

V. STRATEGIES FOR EXPANDING TOD IN LOS ANGELES

The case study focus groups described in the previous chapter clearly highlighted a number of successful programs and activities that already exist in Los Angeles to support successful transit-oriented districts. But, focus group participants also cited areas for improvement, and structural and political barriers that planning advocates and practitioners will need to overcome in order to truly bring TOD to scale. Because Los Angeles is home to the most transit-rich areas in the region, ensuring that TOD is supported within the city is critical to the implementation of SB375, and the reduction of greenhouse gases in California. Additionally, this transformation will need to accommodate households of all types and at all income levels, and healthy, transit-accessible job growth in order to truly reduce widespread auto dependence.

The focus groups and case study analysis have highlighted some critical strategies that can help take Los Angeles to the next step in supporting widespread TOD. These strategies have been organized into three categories:

- A. Build Community Support for TOD
- B. Establish Supportive Policies, Regulations, and Programs
- C. Improve Coordination and Collaboration Among Public and Private Entities

The following sections describe these categories in further detail, and the matrix shown as **Table 16** describes strategies and actions that public and private entities can take to support TOD in Los Angeles.

A. BUILD COMMUNITY SUPPORT FOR TOD

Maximizing TOD potential in the City of Los Angeles is not as simple as reducing parking ratios or changing other land use regulations. Focus group participants cited numerous structural barriers that limit TOD potential at some station areas, including, fundamentally, a lack of support from local community members over concerns about increased traffic and parking issues stemming from new development. Moreover, with the City's decision-making leadership divided among 15 individual city council members, there is inconsistent support for TOD in the city. While some council members and community groups in the city may see the benefits of high quality TOD, and be savvy enough to negotiate with developers to capture the community benefits of new projects, other parts of the city are less trustworthy of new development, or even expansion of the transit system itself.

Overcoming these structural issues and building community support for TOD will require a significant educational and advocacy effort led by both public and private organizations. But, if advocates can expand the understanding about benefits of high quality TOD, and leverage support from local residents and community groups, it may be possible to generate more consistent support from elected officials and government leadership in Los Angeles. There are a number of strategies that can help expand community support, including the following.

A1. Strengthen Regional Leadership to Guide SB 375 Efforts

The implementation of Senate Bill 375 is just beginning to come into shape, but one of the first steps that the Southern California Association of Governments (SCAG) has been charged with completing is a "Sustainable Communities Strategy," which outlines a plan for ways in which the region's future growth can be redirected to reduce vehicle-related greenhouse gas emissions. This Sustainable Communities Strategy offers a major opportunity for TOD, sustainability, and affordable housing advocates to influence future growth patterns in the region. But the Sustainable Communities Strategy also poses a

potential challenge to the realization of SB 375 greenhouse gas reduction targets: authority over the way land use and transportation decisions are made will still rest with local governments, who may not agree that the most environmentally sustainable pattern of future growth is in their best interest. Two potential areas of concern in this regard, for example, are job growth, and affordable housing.

Job Growth

As Chapter II established, locating jobs in transit rich areas can significantly boost transit ridership levels, and significantly reduce the number of long car trips a working family has to make in a day. However, there are very few areas of the Los Angeles region that offer a jobs-rich environment that is also highly transit accessible. Moreover with Cities throughout the region competing to attract local job growth, there is very little incentive for local governments to modify their land use plans in support of SB 375 if it means jobs will go elsewhere. Thus, more concentrated patterns of employment growth near transit could be a regionally significant strategy for reducing greenhouse gas emissions, but is certainly not a local priority for many cities that would be mainly residential in such a scenario.

Affordable Housing

Previous chapters have established that concentrating new development near transit is a key strategy for reducing auto dependence, and thus greenhouse gas emissions. Moreover, there is growing evidence that demand for living in walkable, mixed-use, transit-rich environments is significantly increasing. All of this is good news for the implementation of SB 375, but poses a challenge where affordable housing and equity are concerned. Many the region's most transit-rich, walkable neighborhoods also happen to be currently low- or moderate-income areas with vulnerability to displacement. If a growth in demand for living in these areas is accompanied by an increase in housing and land prices, it will be critical to ensure that any TOD supportive plans also include a comprehensive strategy for addressing displacement potential. Thus, the implementation of SB 375 will require a delicate balance between achieving emissions-reducing goals, and ensuring equitable access to transit.

