian facilities should connect neighborhoods to the Expo Line stations. Bicycle facilities should extend at least three miles to and
from the stations, with continuous and legible bike lanes. An exclusive bike lane along Crenshaw should be explored in the context of the upcoming street reconstruction.

The benefits of transit—and other non-motorized forms of travel—should be the subject of constant and varied messaging to the public. Investments should not only focus on the infrastructure to get people to and from Expo Line stations and local bus stops, but also the perception of how users can benefit from the entire, multi-modal system. A marketing program or free transit passes for residents in the neighborhoods adjacent to the stations should be considered to help jump start ridership (in conjunction with the upcoming Crenshaw Light Rail line) and maximize the culture of transit use.

Along Jefferson Boulevard, the greater variety of commercial buildings, an emerging art scene, and a more pleasant street experience make it the corridor network’s optimal street for delivering improvements that enhance the urban fabric, quality of life, and provide jobs and neighborhood serving uses. Public and private investment toward a “district” concept will be most effectively applied along Jefferson Boulevard. Mechanisms should be explored to make the re-use of buildings along the street as easy as possible.

To encourage private investment, the city should take a facilitative stance toward a wide range of residential, employment, and community serving uses. If street-level commercial and retail uses are improved, along with the streetscape, it may be possible to incorporate new residential development along Crenshaw, at street grade or above, at scale with the neighborhood context, and with supply for a variety of income levels.

Large superblocks of mid-density apartment complexes that are now more than 50 years old distinguish the study area. Many are in good condition, while others show cumulative effects of overcrowding and deferred maintenance. However, these communities are vital to the health of Neighborhood Corridor Network and need modernization and substantial private investment. Whenever possible, upgrades of multi-family housing should preserve the existing affordable housing stock.

Similarly, other tracts of single family and duplex housing are also important to the stabilization and improvement of the Neighborhood Corridor Network. Some of these homes provide a resource for large family rentals; others provide opportunities for preservation and expanding home ownership. Both outcomes are desirable and a way of facilitating neighborhood stabilization. Such preservation mechanisms could include programs for weatherization, other retrofits, and ownership retention. Allowing one additional dwelling unit in the single-family lots close to the rail stations could provide sufficient incentive for the reinvestment in residential properties.

Because of the relative stability of land uses in the study area, development opportunity sites are scarce, but not non-existent. Clustered parcels along Crenshaw Boulevard, the Target/Ralphs site at Crenshaw and Rodeo, and the proposed hospital project by Kaiser Permanente are three potentially catalytic developments that should be leveraged for maximum public benefit. Kaiser’s “Thrive” messaging campaign, for instance, is particularly well suited to nurture the vision of a livable, multi-modal corridor.
POLICY AND REGULATION RECOMMENDATIONS

To achieve the maximum placemaking and multi-modal mobility benefits desired for the area, ULI-LA recommends restructuring the governance overseeing the public right of way. A “corridor entity” with decision-making authority and strong mayoral support should be created to make coordinated and appropriate decisions about the design of the streets. The entity is necessary to implement the Transit Corridor Cabinet’s transit-oriented vision for the city. The Downtown Street Standards Committee successfully transformed the design of downtown streets into a more pedestrian-oriented street system and could serve as a model for implementing a similar system in the Expo Corridor Network.

Another benefit of such a corridor entity would be to improve communication between key agencies. Currently multiple city departments oversee various components of the public right of way. Restructuring this panoply could eliminate redundancy, assure that all decisions are adhering to the same transit corridor approach, and streamline streetscape work. A coordinated authority would provide strong design and mission-driven oversight of the right of way, for instance, by implementing new street design standards for use by multiple city departments. In transit corridors such as Crenshaw, it may be possible to expand the authority of local entities (such as Metro or the Expo Construction Authority), to maintain streetscapes, in order to fill the void of design work currently without a champion in the city or county governments.

Although most projects involving city investment will require the full support of city leadership—including the mayor and city councilmembers—to complete the planning and development process, creating a local BID-like organization of property owners and/or business owners would help ensure the city remains committed to improving and developing the area. Fortunately, the forthcoming Crenshaw Light Rail line could spur a Crenshaw BID, similar to the way the Red Line helped launch the Hollywood BID.

In Hollywood’s case, then-City Councilwoman Jackie Goldberg worked with local business owners to form a BID before Red Line construction had even started. Similar leadership can help to jump start a Crenshaw BID, even if it starts out with very minimal property owner assessments. The important first step is building a coalition of property owners invested in their local community—money for upgrades and security can come later.
IMPLEMENTATION

ULI-LA recommends an incremental implementation process, focusing first on public investment in infrastructure, which is more likely to generate positive change in the short term than attempting to modify the brick and mortar building stock in the area. Even incremental investments will require a facilitative public sector supported by strong mayoral direction. At first, pilot projects might be required to build support and to consistently reintroduce the components of the new and improved, multi-modal system to the public.

All near-term project funding that can be allocated to Crenshaw and surrounding corridors should be identified and invested strategically with the single focus of implementing the city’s transit vision. For example, $14 million of Proposition 1C funding allocated for Crenshaw streetscaping improvements, Metro’s Call for Projects, and Measure R funds should be invested such that, taken together, they make the most significant impact possible on the Crenshaw Boulevard streetscape. Other sources of funds unrelated to transit may also be available to increase the funding and should be explored for this purpose (funding for the arts, stormwater management, street services, etc.). Metro can assist by providing incentives for transit use in the area, such as issuing local residents discounted yearly transit passes.

The city could allocate money to community groups or businesses improvement districts with a requirement that local property owners match the city’s contribution. This requirement would leverage public money with private investment (provided equitability concerns are addressed). Design competitions through foundations and other entities also could generate new ideas for corridors.

The rebuilding of Crenshaw Boulevard, following construction of the Crenshaw Light Rail Line, should be considered the most significant moment of opportunity for private and public investment to work in concert to upgrade both local- and regional-serving businesses.

For the purpose of preserving and supplementing affordable housing for a variety of income levels, the city should consider innovative partnerships and solutions. For instance, the city could front money for renovations, collaborating with companies on weatherization and energy efficiency programs. Property owners with units that won’t turn over because they are subject to the city’s Rent Stabilization Ordinance could sell permanent deed restrictions (covenants) to the city, converting those units into permanent affordable housing. That would allow property owners to recoup some money from discounted, rent-stabilized units while the city adds to its affordable housing stock at prices cheaper than building new units (redevelopment agencies have implemented similar programs in the past).

For any agency to make the best possible strategic investment decisions, more and better data with regard to real estate property, transit ridership, and demographics are an absolute necessity. Managing agencies should create innovative partnerships to generate new data for the area and easy ways to use and understand the data. For instance, the city could invite IBM or Google to give a presentation on the power and potential of data. Some examples of the types of questions that would benefit from a thorough analysis: What is the health of the housing market in the transit center? What type of ownership controls the area’s properties? What are the patterns of de-control or re-control of property ownership? How well is the affordable housing stock holding up vis-à-vis recent investment in the area?
MAJOR CONCLUSIONS

The concept of crossing and connectivity between streets and neighborhoods should be the organizing principle for any planning and development strategies for the Transit Corridor Network. Improving the pedestrian experience on all of these corridors and enhancing their connectivity to and from surrounding neighborhoods is likely to have the greatest impact on increasing transit ridership. The light rail line itself might not provide the necessary ingredients as the center of a new transit corridor district. Instead, the Expo Line might be just one component, although a significant component, that helps link multiple perpendicular and parallel corridors.

Design and planning efforts to upgrade infrastructure should make the best possible use of the “DNA” of streets in the area through focused, incremental investment. Toward that end, Jefferson Boulevard and the triangle at the intersection of Jefferson and Exposition west of Farmdale, present perhaps the greatest near term development/redevelopment potential. New development and/or new uses in these areas would be attractive additions for neighborhood residents as well as employers and employees who could take advantage of the proximity to the transit stations.

Agencies and city departments must adopt a unified focus to take advantage of the reconstruction of Crenshaw Boulevard in conjunction with the construction of the new Light Rail Line. This is a unique opportunity to transform the Boulevard and create a catalytic investment that could generate new development and redevelopment, attract desirable local and regional-serving businesses, and re-energize Crenshaw Boulevard. Funds must be leveraged to improve the right of way for all modes of travel.

A strong management and governance structure, empowered by rich and comprehensive data, is necessary to implement a unified vision of the corridor network. A single, unified vision must direct and prioritize investment and design decisions, and requires strong mayoral support to succeed.

The existing single family and duplex housing is an asset of affordable home ownership and incremental increased density. While protecting neighborhood character, improvement to existing properties should be facilitated and where possible the addition of accessory housing units will have multiple benefits of facilitating home ownership, providing moderately priced rental housing, and incrementally increasing density at a neighborhood scale.

The large blocks of mid century garden apartments are emblematic of the neighborhood, a ridership asset, and an important element of the city’s rental housing stock. It is important that reinvestment and improvement of these buildings and surrounding grounds occur to extend the useful life of this housing resource for decades to come.

Like all transit corridors in the city, the tension between preservation of rental housing affordability against the background of housing market compression requires new paradigms. It is a necessity to protect current residents, preserve diverse housing affordability and encourage private investment in the housing stock with incumbent potential and expectation of rent growth.

Segments of the Corridor Network are job rich in existing light industrial business. Many of the businesses have the capacity to thrive and adapt within their existing facilities. Others will move, and the current building stock and access to transit will attract creative commercial uses. Through this process, the district will evolve organically in a manner that both represents the surrounding community and increased prominence of the Expo corridor in the L.A. market. Land use policy and administration must remain nimble and adaptive to both the building reuse and expansion potential.
VERMONT RED LINE SUBWAY CORRIDOR BETWEEN THE VERMONT/WILSHIRE AND VERMONT/BEVERLY STATIONS

OVERVIEW
The Vermont Corridor is a backbone of L.A.’s heavy rail subway system. Its stations are situated along one of the city’s major auto-oriented thoroughfares, providing access to schools, colleges, regional shopping centers, and major bus connections to all parts of the city. Vermont is typical of the development of L.A.’s commercial streets, with mostly small-scale commercial uses and little apparent thought to the walkability of the street. As with many of L.A.’s commercial strips, neither uses nor amenities are in place to attract the thousands of residents and workers that surround the corridor. Pedestrians do their best to stay away from Vermont Avenue.

CORRIDOR CONTEXT
The Vermont Corridor between Beverly and Wilshire, and the neighborhoods surrounding it, are some of Los Angeles’ most culturally diverse neighborhoods. The area has been described as El Salvador meets Korea meets Bangladesh. The vibrancy and diversity of these cultures, their cuisines, their products, and their holidays and celebrations, could fuel a lively district with a vibrant life on the street. Residents of the area say that all the services one could need are located within the station areas and corridors. One does not need to travel far to access neighborhood services.

This corridor, while not physically inviting for pedestrians, is a thread connecting the Metro Red Line’s Beverly and Wilshire stations, which are major transit hubs for riders in all directions. The Vermont Corridor transports hundreds of thousands of people per day as a major bus and vehicular thoroughfare, as well as a pedestrian corridor for passengers traveling between Hollywood, Silver Lake and downtown L.A. In fact, Wilshire/Vermont serves as a major transit hub for Metro passengers, providing access to both the Red and Purple Line subways as well as Metro Local, Metro Rapid, and LADOT DASH buses. With one of the densest concentrations of public transit in Los Angeles, this area allows local residents to live car-free lifestyles while attracting tens of thousands of potential customers every day in the form of transit passengers.

Although the area is generally characterized by low-to-medium density housing, the residential and commercial uses surrounding the Wilshire/Vermont station are high density mixed use developments. Above the station is a $136-million complex with 450 rental units and ground floor retail space that was privately designed and developed on land leased from Metro. On the north side of the complex is a middle school. On the southeast corner of Wilshire and Vermont, a new high rise mixed use development is under construction. The Southwestern
School of Law is just east of the station area on Wilshire. Additionally, the 1/2 mile zone around the Wilshire station is employment rich, supporting 42.88 jobs/acre (according to the Center for Transit Oriented Development), compared to 6.3 jobs/acre in the 1/2 mile transit zone around the Beverly station. The Vermont Corridor segment is part of the Wilshire Community Plan Area, and the Vermont/Western Transit Oriented District Specific Plan (or Station Neighborhood Area Plan) guides development north of 3rd Street. The specific plan was created for the purpose of making some Metro Red Line station areas, including the Beverly station neighborhood, more livable, economically viable, and pedestrian and transit friendly. The specific plan was developed in conjunction with the opening of the Metro Red Line subway stations along Vermont Avenue and Hollywood Boulevard during the mid-to-late 1990s and adopted in 2001.

ROLE OF THE CORRIDOR
The Vermont Corridor is at the heart of a multi-modal transit oriented community. Its role as an important connector between Hollywood, Silver Lake, and Downtown L.A., and as a major transit hub for Metro passengers, should be strengthened. At the same time, promoting the distinctive cultural, historical origins, and ethnic characteristics of the local communities can underpin design elements that generate a clear sense of place. The corridor’s sense of place should reflect the different cultures and ethnicities of its residents, linking it to surrounding neighborhoods and corridors, such as 3rd Street and Beverly.

Private and public investment in the area should focus on improving the connections between Vermont Avenue and its surrounding neighborhoods, with an emphasis on pedestrians, bicycles, and public transit. More than a single corridor, the neighborhood around the two stations is really a network of major east-west corridors, together with a grid of small, local, north-south streets that connect the residential neighborhoods to the larger corridors and to the Red Line stations. Investing in pedestrian infrastructure, such as wider sidewalks and street trees, will provide residents safe, healthy, and pleasant ways to move around their neighborhood. New developments should be pedestrian-oriented and designed to promote the use of public transit.

The Vermont Corridor at present has been conceived mostly in terms of its vehicular capacity. As such it is characterized by high volume, high capacity transit, as well as being a significant vehicular linkage between the 101 and 10 freeways. But can it be more than that? Can it be a “great street?” If development on the corridor is designed to be more responsive to the human scale, and the street itself reconsidered with pedestrians in mind, a new balance of modes might be achieved that better serves all the corridor users, and encourages more movement on foot and by bicycle. Instead of the corridor being experienced as a tear in the fabric of the neighborhood separating one side from the other, the corridor should be thought of as a zipper, with strengthened connections across it.

Considering the corridor as a “great street” would render it a great connector for all circulation modes, but also one that is pleasant to be on, and provides a source of community pride and enjoyment. The Vermont Corridor could be seen as a community asset, instead of an afterthought or a barrier.
PHYSICAL AND DESIGN IMPROVEMENTS

IDENTITY AND IMAGE
Unlike many of the neighborhoods and community centers in the Wilshire area, the Vermont Corridor lacks a clear identity. It is not easy to place the corridor on L.A. residents’ mental map of the region. The area is thought of as the eastern edge of Koreatown, the western edge of somewhere else, a connector between the 101 and the 10 freeways, not mid Wilshire, and just “a bit too far east”—not a specific, recognizable place. To ameliorate this condition and to enable a “sense of place” to organically evolve, a set of recommendations follow that focus on walkability and pedestrian improvements, multi-modal access, development opportunities, and policy changes.