Next Steps

SCAG cannot be expected to make all of the right decisions on its own, particularly when it will need to negotiate with a broad range of actors pushing potentially competing interests to implement the Sustainable Communities Strategy. But, enhancing regional leadership and advocacy for SB 375 will ensure that SCAG is able to maximize the number of decisions that are made in the best interest of the region as a whole rather than individual communities, and balance issues related to the environment, economic development, and equity.

Influencing SB375 will require any regional leadership to move quickly, as the Sustainable Communities Strategy will be completed in Fall 2010. Fortunately, there is a solid foundation of regional and statewide leadership already in place relating to issues surrounding climate change. Groups such as ClimatePlan and CalPIRG are taking statewide leadership in advocating for transit and sustainable development, but more support is needed specifically in the Los Angeles region. One strategy for quickly generating this regional leadership is to draw together advocates from regional initiatives related to labor, health, affordable housing, and other areas of concern that directly pertain to or benefit from TOD and sustainability.

The Great Communities Collaborative: A Model for Regional Leadership

An effort like this exists in the Bay Area, and may offer a model for Los Angeles to consider. The Great Communities Collaborative (GCC) is a joint effort of several nonprofit organizations (including Reconnecting America and the Center for TOD), foundations and public agencies, and was established to engage communities, particularly low-income communities and people of color, in local land use planning. Members of the collaborative are utilizing their expertise in land use planning to help community members shape plans for specific TOD projects and secure increased public and private funding to catalyze sustainable and equitable TOD. The collaborative has an ambitious goal: that all people in the Bay Area will, by 2030, be able to live in “complete communities” that are affordable across all incomes, with nearby access to quality transit and a mix of jobs, shops and services. The collaborative has succeeded in building broad community support even for typically contentious issues like adding density to station areas, in part because they help communities to understand the potential of TOD and to negotiate community benefits. Currently the GCC is working to advocate for a regionally beneficial and equitable Sustainable Communities Strategy in the Bay Area, by generating local and regional political pressure to change “status quo” growth patterns, and framing the much-needed arguments about how everyone can benefit economically, environmentally, and health wise from a strong regional plan.

A2. Build Citywide Capacity for Better Council, Agency Support of TOD

There is inconsistent support for TOD among the City’s 15 City Council members, making it difficult to ensure that TOD supportive policies, regulations and programs can be adopted at all of the city’s 71 transit stops.

Additionally, however, there is inconsistent support for TOD even at the staff level within the City government. Achieving successful TOD in Los Angeles can require the support of a wide number of different City, County, and regional level public agencies, including the following:

Los Angeles City Planning Department
Los Angeles Department of Transportation
Los Angeles Housing Department
Los Angeles Department of Public Works
City Council Offices

Los Angeles Community Redevelopment Agency (CRA)
Housing Authority of the County of Los Angeles
Los Angeles County Metro
Los Angeles Police Department
California Department of Transportation

To ensure that these agencies can work successfully towards the same end purpose, it is important to educate local staff about the roles that they can play, the best practices in creating supportive policies and implementation strategies, and providing them with the data that shows how households and workers in transit-rich, walkable environments behave differently when it comes to car ownership and a willingness to drive or walk. Offering staff in these agencies more technical support through education and best practices, and generating support for TOD at the community and neighborhood scale, can help to ensure that the many departments involved in creating successful TOD do not work at cross purposes.

A3. Build Capacity at the Neighborhood Level

Engaging local residents is a constant challenge for any planning process; planning involves a wealth of technical terminology and processes that can be difficult to understand, particularly among residents in multilingual communities. Generating proactive support for a complex planning concept such as transit-oriented districts can be an even greater challenge. However, focus group participants cited several

examples of success in engaging local community members to support and weigh in on planning efforts, some of which were discussed in Chapter III.

Several neighborhoods in the city, such as Boyle Heights, are fortunate enough to have dedicated community groups that can both help educate residents and advocate for their interests. But these groups are often overextended and underfunded. Moreover, many of these community groups would benefit for more interaction with each other, and collaboration to share tools and strategies that have or haven't worked when planning for TOD. There are several potential actions that can help expand the efforts of these community groups, including: supporting the education of local residents about planning processes, creating broader networks of neighborhood groups to share information, and offering these groups the analytical tools they need to understand what is happening in their communities, quantitatively.