WALKABILITY AND PEDESTRIAN EMPHASIS
Improving the walkability of the area is essential to help create a sense of ownership within the community and to help pedestrians navigate the area. Walkability is really Step 1 in creating an authentic “sense of place.” Infrastructure investment should focus on the street level. The goal of design improvements to the street should be to create complete streets that provide multi-modal access to all users, with special emphasis on walkability. A network of pedestrian facilities should help boost the sense of community in the area as Vermont Avenue becomes more accessible from the surrounding neighborhoods.

One way to facilitate the transformation of this corridor into one more appealing to pedestrians is to provide additional streetscape improvements that enable people to walk. For example, enhanced pedestrian crossings at intersections and the selective addition of mid-block crossings to ameliorate the exceptionally long block length would announce that pedestrians are welcome and signal to drivers that they are indeed present. Design elements should also be incorporated that reduce crossing distances by utilizing buffers, curb extensions, and crossing islands. Where possible, widening the sidewalk, planting shade trees, and adding on-street parking and parkways will all improve the pedestrian experience. Many of the cross-streets already have parkways, and may be further improved by many of these other recommendations to facilitate cross pedestrian traffic (with the exception of 3rd Street, where this is not possible). Additionally, deferred maintenance issues, such as cracked pavement, missing ADA curb ramps, litter, and dead or missing trees along Vermont Avenue and its surrounding connectors must be addressed.

There are many opportunities to enhance Vermont Avenue—enhancing the streetscape, adding urban design features for pedestrians, adjusting development standards to ensure new development is responsive to pedestrians more than autos, and adding pedestrian-scaled signage and wayfinding. The benefits of transit—and all its alternative forms—should be the subject of constant and, near Beverly Boulevard, varied messaging to the public, emphasizing the location and accessibility to Metro’s transit network.

Finally, more attention should be paid to the local, softer, greener, walkable character of streets just one block east or west of the corridor. Those streets should serve as pleasant north-south connectors to the stations. The insertion of green spaces along those adjacent streets, as well as on the Vermont Corridor itself, will enhance the livability of the area by providing stormwater management and infiltration planters near Wilshire Boulevard.
MULTI MODAL EMPHASIS

Vermont Avenue is one of the city’s major thoroughfares. It carries 40-50,000 cars per day, as well as numerous buses, is a designated bikeway on the Citywide Bicycle Master Plan, and supports four Metro Red Line subway stations. Many opportunities should be realized from the rich multi modal service it provides.

To begin with, bicycle access within the area must be improved, as it will encourage higher transit ridership, especially at employment centers where people are less inclined to walk long distances and face the “last mile” dilemma. Bicycle facilities should extend at least three miles from the stations, with continuous and legible bike lanes, bike-share, and parking facilities.

While Vermont Avenue already accommodates rapid bus service, a bus- and taxi-only lane could cement the corridor’s role as a transit facility and deemphasize vehicular traffic. Being able to hail a taxi along this corridor is also important, providing confidence to the transit rider/pedestrian that if vehicular service is required, there will be cars available. To this end, consideration should be given to allow taxis to pick-up passengers anywhere along the corridor.

DEVELOPMENT OPPORTUNITIES

In addition to major investment opportunities at the stations, there are also opportunities for mini-investments at intersections between the stations. Concentrating mixed-use and retail-dominant development at the intersections, rather than perpetuating a single, long undifferentiated commercial strip, will improve Vermont Avenue as well as the connections to surrounding neighborhoods. Many new development opportunities also exist at transfer points between the bus and rail modes. Where significantly sized parcels exist, care should be taken to make Vermont a front door, providing a usable sidewalk of at least 20 feet to 25 feet in depth (including space for trees), if not larger. Multiple connections through such sites will encourage pedestrian activity and more fully integrate the street space with the surrounding community. The heights of buildings along the corridor at these spaces should reflect the fact that Vermont Avenue is a wide street, and careful attention should be paid to making a more or less continuous street-wall with a pedestrian-scaled ground floor.

There is a range of lot sizes along the corridor. While some are shallow, others are well positioned for development or redevelopment. Different and unique development prototypes already exist on the corridor: newer multi-story retail, which is thought to be the result of Asian investment in the area; Eco Village, an intentional housing community of ecologically, economically and socially sustainable urban living; a thriving bowling alley; grocery stores; many schools; and public facilities, such as the Shatto Recreation Center. Further, major public employers are located in the area, including the L.A. County Department of Children and Family Services, and other county departments. However, most of these are not designed to facilitate the kind of sought after pedestrian experience suggested here. As future commercial, residential, or mixed-use projects are developed, they should take care to front the corridor to provide gracious sidewalk space, multiple entrances, and many windows along Vermont Avenue while minimizing the visual dominance of the automobile.
POLICY AND REGULATION RECOMMENDATIONS

Amend the SNAP. The zoning in the Station Area Neighborhood Plan was intended to encourage appropriate development, but its burdensome requirements have instead discouraged development. The SNAP should be amended to eliminate or modify well-intentioned but burdensome development requirements in the areas north of 3rd Street. That includes Parks First Trust Fund fees, mandates for provision of childcare facilities, mandates for pedestrian throughways and landscaped setbacks that can be eliminated by in lieu payment of fees, and transitional height requirements and height maximums.

Adopt urban design requirements. To the extent that the urban design of private development affects the public realm, and can facilitate making a pedestrian-oriented environment, then it should be regulated to ensure that it is conducive to walkability. This would prevent the replication of blank walls along the street on three sides of the TOD project at the Wilshire Vermont station. Moreover, pedestrian plazas and cut-throughs at this project are not well marked and are not inviting spaces for users. In other cases, new development on the corridor is set back behind off-street parking, and some vibrant local uses such as a thriving local bowling alley hide behind unactivated storefronts on Vermont.

As an alternative, generally accepted principles should be adopted, such as prohibiting parking in the front of buildings, minimizing curb cuts, screening utilities, ensuring appropriately wide sidewalks, and adding street trees—all are site design considerations that are enormously important in making a comfortable pedestrian environment. Ensuring transparency at the ground floor of new buildings and designing commercial spaces at these ground floor locations with sufficient height are examples of the form-based standards that should also be considered for new structures. Others, including minimum building height standards, frontage and setback requirements, and streetscape guidelines would help to create improved streetscape and ground-floor pedestrian experience.

Mandate wayfinding. There are no visual points of reference along the corridor that aid pedestrians or transit users. Even the stations themselves are unidentified visually. Well-designed, easily understood wayfinding signage is essential to improve the pedestrian experience and to increase transit ridership.

Encourage a broader mix of land uses to develop on the corridor. Residential, which is permitted, should be encouraged to support commercial uses, put more “eyes on the street,” and to provide a more significant scale of building and, thus, greater spatial enclosure along Vermont. Reuse of industrial lands near the Vermont/Beverly station may allow for non-traditional uses, such as charter schools, small urban manufacturing, or creative office. Use restrictions should limit activities that do not support pedestrian activity.

Allow curbside parking on Vermont. Vermont is a wide street, and the streetscape of the Vermont Corridor itself lacks amenities for pedestrians, which might shorten crossing distances on the long blocks of the corridor and improve the perception of safety. There currently is no on-street parking, which might further buffer pedestrians from vehicles. Moreover, for some small-scale retail uses, on-street parking is essential, allowing brief stopovers for errands or a quick purchase.

Empower a leader. It is important that there are clear guidelines and policies regulating the redevelopment of the Vermont Corridor. Currently, myriad agencies and departments with conflicting goals, objectives, and policies make decisions about the design and construction of the street. A high level “Transit Corridor Coordinator” must be appointed in the Mayor’s Office to provide a single, transit-oriented vision for the city’s transit corridors. In the absence of a Neighborhood Council, other entities should be drawn upon to engage community stakeholders, who should be incorporated into the decision making for this area.
IMPLEMENTATION

A tactical, incremental approach is needed to improve the Vermont Neighborhood Corridor Network. Many physical improvements are needed, including landscaping and streetscape improvements, wayfinding signage, maintenance, and community engagement efforts.