The existing conditions data shown in the station profile sheets can be an important resource for both assuaging local resident's concerns about under-parking, and for calibrating parking ratios that respond to local conditions. Households in many of Los Angeles's station areas do, in fact, own fewer cars than other households in the area, reflecting the ability of these households to live more independent of the auto.

ELACC: Community Training for TOD Terminology

The East Los Angeles Community Corporation (ELACC) has played a significant role in ensuring local residents in Boyle Heights can fully participate in the current Community Plan update process. ELACC's community training program – which included bilingual workshops on planning “lingo” such as “TOD” and “FAR” – is one example of a successful community education program. Expanding this level of outreach citywide would require significant additional resources and capacity.

B. ESTABLISH SUPPORTIVE POLICIES, REGULATIONS, PROGRAMS

B1. Evaluate, Promote, and Support Existing TOD Efforts

The focus groups identified a range of existing regulations, policies, and implementation programs that already exist in the City of Los Angeles to Support TOD. Some of these successful efforts exist only within certain neighborhoods, while others are regional or citywide programs that are already in place. Nonetheless, all of these efforts should be considered as examples of supportive TOD policies, and can lay the groundwork for creating a more wholly supportive set of strategies to promote TOD in Los Angeles. **Table 15** lists examples that were cited during focus group events:

Table 15: Existing TOD Supportive Policies, Programs, and Strategies Cited by Focus Groups

Effort	Scale	Lead Agency/Actor
Downtown Street Standards and Guidelines	Local	CRA, Urban Design Studio, LA Bureau of Engineering, Mayor's Office
Community Training Program	Local	East LA Community Corporation
Community Linkages Program	Local	LA Metro
Barnsdall Park Transit Oriented District Streetscape Project	Local	CRA
Downtown DASH bus system	Local	LA DOT
Crenshaw Community Vision and Implementation Plan	Local	CRA
Warner Center Specific Plan Restudy	Local	Department of City Planning
Tarzana Crossing Mixed-Use Urban Village Concept Plan	Local	Neighborhood Council
University of Southern California Master Plan	Local	USC, Department of City Planning
Exposition and Eastside Extension TOD studies	Local	Department of City Planning
The "Do Real Planning" Initiative	City	Los Angeles Planning Commission
Smart Mobility Option	City	City of Los Angeles and SCAG
Sustainable Transit Communities Study	City	Mayor's Office, SCAG
Community Plan Implementation Overlay Study	City	Department of City Planning
Local Hire and Construction Careers Policy	City	CRA
City of Los Angeles Industrial Land Use Policy	City	Department of City Planning
Exposition Line Corridor TOD Study	Corridor	Department of City Planning
Eastside Extension Corridor TOD Study	Corridor	Department of City Planning
LA Metro Call for Projects	County	LA Metro

B2. Reevaluate Certain Regulations and Policies

As neighborhoods that enjoy a range of unique demographic characteristics and implementation challenges, transit rich areas can benefit from tailored land use policies and implementation strategies. Though the city may not have the resources to complete station area plans for all 71 existing and under construction stations, there are certain citywide regulations and policies that can be revisited in a more cost-effective, incremental way. For example, transit rich areas in Los Angeles typically enjoy lower rates of household car ownership, and lower rates of driving in general. As a result, many of these places can support development at reduced parking ratios, and can generate less traffic than the same type of development elsewhere in the city. Understanding car ownership dynamics citywide, and tailoring parking requirements and traffic generation models to reflect local conditions, could help to make development in transit rich areas more feasible by lowering construction costs.

With limited resources to complete station area plans or specific plans for a large number of stations, the Community Plan update is the primary mechanism currently available in the city to change land use regulations around the stations. While this tool is an extremely efficient way for such a large city to tailor regulations to 37 different plan areas, it does not provide key features that are the core of good station area plans: flexibility over time (to respond to changing market and transit conditions), and an implementation and phasing program. Because station areas are often subject to fluctuating land costs, a range of challenges including small development parcels, the need for improved pedestrian and bicycle

access, and growing demand for higher density housing, the land use and implementation strategies that are in place will need to be better coordinated.

The City's Community Plan Implementation Overlay (CPIO), which is currently in the conceptual stages, will offer a more flexible tool for land use regulation that accounts for the unique FAR and density possibilities, parking needs, and traffic characteristics of TOD throughout the city. Additionally, the CPIO will enable development projects that support livability and walkability goes to undergo a faster review process, thus supporting the construction of regionally significant projects.

In addition to more tailored and responsive land use regulations, successful TOD often involves the use of implementation tools, such as land or property acquisition funds, investment in public infrastructure including parks and schools, development and tenant attraction programs, subsidy of catalytic development, and other tools often recommended through the specific plan process. However the implementation of these types of tools often involves dedicated staff time and a proactive strategy that seeks out opportunities for new investment. Given City budget and staffing constraints, such a proactive strategy is more likely to be the domain of the CRA or local community development corporations than of City Planning or other City departments. Therefore, the coordination of local land use regulations by City Planning, with more implementation focused groups such as CRA and local CDC's, is critical to ensure that priority station areas can benefit from comprehensive TOD planning. Such coordination is further discussed in Section C of this chapter.

B3. Develop Local and Regional Tools to Support the Sustainable Communities Strategy, which will Implement SB375, AB32

Section A of this chapter has already discussed the need to strengthen regional leadership to guide SB 375 efforts, but there are many things that local transportation and housing practitioners can also do to prepare for its implementation.

SB 375 will provide for a CEQA exemption for projects that meet certain criteria pertaining to density, transit accessibility, and compact development. Because many of the criteria allowing for this exemption are defined at the state level, it will be important to build community support for qualifying projects to avoid distrust in the SB 375 guidelines. Local land use regulations, for example, should guide qualifying projects (also known as "transit priority projects") to ensure that the building design, tenanting, and supportive community amenities are regulated to fit the local community vision.

The implementation of SB 375 in general will require a significant change in community sentiments about density and development, particularly in Los Angeles where many of the transit station areas will be designated as regional priority areas for long-range growth. Fear of parking constraints and congestion problems are the two of the main issues behind opposition to new growth in many communities, and these issues will need to be addressed before SB 375 growth scenarios can become a reality.

To address these issues, regional leaders and housing and environmental advocates will need to build support at the community level (see Section A3 for more on building local capacity). One way to do this is to address concerns about traffic and parking by showing examples of recent TOD projects that have indeed generated fewer car trips, and lower car ownership in general. There is significant and growing evidence at the national level that TOD generates lower auto ownership and reduced auto use, but there is no substitute for showing how this particular trend plays out in the Los Angeles region. **Table 2** shows that residents in Los Angeles's station areas are three times more likely to walk, bike, or take transit to work than residents throughout the region, and are nearly 50 percent more likely to own one or fewer cars. Statistics such as these can help to assuage neighborhood concerns about traffic and parking, and

demonstrate that growth near transit will, indeed, help to reduce congestion throughout the region as a whole.

C. IMPROVE COORDINATION AND COLLABORATION AMONG PUBLIC AND PRIVATE ENTITIES

C1. Improve Inter-Agency Teaming when Planning TOD

Planning for TOD is a multidisciplinary exercise, requiring the coordination of numerous public agencies, departments, and political leaders within the City and County. A successful TOD plan might involve the following components and actors:

Planning and Regulation: City Planning, City Council

Implementation and Catalytic Projects: CRA/LA, LAHD, local CDCs and community groups

Street, Walking, and Biking Improvements: LADOT, CalTrans, Urban Design, Metro

Traffic and Transit: LADOT, LA Metro

Affordable Housing: LAHD, City Planning, HACLA, local CDC's and community groups

Community Outreach and Visioning: City Planning, CRA/LA, community groups

Economic Development: CRA/LA, City Planning, community groups

Currently most of these actors operate independently of one another, with little or no knowledge of each other's actions in a given station area. However greater coordination could enable a more efficient use of limited staff and financial resources across the board. Ongoing coordination could also help these actors understand each other's objectives, strategies, limitations and resources, creating a culture of cross-disciplinary learning that is so critical to ensuring the long-range implementation of successful TOD throughout the city.