Regulatory and policy changes should be considered as part of the city’s Recode LA effort. Street classifications and standards changes should emerge from the new Mobility Element of the city’s General Plan. Streetscape improvements should be examined on a block-by-block basis to determine where there are opportunities for on-street parking, street trees, and/or improved pedestrian crossings. Then, a prioritized list and budget should be developed to implement improvements as funding becomes available.

The city should explore the feasibility of establishing a business improvement district in the area. The act of establishing a district has been shown to be a catalyst for positive change and could be a vehicle for prioritizing and funding needed neighborhood improvements. At the least, a BID could help business and property owners with daily maintenance and cleanup activities, but it could also leverage the neighborhood’s existing vitality, for example, with pop up parks, interesting uses, or sidewalk sales to enliven the street and the adjacent businesses.

Find new models for creatively financing infrastructure. These may include public a benefit corporation, a BID, or a tax increment financing district to fund streetscape and other design improvements.

MAJOR CONCLUSIONS

Vermont Avenue should be thought of as a “great street” that provides multiple benefits to its community. Per Allan B. Jacobs’ seminal book, Great Streets, a great street should:

- Make community: it should facilitate people acting and interacting, and be a desirable place to be and to spend time;
- Be physically comfortable and safe;
- Encourage participation;
- Be memorable; and
- Represent the “best in class,” highest quality of space.

The Vermont Corridor should engage the diverse cultures in the adjacent neighborhoods and develop design solutions that encourage development typologies that are responsive to their differing needs. As part of that effort, distinguish long-term visionary solutions from specific tactics, many of which can be utilized immediately, including short-term urban design, landscape, and maintenance improvements that improve the quality of life in the corridors. Improving the corridors will make the connections from the residential neighborhoods to bus and transit stations more pleasant, more walkable/bike-able, and will ultimately increase transit ridership.

As part of the longer-term project, re-envision neighborhoods near transit as a matrix or network of corridors with stations embedded within the matrix, instead of single spines that only engage neighborhoods “behind” them and leave neighborhoods as islands disconnected from stations. Focus on physically connecting the neighborhoods to the corridors and making those connections as wonderful an experience as possible. To achieve that, establish meaningful policy and design guidelines to improve the form of development, both at station TODs and along transit corridors in station neighborhoods.
ORANGE LINE BUS RAPID TRANSIT CORRIDOR BETWEEN THE VAN NUYS AND SEPULVEDA STATIONS

OVERVIEW
The Corridor Network around the Orange Line between Van Nuys and Sepulveda was selected as a prototype of a bus rapid transit (BRT) corridor. The Orange Line is built on former rail right of way connecting Chatsworth and Warner Center at its western end with the Red Line subway terminus in North Hollywood at its eastern end. The BRT occupies an exclusive lane in the Chandler Boulevard right of way and includes a separate bikeway that runs alongside the busway. The Corridor Network and neighborhoods surrounding these two stations typify development patterns of the San Fernando Valley, with a regularly spaced street grid system, wide commercial boulevards, and adjacent residential neighborhoods.

Since the opening of the line in 2005, the Orange Line has consistently exceeded ridership expectations, making it one of Los Angeles’ most significant transit successes. The line is also a critical resource for low-income residents: 63 percent of Orange Line riders make less than $35,000 in yearly household income. And, based on Metro data, parking utilization at both the Van Nuys and Sepulveda stations is the lowest on the alignment, though all the stations have excess parking capacity.

CORRIDOR CONTEXT
The area surrounding the Orange Line between the Sepulveda and Van Nuys stations is a mix of land uses and building typologies. The possibility for change is available all around the corridor, ranging from small changes at the scale of one parcel or one street corner, to larger changes such as the reconfiguration of streets and a comprehensive overhaul of parking management practices.

The area’s land use is regulated primarily by the Van Nuys – North Sherman Oaks Community Plan. The city has also adopted a set of streetscape standards, which are part of a Community Design Overlay District, a Central Business District Streetscape Plan, and a Historic Preservation Overlay Zone that covers the residential neighborhood on either side of Van Nuys Boulevard between Vanowen Street and Victory Boulevard.

The Community Plan area incorporates traditional single family housing, but moving west to east from Sepulveda Boulevard to Van Nuys Boulevard transitions the residential building stock from single-family to multi-family. The remainder of the Community Plan area is comprised of about 25 percent...
multi-family housing, 25 percent limited industrial, and ten percent single-story commercial. Although the neighborhoods are covered in a uniform street grid, the transit and mobility resources of the neighborhood suffer from a general lack of access and connectivity. The tidy grid of the area, however, provides an obvious infrastructural framework for the transit corridor concept explored by this study, logically extending the reach of the Orange Line corridor onto parallel and perpendicular streets to form a Neighborhood Corridor Network.

The Van Nuys Civic Center is located at the center of the study area, fronting Van Nuys Boulevard. As the San Fernando Valley’s most significant civic resource, the Civic Center includes offices for every level of government, gathered around a large plaza. Some of the surrounding land uses, however, suffer from the consolidation of services at the location. The 1996 plan for the city of Los Angeles’ Marvin Braude Building, for instance, imagined the facility as a 24/7 community center, but it currently serves as an eight to five, Monday through Friday government center. Moreover, many of the city-owned buildings vacated when services were consolidated in the Braude Building were never sold or leased, contributing in part to a high number of ground floor vacancies in the immediate area.

The neighborhoods near the Civic Center are also defined by underutilized surface parking—both at publicly owned lots serving the government center and the large park and ride lots located near the Sepulveda and Van Nuys Orange Line stations. The cause of the underutilization of the park and ride lot at the Sepulveda station can be traced to unrealized joint-use development plans that stalled due to the effects of the recent economic downturn. Some of the park and ride lot space at the Van Nuys station, however, is currently screened from view and leased to the local automotive dealers for storage of excess stock.

**DEVELOPMENT OPPORTUNITIES ASSESSMENT**

Given the variety of typologies surrounding the Orange Line between the Van Nuys and Sepulveda stations and the prominence of Van Nuys Boulevard, this particular corridor presents a wide variety of challenges and opportunities. Efforts to develop this corridor should start with placemaking efforts in targeted locations—a focus which naturally dovetails with the “great streets” thinking championed by the Mayor’s Office.

Van Nuys Boulevard provides the most obvious opportunity to convert an arterial adjacent to the Orange Line into a “great street.” Such efforts should focus north of Oxnard Street to both capitalize on the proximity to the weekday population at the government center and to protect the auto dealers that use the street median to load and unload cars. A uniform and strong grid feeds directly to the broad right of way of the street, leaving ample space available for streestcaping and placemaking efforts that would make the street north of Oxnard Street a more inviting environment for all users.

The popular bus rapid transit Orange Line intersects with the street at the Van Nuys Station, making the street and its environs theoretically, but not actually, multi-modal and highly accessible. Proximate single-family and multi-family neighborhoods, along with the day-time population of government workers provide a large local demand for goods and services—seemingly enough to support a thriving commercial and retail district between Oxnard Street and Victory Boulevard.

Local assets and resources represent the best opportunities for linkage to the transit and for transforming this part of Los Angeles into a livable, vibrant transit corridor and “great street.” The assets and resources approach reflects the concept that unique, individual catalytic sites and a flexible set of best practices will be necessary to achieve these goals.
A strong presence of public spaces and publicly owned properties comprise the first set of assets for this corridor. The large Sepulveda Basin Recreation Area to the west of the Sepulveda stop is the most conspicuous example, but a pair of high schools, and the Van Nuys Civic Center also provide large public spaces that can drive multi-modal use of surrounding neighborhoods and their streets.