The Corridor Working Group: An Emerging Coordination Tool Focused on Real Life Examples

One model that has emerged to support interagency collaboration is the corridor working group, where local governmental and nongovernmental agencies are able to meet regularly to define a broad set of goals for a given transit corridor, and create a coordinated strategy for implementation. This model has been set up in a number of places, and is particularly effective for transit corridors that cross a number of different jurisdictions. Some examples include:

The Central Corridor in Minneapolis/St. Paul: This planned transit corridor will connect downtown Minneapolis to downtown St. Paul, via an old commercial corridor that also intersects the University of Minnesota campus. Public and private leaders have convened over the last several years – under sponsorship by the local McKnight Foundation – to work collectively on the transit alignment, to identify issues of common concern, and to develop strategies and identify funding sources that will help overcome particular challenges such as limited pedestrian access, a lack of financing for station area infrastructure, and potential displacement of low income residents.

Denver West Corridor Affordable Housing Strategy: the Denver Housing Authority is working closely with the neighboring Lakewood Housing Authority to develop a TOD Strategy for the areas surrounding the West Corridor. These authorities are together looking at expiring federally assisted units, identifying development opportunities, and synching local housing production and preservation strategies to prepare for a potential increase in the local real estate market as a result of the new transit line.

MTC TOD Policy: Following disappointing ridership performance along the BART to SFO corridor, MTC in the San Francisco Bay Area has set up a policy that conditions the allocation of local transportation dollars on achieving certain levels of development. MTC has set housing growth targets for a number of planned transit corridors – including BART to San Jose – in order to get communities to think not just about their own growth, but about how they will relate their growth to neighboring stations. Housing targets are set intentionally at the corridor level so no one community is responsible for achieving these targets, but the communities have a shared financial motivation to ensure that the targets are achieved.

C2. Increase Coordination With Local, Citywide, Regional Community Groups and the Private Sector

Previous sections have established that there is no agency or entity will be able to single-handedly maximize TOD success throughout Los Angeles. Particularly in a city as large as Los Angeles, private actors including regional housing, economic, and health advocates, local CDC's and community groups, and for-profit and affordable housing developers will need to play an important role in the implementation of TOD. But, if public agencies in Los Angeles do not always understand each other's programs and policies, these private partners are at an even greater disadvantage.

A greater level of public-private coordination and transparency will ensure that TOD plans are implementable and that resources can be found to develop catalytic projects and finance station area improvements. To start, an inventory of local finance resources, policies, and tools along station areas and corridors can be very effective to help both public and private partners understand what is available, and coordinate their own resources with existing ones.

Additionally, developers, architects, and consultants in the private sector are key to ensuring the success of land use regulations and generating future development near transit. Focus groups and stakeholder committees involving private developers can provide significant insight into the regulatory barriers that might be hindering TOD in any given station areas. Many regions have begun also to include the lending community in stakeholder interviews and focus groups, as it is often the lenders who maintain rigid, “risk-averse” parking ratios and design standards that may not be compatible with TOD objectives.

C3. Align Existing Financing Sources and Pursue New Ones

Station area investments to improve TOD can take a variety of forms, including affordable housing production or preservation, land use planning and visioning, and infrastructure improvements to enhance local pedestrian, bicycle, or bus access. There are a range of existing funding sources to support each of these types of investment in the city, which are distributed by a number of different agencies (such as Metro, the City, LAHD and SCAG), but there is no single clearinghouse or easily accessible resource for those seeking information about these funds. For example, LA Metro’s semi-annual “Call for Projects” program is a valuable source of local financing for station area infrastructure improvements. The Call for Projects allocates federal, state and local funds with the goal of improving surface transportation throughout the region. Focus Group participants cited several potential ways in which the program could be improved including increased publicity and greater coordination with other public agencies to eliminate the duplication of efforts.

The TOD Strategic Plan: A Coordinating Strategy and Guide to Investment Phasing

A growing number of cities and regions are creating TOD strategic plans that provide guidance on land use and investment decisions across an entire fixed-guideway transit system. TOD strategic plans have been used to:

- Provide a vision about which stations will be designated for future growth, and which will stay the same;
- Offer specific recommendations for regulatory changes that can support this vision;
- Prioritize stations for short, mid, and long-term investments in planning, infrastructure, catalytic development, and affordable housing;
- Act as a coordinating document for many types of actors in both the public and private sectors.

The Central Maryland TOD Strategy: A Coordinating Document for Many Stakeholders

The Central Maryland Transportation Alliance (CMTA) – a coalition of business and nonprofit leaders whose mission is to improve transportation efficiency in Baltimore and surrounding areas – sponsored work on the Central Maryland TOD Strategy in 2008 together with the Surdna Foundation. This strategy was developed through a series of working groups involving stakeholders including private groups and City, County, and transit agency officials. Heralded by local media as an innovation in the planning field, the strategy prioritizes station areas for a variety of different investments, including infrastructure investment, facilitated development, quality-of-life improvements, and neighborhood reinforcement. Key to the success of the strategy is that it guides different types of stakeholders in making decisions about the stations they should prioritize given their own interests (affordable vs. market rate housing, neighborhood planning, etc.) and data on the current status of different station areas. Samples of guidelines provided in the Strategy are shown in **Figures 29 and 30**.

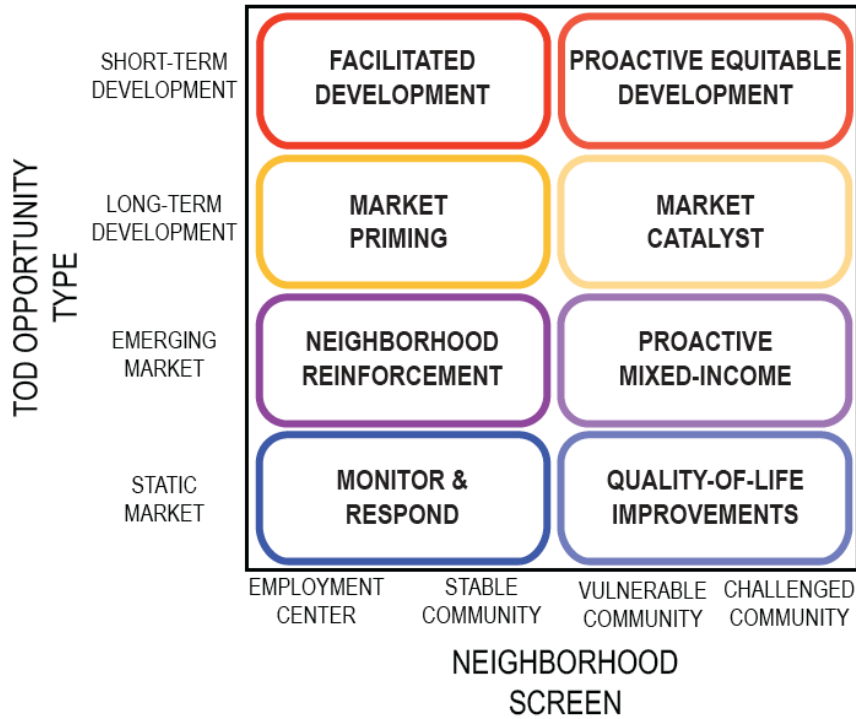
Keys to Success

Because the purpose of this Strategy was not just to coordinate the planning department's activities, but instead was to leverage partnership across a broad range of public and private actors, its success was conditioned on a number of factors:

- Widespread political support and understanding of TOD potential
- A set of actors willing to participate, coordinate, implement, and proactively seek funding
- Regular working sessions to ensure that these actors are on board
- Long-term dedication among actors to plan implementation

Fortunately, the many public and private entities that were involved acknowledged that they shared a common set of goals related to reducing congestion, increasing affordability, and managing transit growth. This type of planning could be instrumental in the implementation of SB 375, and make its implementation a challenge that not just public agencies need to address, but also leverage the involvement of private entities. However, the plan is clearly only as strong as the actors who support it, and the coalition-building discussed throughout this chapter is a critical precursor to the development of any citywide or regional TOD Strategic Plan.

Figure 29: Guidelines for Different TOD Investments, Based on Market Strength and Development Opportunity, CMTA TOD Strategy Excerpt



Source: Center for Transit-Oriented Development, Central Maryland Transportation Alliance, 2009

Figure 30: Investment Priorities and Resource Intensity for Different Stakeholders, CMTA TOD Strategy Excerpt