The number of underutilized public parking spaces in the area—either at park and ride facilities serving the Orange Line or at publicly owned lots intended for daytime use by Civic Center employees—also provide valuable and leverageable resources. Publicly owned buildings, left vacant after services consolidated in the Civic Center, make up many of the numerous opportunity sites identified by the team.

Another unique opportunity afforded by the corridor comes from its classic post-war building stock. The Van Nuys retail district (north of Oxnard Street) is a classic example of a post-war commercial strip. Surrounding residential neighborhoods, including the Van Nuys Historic Preservation Overlay Zone, are charming and quiet, with the additional benefit of providing local population to support a vibrant retail district.

Finally, the auto row along Van Nuys Boulevard, south of Oxnard Street, provides a strong employment base and tax revenue to the city, as well as drawing regional consumer trips to the area. Van Nuys already has an established brand, due in no small part to auto row. The presence of these auto-oriented businesses provides a very strong opportunity to further brand the corridor as a district.

RECOMMENDATIONS

OVERVIEW/VISION

The variety of typologies comprising neighborhoods surrounding the Orange Line corridor in Van Nuys provides an excellent example of why transit corridors need to be analyzed on their own, specific and unique merits. For this particular corridor, a focus on placemaking—as it relates to creating complete streets with healthy conditions for all users—should be a primary organizing principle for the development of this corridor. The goal should be to supplement and fill in the area’s already diverse collection of land uses, with buildings on vacant parcels and with uses in vacant storefronts, particularly those closest to the Orange Line stations, for the safe and enjoyable use of the local residential population as well as regional visitors that arrive by car, bus, or train.

PHYSICAL AND DESIGN IMPROVEMENTS

As a classic example of the mid-century boulevard, the commercial corridor along Van Nuys Boulevard between Oxnard Street and Victory Boulevard has tremendous appeal that should be further supplemented with changes to the street and the adjacent building stock. To welcome pedestrians, a primary effort should be made to widen the sidewalks by narrowing the vehicular roadway, remove vehicle lanes, and add trees, landscape and other amenities to provide shaded relief from the heat of the San Fernando Valley sun. Additional lighting may also
be needed to increase the perception of safety on the sidewalks. Mid-block crossings would also help slow traffic and allow pedestrians freer and easier access to the retail and commercial offerings along the street.

Modifications to the Municipal Code to allow for the flexible and streamlined adaptive reuse of existing buildings would likely provide enough of an incentive for new users to come to the area. Additionally, the development of a managed parking strategy can make more productive use of existing underutilized parking assets, helping to attract both entrepreneurs and patrons. Adaptive reuse could catalyze the addition of creative businesses and a variety of retail and restaurant options—all of which can use the architecturally distinctive buildings as appealing locations for business. Parking management of underutilized public lots and park and ride facilities would also provide financial incentive for businesses to move onto the street (similar to alternative parking policies used on Colorado Boulevard in Eagle Rock) by lowering the cost of setting up shop and, frequently, by allowing a change of use at all. The substantial residential population living adjacent to Van Nuys Boulevard, combined with the daytime population of employees of the Van Nuys Civic Center, should provide ample demand for an expanded and renovated commercial district.

South of Oxnard Street, however, the predominance of auto dealers and other auto oriented retailers and service businesses necessitate a different system of functions on the street. City planners and regional transportation planners should immediately meet with the business interests that occupy these uses to develop a clear understanding of the needs of these businesses for use of the street. Working together, it is possible to build win-win opportunities that improve the livability of the corridor and assure the continued success of these automotive retailers.

A new approach to a Van Nuys Business Improvement District should be explored, with an eye toward joining the forces of the auto dealers with the Van Nuys Boulevard business and property owners between Oxnard and Victory Boulevards. Together, this coalition should consider new and creative approaches to its streetscaping and design guidelines to preserve and enhance the well-defined automotive district as well as to enhance the retail, pedestrian-oriented area north of Oxnard. The Van Nuys auto district, already benefitting from its identifiable place within the Los Angeles and San Fernando geographic milieu, should be focused and strengthened with updated, deliverable design guidelines, signage, and official branding (i.e., “Van Nuys Auto Row”) that celebrates the district. The collaboration of the auto dealers, the related automotive businesses that populate surrounding land uses, and the retail owners north of Oxnard would be a powerful advocate for strengthening these improvement efforts.

Improvements to the commercial district north of Oxnard Street could also benefit auto row by strengthening the brand and providing adjacent uses that enhance the destination for people coming to the area to buy, sell, or maintain a car. Keeping people in the district longer, and attracting residents with amenities that serve them, benefits the whole system.
For Van Nuys Boulevard’s other significant tenant, the Van Nuys Civic Center, additional programming, such as special events, farmers’ markets, concerts, or art fairs, could attract additional visitors to the Civic Center and extend the hours that the building welcomes people in the area during evenings and weekends.

Another significant resource that should benefit the Orange Line corridor is the Van Nuys Metrolink station, located two miles to the north on Van Nuys Boulevard. Transportation planners should develop plans for a high-value and easy-to-use connection between Metrolink and the Van Nuys Orange Line station. Although the Los Angeles County Metropolitan Transportation Authority has done some initial exploration of a Bus Rapid Transit line down the street, not enough work has been done to assure the cooperation of the automotive interests to the south of Oxnard Street. Creative approaches should be taken to connect transit service between Metrolink and the Orange Line in Van Nuys, including exploring alternative routes for Bus Rapid Transit (including a possible alignment down Van Nuys Boulevard, which then jogs over to Sepulveda Boulevard after the Van Nuys station to avoid auto row). This could be a light rail line, a streetcar, or a trolley circulating from Ventura Boulevard to the Metrolink station along Van Nuys Boulevard, and then to the Sepulveda Orange Line station and down to Ventura Boulevard again.

Changes around the Sepulveda Station should focus on building connections: to the Sepulveda Basin, the L.A. River, the Orange Line adjacent bikeway, and to the regional retail (e.g., Target, Costco, LA Fitness) that drives much of the transit ridership to and from this station. Working with the residential community to the north to find low impact ways to increase access to the transit station on foot and by bicycle, which is currently very difficult, should be a priority. Instead of past efforts that have focused on adding multifamily housing on the site, a focus on business services and uses may be more appropriate and more realistic at this station.

An interesting question brought forward by this case study is how the transit corridor concept can benefit residential neighborhoods like those that surround the Orange Line in Van Nuys, especially the single family neighborhoods to the north of the Sepulveda station. The neighborhoods themselves are already quiet and charming. With the addition of an attractive and inviting public plaza and open space at the transit station itself, and the creation of more of a district feel with branding and identity elements, the residential neighborhood could benefit and become a model of healthy neighborhood living.

Van Nuys High School and several elementary and middle schools, for instance, provide a strong constellation of public uses and community gathering locations. Wherever possible, multi-modal access to these schools, and linkages between them and transit services, would be an obvious place to begin to build a more complete system of connections throughout the transit corridor.

Finally, an inordinate number of vacant or underutilized large, individual opportunity sites, both publicly and privately owned, can be found throughout the neighborhoods surrounding the Orange Line in Van Nuys. The vacant post office, a vacant LADBS site at Oxnard Street and Cedros Avenue, and the County Public Health Building at the northwest corner of the Civic Center are locations for potentially catalytic investments that can further the goal of creating “great streets and great places.” The city should evaluate these sites and direct investment and development that supplement the government uses, automotive uses, and/or the retail district described above. The Jack in the Box site at Victory and Sepulveda boulevards would be an ideal location to capture and reuse as an access point to the station from Sepulveda, which is currently nearly inaccessible.

General Services should prepare an inventory of the many vacant city owned buildings to help direct leasing or sale opportunities that further the city’s goals. Blocks or portions of blocks east and west of Van Nuys Boulevard may be strong candidates for redevelopment, and may benefit from a transition from current skilled manufacturing and light industrial uses to high tech or creative businesses.
POLICY AND REGULATION

Two forthcoming policy documents—the Mobility Element of the Los Angeles General Plan and potential state legislation (SB-1) to allow exemptions from the California Environmental Quality Act near transit stops—are potentially powerful mechanisms to drive the implementation of a “great streets” model for the Orange Line Neighborhood Corridor Network in Van Nuys.