TOD Approach	TOD Opportunity Type	Neighborhood Type	Public Sector Planning	Public Sector Capital	Philanthropic Investment	Private-Sector Investment	Community Associations	Community Organizing and Advocacy
Proactive Equitable Development	Short-Term Development	Vulnerable/Challenged	***	***	***	***	***	***
Development Facilitation	Short-Term Development	Stable/Employment	***	***		***	***	***
Market Catalyst	Long-Term Development	Vulnerable/Challenged	***	***	***			***
Market Priming	Long-Term Development	Stable/Employment	***	***				
Proactive Mixed-Income	Emerging Market	Vulnerable/Challenged			***	***		***
Neighborhood Reinforcement	Emerging Market	Stable/Employment				***		
Quality of Life	Inactive Market	Vulnerable/Challenged			***		***	
Monitor and Respond	Inactive Market	Stable/Employment					***	

High resource intensity
 Moderate resource intensity
 Low resource intensity
 *** Priority investment areas

Source: Center for Transit-Oriented Development, Central Maryland Transportation Alliance, 2009

Table 16: Recommended Strategies and Actions to Bring TOD to Scale in Los Angeles

Strategy	Actions	Scale	Lead Stakeholders	Support Stakeholders	Time Frame
A. BUILD COMMUNITY SUPPORT FOR TOD					
A1. Strengthen Regional Leadership to Guide SB 375 Efforts					
Work with advocacy groups from a range of existing movements (affordable housing, environmental, public health, economic development etc) to build regional leadership for TOD among community groups.	Host a Multidisciplinary Forum to discuss the need for more regional leadership around SB 375	City/Regional			Mid
	Develop a platform for regional advocacy on issues related to economic development and housing				
	Generate local community support for a regionally-oriented Sustainable Communities Strategies and ongoing efforts				
<i>Please refer to B3. Develop Regional Tools Using Sustainable Communities Strategy as a Platform, for more strategies and actions</i>					
A2. Build Citywide Capacity for Better Council, Agency Support of TOD					
Work more closely with City Council members to promote TOD	Involve representatives early in planning process and include in working groups and collaborative efforts	City Council	Citywide Planning, Community Groups	Metro	Mid
Facilitate cross-agency participation in technical TOD education and training programs		City/Regional	Citywide Planning Department	LA Metro, LA DOT, CRA, City Council Offices	Mid

Strategy	Actions	Scale	Lead Stakeholders	Support Stakeholders	Time Frame
A. BUILD COMMUNITY SUPPORT FOR TOD (Continued)					
A3. Build Capacity at Neighborhood Level					
Improve education for communities engaged in planning efforts	Develop community training programs such as ELACC's on a broader scale to educate station area residents about planning basics, including the benefits of TOD.	City/Local	Non-profit, community groups	City Council offices, Planning Department	Short/Mid
Evaluate existing projects to demonstrate benefits of TOD	Survey travel behavior of residents in new TOD projects, such as Hollywood / Vine and North Hollywood developments	City	LA Metro	CRA, other TOD developers	Mid
B. ESTABLISH SUPPORTIVE POLICIES, REGULATIONS, PROGRAMS					
B1. Evaluate, Promote, and Support Existing TOD Efforts					
Continue to support the City's Housing Preservation Program	Place new prioritization on expiring housing units in transit rich areas		LAHD		
Local Hire		City	CRA, LA Metro		Short
Support Adaptive Reuse Ordinance in Downtown	Consider other areas that might also be appropriate for such an ordinance				
Support existing and planned policy documents promoting TOD	Support Community Plan Implementation Overlay, Warner Center Specific Plan Restudy, Tarzana Crossing efforts, etc.	City/Regional/Local	Citywide Planning Department		Short

Strategy	Actions	Scale	Lead Stakeholders	Support Stakeholders	Time Frame
B. ESTABLISH SUPPORTIVE POLICIES, REGULATIONS, PROGRAMS (Continued)					
B2. Reevaluate Certain Regulations and Policies					
Develop TOD-Supportive Land Use and Urban Design Regulations	Revisit street design guidelines near transit stations to improve pedestrian and bicycle access and connectivity	City	DOT, Planning, Urban Design Studio	LA Metro, CRA, DOT, Urban Design Studio	Short
	Evaluate appropriate parking requirements for station areas; explore parking districts for transit-oriented districts	Station Area	Citywide Planning Department	Urban Design Studio, Citywide Planning Department, LA Metro	Short
	Tailor Floor-to-Area Ratio (FAR) and density requirements	Station Area	Citywide Planning Department		Short
	Revisit the SNAP to ensure regulations, programs in place are actually promoting new development	Station Area/Corridor	Planning Department	CRA, LADOT	
	Promote investments that help overcome major circulation barriers such as freeways	Station Area/Corridor			
	Create TOD Zoning Incentives	City	Planning Department		