New parking policies—such as parking management strategies, the creation of parking districts, and the reduction of parking minimums for new development and renovations within a certain distance of the Orange Line transit stations—would drive the desired changes to the built environment in this area.

IMPLEMENTATION

As mentioned above, a centralized group of stakeholder interests along Van Nuys Boulevard, such as the Van Nuys Businesses Improvement District, could spearhead efforts at streetscaping, branding, and creating public gathering places targeted between Oxnard Street and Victory Boulevards. Although the popularity of transportation management organizations have faded without the strength of the Southern California Air Quality Management District’s Regulation 15, a BID could lead a similar system of incentives for local employees to use alternative forms of transportation.

In addition to business development-focused branding efforts, several other messaging campaigns would contribute to the livability of the corridor, including spreading the word that great streets and great places are possible when vehicle traffic slows down. The safety and health of all users of the street improves when other modes are given more space in the roadway. That case could be made further by a study of the public health outcomes of the current situation, compared to the possible benefits of high quality pedestrian and multi-modal access to the corridor. The County Department of Public Health and Los Angeles County Health Services (which both have offices in Van Nuys) and some of the local healthcare providers should be encouraged to collaborate and to provide resources to such a messaging campaign. The popular event CicLAvia, which has not yet toured the San Fernando Valley, would be a welcoming and eye-opening activity for the corridor as it cuts through Sepulveda Basin and Van Nuys—traveling at least part of the way along the Orange Line Bikeway.

The city and/or a coalition of property owners should examine an array of opportunities to generate new revenue that can be invested in the built environment of the corridor. Among the possibilities are the varieties of city taxing districts, such as the Transit Occupancy Tax, Gross Receipts tax, and parking revenue. Additionally, a newly formed BID could identify one desirable, tangible improvement that can be accomplished in a short amount of time with only a small BID assessment and build on the success of that achievement.

The city should examine new ways to allocate scarce funding, possibly providing priority funding for streetscape and other pedestrian improvements to transit station areas or to areas where BIDs are contributing to physical improvements. The city has reduced specialized funding districts (for example, the city presented parking meter districts as a strategy for local reinvestment of revenue, but instead let the revenue go into the general fund). As another possible means of funding, the California Government Code established Infrastructure Financing Districts (IFDs) to allow cities to allocate property tax revenue for infrastructure and transportation investments.
Finally, better data is required to realize the potential of many of these initiatives to achieve their desired effect. For instance, known quantities of parking spaces, their rate of occupancy, the building stock available for adaptive reuse, public health impacts, job data, and residential demand for retail and transit ridership would all contribute to making the right choices in where and how to invest resources in the area.

**MAJOR CONCLUSIONS**

Any attempt at improving the Van Nuys Orange Line corridor should start by identifying and analyzing the assets that are in proximity to the two stations. Corridor strategies should link those assets together, linking them also to the transit stations and residential neighborhoods.

The city should embrace a vision for transit corridors as “great streets and great places.” Because streets are by far the most bountiful public resource in Los Angeles, more effort is needed to refocus the use of streets as public gathering places for living healthy, active lives.

City officials and stakeholders should target changes to Van Nuys Boulevard between Oxnard Street and Victory Boulevard that foster a more walkable boulevard, attracting shops, restaurants, and neighborhood patrons. Changes to the street should be different south of Oxnard to ensure that the auto dealers can continue to operate successfully—auto retailers are an economic engine for the city and a major job generator in the immediate neighborhood.

The residential neighborhoods are generally well-kept and walkable, with clean, tree-lined streets. These neighborhoods provide safe, attractive pedestrian and bike routes to all of the surrounding major streets and should not be targeted for the expenditure of scarce public dollars aimed at increasing transit ridership.

The idea that Los Angeles should be a city of pilot projects speaks to the highly specific and diverse conditions found throughout the city. There is rarely a one-size-fits-all solution for this city, and, as such, locally sensitive and consensus driven solutions will always be necessary. Pilot projects can be a very helpful tool in delivering the types of improvements sought by this report, as exemplified by Sunset Triangle, the popular pedestrian park in Silver Lake, the Colorado Boulevard parking solution in Eagle Rock, the free late-night trolley “PickUp” service from West Hollywood’s bars and restaurants, and many others. These pilot projects are quick, inexpensive solutions that allow residents to experience positive changes without waiting decades.

A stronger and more concentrated effort toward outreach and consensus building is necessary to assure that the automotive retailers are advocates of the changes described in this report. As major land owners and major contributors to the city’s economic development, their involvement and support is essential to creating “great streets and great places” throughout this Neighborhood Corridor Network.

These challenges and the unique assets around the Van Nuys and Sepulveda stations of the Orange Line Corridor make a strong case for the importance of galvanizing all the players around unified, desired outcomes in order to transform the built environment. With everybody working together, this corridor is a prime target for many improvements in quality of life and mobility.
ULI-LA is pleased to present this report to the city of Los Angeles. It is our hope that its analyses and recommendations help focus the efforts of the city’s Transit Corridor Cabinet so that public and private investment in corridor “networks” create the maximum possible benefit for our city’s communities. Each of the three corridor segments selected for analysis by ULI-LA was deemed to be prototypical of many other corridor networks throughout the region. These three prototypical corridors provided the foundation for the set of recommendations at the beginning of this report.

The analysis conducted by the panels was based on a process for which ULI is globally known—the Technical Assistance Panel (TAP). When a TAP is convened, a group of professionals, representing the full spectrum of land use and real estate disciplines, typically spends one day visiting and analyzing the built environments, identifying specific planning and development issues, and formulating realistic and actionable recommendations to move initiatives forward consistently with the applicant’s goals and objectives.

Each of the three corridor teams were comprised of highly qualified professionals, chosen for their knowledge of the topic and screened to ensure their objectivity. The intent is to provide a holistic look at development problems.

ULI recognizes that this analysis does not provide adequate opportunity for input from the people most impacted by the recommendations—people who live and work within the network of corridors. Our recommendations are not intended to supplant a comprehensive and inclusive public process that accompanies any city policy change, but are rather a starting point for public discussion. We urge the city, as we move forward toward a more transit-oriented Los Angeles, to fully integrate the public into the process so that we all move forward toward a common objective with a clear consensus on our vision.

ULI-LA congratulates the city of Los Angeles on its commitment to corridors and great streets. We stand ready to provide assistance in any way needed.
APPENDIX A:
TRANSIT CORRIDOR TACTICS

The city of Los Angeles and the Los Angeles County Metropolitan Transportation Authority convened a “Transit Oriented Development Cabinet” (Cabinet) in December 2011. The purpose of the Cabinet was twofold: to ensure (1) that the city of Los Angeles maximizes its huge investment in transit and (2) that all necessary actions are taken to realize the transformative potential that these transportation investments can have for communities.

To assess what is being done and what needs to be done, the Cabinet engaged private sector transportation experts, conducted case studies, and examined the relevant policies and strategies of numerous city departments. The Cabinet determined that, for Los Angeles to become a more transit-oriented metropolis, the city will need to take thousands of actions, guided by a comprehensive and coordinated citywide strategy.

Toward that end, the Cabinet developed a menu of potential transit orientation tactics that the city and its partners could implement to achieve a broader metropolitan transit orientation. The initial menu consisted of more than 170 actions that were categorized and organized based on values, goals, feasibility, impact, and political viability.

Subsequently, the Cabinet requested that ULI-LA convene development experts to evaluate and prioritize the proposed tactics. The ULI-LA team analyzed the tactics, reducing the list to those that would yield meaningful and significant impacts in a relatively short period of time. The team then prioritized these tactics into two categories: High Priority (potential immediate and significant impact) and Long Term (significant impact that will be realized over a longer period of time). The attached spreadsheet organizes the tactics into nine categories, identifying the most important actions the city and its partners can take to achieve a more transit oriented city of Los Angeles.
### 1. BREAK DOWN SILOS BETWEEN KEY PLAYERS

**Make sure that any activities or progress related to land use, design and development near transit are coordinated and continually updated among all departments and in conversation with outside stakeholders.**

<table>
<thead>
<tr>
<th>Priority</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Priority</td>
<td>Appoint a Transit Corridor Coordinator in the Mayor's Office empowered to facilitate coordination among City departments and between the City and relevant public agencies and to assure that all city actions prioritize transit/pedestrian/bicycle modes on transit corridors.</td>
</tr>
<tr>
<td>High Priority</td>
<td>Develop a procedure for City departments to coordinate and consult with Metro early in the planning process for new stations to facilitate multi-modal access, advantageous siting, joint development and adjacent development opportunities.</td>
</tr>
<tr>
<td>High Priority</td>
<td>Collaborate with the County Health Department and other organizations to coordinate competition for planning grant funds and coordinate investments to take advantage of the links between transit corridors and public health.</td>
</tr>
<tr>
<td>Long Term</td>
<td>Sell the Vision: create a “bumper sticker” transit-oriented vision for the future of Los Angeles—one that is clear, memorable, concise, and resonates with the experiences of Angelenos.</td>
</tr>
</tbody>
</table>

### 2. CREATE COMPLETE STREETS

**Create guidelines for and implement public right of way modifications that promote more walkable transit corridors and accommodate all modes of travel.**

<table>
<thead>
<tr>
<th>Priority</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Priority</td>
<td>Adopt and implement context-responsive standards for streets, sidewalks and bikeways that promote a pedestrian/bicycle-priority environment on all transit corridors, as is being proposed for the Citywide Mobility Element.</td>
</tr>
<tr>
<td>High Priority</td>
<td>Pursue partnerships with developers and land owners to help bolster upkeep, maintenance and security of pedestrian-oriented environments.</td>
</tr>
<tr>
<td>High Priority</td>
<td>Require (or encourage) the inclusion of transit station connections in building plans for projects within station areas.</td>
</tr>
<tr>
<td>Long Term</td>
<td>Adopt a “transit first” policy, requiring that new investments prioritize public transit, biking, and walking over the single-passenger automobile; encourage Metro to prioritize walk and bike access in the design and renovation of MTA facilities.</td>
</tr>
<tr>
<td>Long Term</td>
<td>Adopt and implement traffic-calming techniques that prioritize pedestrian access, protect neighborhoods, and make livable places out of space previously allocated to autos.</td>
</tr>
<tr>
<td>Long Term</td>
<td>Focus on connectivity and multi-modal access opportunities when pursuing development agreements.</td>
</tr>
</tbody>
</table>

### 3. REFORM AUTOMOBILE PARKING POLICIES AND PRACTICES

**Reform parking policies and operations including zoning requirements, management processes, and revenue generation.**

<table>
<thead>
<tr>
<th>Priority</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Priority</td>
<td>Modify parking requirements and policies to allow and encourage shared parking in and around transit stations and transit corridors.</td>
</tr>
<tr>
<td>High Priority</td>
<td>Reduce minimum/maximum on-site parking requirements in and around transit stations and transit corridors consistent with market requirements and include parking for alternative modes (carpools, bicycles, transit, etc.) as an offset to automobile parking required by the code.</td>
</tr>
<tr>
<td>High Priority</td>
<td>Form parking management districts around stations to promote public parking and shared parking facilities, provide in-lieu fees to fund local improvements, and install wayfinding signage to improve walkability and reduce the need for parking in transit districts.</td>
</tr>
<tr>
<td>High Priority</td>
<td>Encourage on-street parking to buffer sidewalk uses from auto traffic on transit corridors.</td>
</tr>
<tr>
<td>Long Term</td>
<td>Pursue funding to expand the use of intelligent transportation systems (ITS) technology to better manage parking supply.</td>
</tr>
<tr>
<td>Long Term</td>
<td>Work with a broad coalition to promote the passage of a State policy focused on parking for infill development (see AB 710 and AB 904), that adequately mitigates potential impacts on affordable housing.</td>
</tr>
</tbody>
</table>
### 4. FOCUS AFFORDABLE HOUSING RESOURCES NEAR TRANSIT

**Focus housing efforts toward transit districts and pursue partnerships to arrive at a financial mechanism to support building and preserving affordable housing in transit areas.**

<table>
<thead>
<tr>
<th>Priority</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Priority</td>
<td>Identify existing affordable housing units near transit stations and corridors that are at risk of losing affordability covenants and implement financial strategies to preserve them as affordable units.</td>
</tr>
<tr>
<td>High Priority</td>
<td>Promote affordable housing development and preservation in accessible locations by focusing the allocation of housing resources to transit station areas, adjacent areas and connecting corridors.</td>
</tr>
<tr>
<td>High Priority</td>
<td>Develop a joint policy between housing agencies that encourages the use of Section 8 vouchers in transit corridors, using the city’s Permanent Supportive Housing (Financing) Program to administer the policy.</td>
</tr>
<tr>
<td>High Priority</td>
<td>Target HOME funds or Community Development Block Grants to transit corridors.</td>
</tr>
<tr>
<td>Long Term</td>
<td>Modify the requirements for first-time homebuyer programs to give priority to households that qualify for Location-Efficient Mortgages (LEM).</td>
</tr>
<tr>
<td>Long Term</td>
<td>Use development incentives and other creative land use and financing tools to encourage a housing mix that meets the needs of a diverse population and is affordable to a wide range of incomes.</td>
</tr>
<tr>
<td>Long Term</td>
<td>Expand existing funding strategies and seek funding partners for a transit-oriented development acquisition fund for affordable housing.</td>
</tr>
<tr>
<td>Long Term</td>
<td>When appropriate, publicly fund construction of streets and street improvements on transit-adjacent development parcels that have been purchased by non-profit or community housing builders.</td>
</tr>
<tr>
<td>Long Term</td>
<td>Implement neighborhood parking passes and paid on-street parking for non-residents.</td>
</tr>
</tbody>
</table>

### 5. CAPTURE THE VALUE THAT TRANSIT CAN GENERATE

**Develop innovative solutions to leverage the benefit of transit infrastructure to improve equity and generate economic development in transit districts and corridors.**

<table>
<thead>
<tr>
<th>Priority</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Priority</td>
<td>Prioritize local infrastructure improvements at transit stations and in transit corridors.</td>
</tr>
<tr>
<td>Long Term</td>
<td>Foster the establishment of private assessment districts.</td>
</tr>
<tr>
<td>Long Term</td>
<td>Pursue the exchange of non-cash assets (e.g., entitlements, land) to acquire properties close to stations so that the City can sell the land to developers for TOD purposes.</td>
</tr>
<tr>
<td>Long Term</td>
<td>Implement a city-based joint development program to recapture the value added to property as a result of public investment in transit.</td>
</tr>
<tr>
<td>Long Term</td>
<td>Pursue state legislation to allow tax increment zones around stations with the recapture dedicated to improvements within the station area.</td>
</tr>
<tr>
<td>Long Term</td>
<td>Work with a broad coalition to pursue a state law that allows cities and counties to grant property tax abatements to real estate developments within designated transit corridors, with special consideration given to potential impacts on the financing of affordable housing in these areas.</td>
</tr>
<tr>
<td>Long Term</td>
<td>Provide communities with an understanding of how to capture potential community benefits including affordable housing, streetscape improvements, parks and other assets through the development agreement process, when applicable.</td>
</tr>
</tbody>
</table>
### 6. STRENGTHEN AND PRESERVE EXISTING COMMUNITIES THROUGH SUPPORT OF NON-AUTO TRANSPORT

<table>
<thead>
<tr>
<th>Priority</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>Establish neighborhood shuttles to connect residential neighborhoods to transit stations and transit corridors.</td>
</tr>
<tr>
<td>High</td>
<td>Extend the unified TAP Card program beyond Metro and DASH in order to further integrate and ease use of transit within the region.</td>
</tr>
<tr>
<td>High</td>
<td>Provide space to accommodate bike amenities (racks, lockers, service, etc.) and bike and car share facilities (Mobility Hubs) on City and Metro-owned sites where appropriate and feasible.</td>
</tr>
<tr>
<td>High</td>
<td>Work with Metro to install transit wayfinding signage, implement an awareness campaign, enhance the use of technology and existing mobile applications to build awareness of transit and increase ridership.</td>
</tr>
<tr>
<td>High</td>
<td>Implement eco passes for residential and business areas and in conjunction with new development, to provide transit passes for a small fee.</td>
</tr>
<tr>
<td>Long</td>
<td>Calm traffic by ensuring that street design in transit corridors maximizes efficiencies for pedestrians and bicycles. Match any new road improvements in transit corridors foot-for-foot with new bike lanes and bus lanes, where possible.</td>
</tr>
</tbody>
</table>

### 7. FACILITATE TRANSIT ORIENTATION

<table>
<thead>
<tr>
<th>Priority</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>Finish and/or implement: the Citywide Mobility Element, the Bicycle Action Plan for the City, Metro’s First/Last Mile Strategic Plan, City of Los Angeles Community Plans and Station Neighborhood Plans and/or Plan updates.</td>
</tr>
<tr>
<td>High</td>
<td>Pursue funding from the Metro Call for Projects and other funding sources to implement public improvements near transit stations.</td>
</tr>
<tr>
<td>High</td>
<td>Focus level of service requirements on multi modal level of service, as is being contemplated in the new Citywide Mobility Element.</td>
</tr>
<tr>
<td>High</td>
<td>Provide bicycle racks at City facilities to accommodate bicycle commuting.</td>
</tr>
<tr>
<td>Long</td>
<td>Adopt policy that requires transit directions be offered if automobile directions are provided for a City-sponsored event.</td>
</tr>
<tr>
<td>Long</td>
<td>Provide transit passes if free parking will be provided at a City-sponsored event.</td>
</tr>
<tr>
<td>Long</td>
<td>Develop models and typologies for corridor area master plans, which will include groups of incentives, amendments to the code, and other tools that can be tailored to areas, including context-sensitive strategies for managing parking demand and creating and/or preserving affordable housing.</td>
</tr>
</tbody>
</table>

---

**TRANSIT CORRIDOR TACTICS (CONTINUED)**
### 8. LESSEN THE NEGATIVE IMPACTS OF ENVIRONMENTAL REVIEWS

<table>
<thead>
<tr>
<th>Long Term</th>
<th>Focus level of service requirements on transit, pedestrian, and bicycle level of service.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long Term</td>
<td>Establish standard station area findings, along with minimum development standards, recognizing the positive environmental benefits of developments within TODs (reductions in air quality impacts, reductions in average household travel, reductions in energy use, etc.) to streamline approvals.</td>
</tr>
<tr>
<td>Long Term</td>
<td>Work with Metro to urge State leaders to adopt streamlined City CEQA review process for projects in station areas, with consideration given to the effect this change may have on federal NEPA requirements.</td>
</tr>
<tr>
<td>Long Term</td>
<td>Develop performance metrics to measure VMT and GHG reductions as part of a CEQA clearance review process.</td>
</tr>
</tbody>
</table>

### 9. PROMOTE VIBRANT, HEALTHY COMPLETE COMMUNITIES NEAR TRANSIT

| High Priority | Facilitate active interim uses on vacant land without jeopardizing future intensive uses. |
| High Priority | Identify CRA/LA properties that will go up for sale within transit corridors and pursue funding sources to purchase them and develop them for mixed use including affordable housing. |
| High Priority | Incorporate urban design guidelines into station area plans and formulate the guidelines with community input. |
| Long Term | Identify the historic attributes of transit corridors during specific plan processes and encourage the reuse of existing buildings and facilities. |
| Long Term | Focus retention and attraction efforts on businesses for whom transit access is a competitive advantage. |
| Long Term | Evaluate the prospect of including minimum development density standards in station area plans, where appropriate, to ensure that new development near designated stations is dense enough to support transit ridership. |
| Long Term | Pursue density, parking, and other applicable incentives to encourage real estate development, including affordable housing, through the development of transit oriented district plans, existing affordable housing density bonus incentives, amendments to the Code and other tools. |
| Long Term | Promote station area façade enhancements. |
| Long Term | Continue to work with Metro to create quality and useable public spaces, where appropriate, that are integrated into station areas. |
| Long Term | Prioritize the undergrounding of overhead wires in transit corridors to facilitate streetscape enhancements. |
| Long Term | Create incentive packages for developers to encourage the inclusion of optional features identified in land use plans and policies. |
ACKNOWLEDGEMENTS

EXPOSITION LINE LIGHT RAIL CORRIDOR PANEL
John Given (Panel Chair), Principal, CityBuild Advisors
Lisa Padilla, Owner, Cityworks Design
Alan Pullman, Senior Principal, Studio One Eleven at Perkowitz + Ruth
Clifford Graves, General Manager, Economic Development, City of Carson
Kathe Head, Principal, Keyser Marston
Tom Wulf, Senior Vice President, Lowe Enterprises
Tony Mendoza, Senior Supervising Planner, Parsons Brinckerhoff
Scott Baker, Principal, Melendrez

VERMONT RED LINE SUBWAY CORRIDOR PANEL
Neal Payton (Panel Chair), Principal, Torti Gallas
Vince Bertoni, Director of Planning, City of Pasadena
Amanda Gehrke, Senior Associate, Strategic Economics
Pat Smith, Patricia Smith, Landscape Architect
Melani Smith, Principal, Melendrez
Gloria Ohland, Policy & Communications Director, Move LA
William Kohn Fleissig, President, Communitas Development Inc.
ORANGE LINE BUS RAPID TRANSIT CORRIDOR PANEL

Renata Simril (Panel Chair), Senior Vice President of External Affairs, LA Dodgers
Dan Rosenfeld, George Crenshaw Development Company
Alan Loomis, Principal Urban Designer, City of Glendale
Paul Silvern, Partner, HRA Advisors
Brad Rosenheim, Owner, Rosenheim & Associates
Melani Smith, Principal, Melendrez
Allyn Rifkin, Owner, Rifkin Transportation Planning Group
Michael Dieden, President, Creative Housing Associates
Cathleen Sullivan, Associate Project Planner, Nelson Nygaard Consulting Associates
At the Urban Land Institute, our mission is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

ULI Los Angeles, a district council of the Urban Land Institute, carries forth that mission as the preeminent real estate forum in Southern California, facilitating the open exchange of ideas, information and experiences among local, national and international industry leaders and policy makers.

Established in 1936, ULI is a nonprofit education and research institute with over 40,000 members across the globe —1,500 here in the Greater Los Angeles area. As a nonpartisan organization, the Institute has long been recognized as one of America’s most respected and widely quoted sources of objective information on urban planning, growth, and development.

The membership of ULI Los Angeles represents the entire spectrum of land use and real estate development disciplines. They include developers, builders, investors, architects, public officials, planners, real estate brokers, appraisers, attorneys, engineers, lenders, academics and students. Members of the Urban Land Institute in the counties of Los Angeles, Ventura, Kern, San Luis Obispo, and Santa Barbara are automatically members of ULI Los Angeles.