Strategy	Actions	Scale	Lead Stakeholders	Support Stakeholders	Time Frame
B. ESTABLISH SUPPORTIVE POLICIES, REGULATIONS, PROGRAMS (Continued)					
B2. Reevaluate Certain Regulations and Policies (Continued)					
Create New Planning Mechanisms that are More Short-Term than Community Plan Update, Cheaper than Station Area Plan	Continue to study potential for Community Plan Implementation Overlay	City	Citywide Planning	Community Advocates	Short
	Acknowledge transit station areas as priority growth areas in Community Plan updates and growth forecasts				
	Identify station areas with significant land opportunity and rich transit network for planning prioritization	City	Citywide Planning Department		Short
Economic Development	Commission a study to determine the optimal set of land use and design to attract high quality jobs while supporting transit-oriented uses; determine how the City's Industrial Preservation Policy fits in with TOD goals.	City	Citywide Planning Department		Mid
	Tailor Floor-to-Area Ratio (FAR) and density requirements	City	City of Los Angeles Community Development Department, City Council, CRA		Short
	Promote job growth in existing job clusters, especially near transit.	City/Regional	Citywide Planning Department		Mid
	Increase mobility, accessibility within job clusters	Local	LADOT, LA Metro		

Strategy	Actions	Scale	Lead Stakeholders	Support Stakeholders	Time Frame
B. ESTABLISH SUPPORTIVE POLICIES, REGULATIONS, PROGRAMS (Continued)					
B2. Reevaluate Certain Regulations and Policies (Continued)					
Improve connections and access between transit stations and local communities.	Facilitate partnerships between institutions and public agencies to promote ridership. Potential strategies might include discounted transit passes, transportation demand management and parking cash-out programs and accessible and reliable transit information systems.	Station Area	LA Metro	Educational institutions and major employers	Short/Mid
	Improve access from major destinations to transit stops and stations to provide safe and clear connections and encourage ridership.	Station Area	Metro, Citywide Planning, Private and Public Institutions	Educational institutions and major employers	Mid
	Further incorporate the study of community connections and access early in the planning process for new stations (such as the Metro Linkages Program)	Corridor/Station Area	LA Metro	City Council Offices, Citywide Planning, CRA	Mid
	Prioritize funding and investments in "First Mile/Last Mile" strategies to expand the service area of existing transit.	Corridor/Station Area	LA Metro	City Council Offices, Citywide Planning, CRA	Short
	Support the Downtown Los Angeles Streetcar to promote better circulation both within the downtown and between the historic center and LA Live.	Local	LA Metro	City Council offices, CRA, non-profit, community groups, major institutions/ employers	Short/Mid

Strategy	Actions	Scale	Lead Stakeholders	Support Stakeholders	Time Frame
B. ESTABLISH SUPPORTIVE POLICIES, REGULATIONS, PROGRAMS (Continued)					
B3. Develop Regional Tools Using Sustainable Communities Strategy, SB375, AB32 as Platform					
Support CEQA Level of Service reform to allow planners to prioritize levels of service for transit, pedestrians, and bicyclists alongside the automobile.		State/Region			Short
Pay careful attention to the definition of "transit priority project" in the Sustainable Communities Strategy, to ensure that it fits with City land use and development objectives	Work with city agency staff on this definition	Regional, City	SCAG	Citywide Planning, Urban Design Studio, CRA	Short
C. IMPROVE COORDINATION AND COLLABORATION AMONG PUBLIC AND PRIVATE ORGANIZATIONS					
C1. Improve Inter-Agency Teaming when Planning TOD					
Develop a set of citywide TOD goals to guide public investment	Convene key stakeholders (public, private, community, institutional) to identify Los Angeles TOD goals.	City	Citywide Planning Department	CRA, LA Metro, City Council offices, non-profit, community groups, institutions	Short
	Develop a set of accountability metrics to measure the progress in meeting the established goals.	City	Citywide Planning Department	LA Metro	Short

Strategy	Actions	Scale	Lead Stakeholders	Support Stakeholders	Time Frame
C. IMPROVE COORDINATION AND COLLABORATION AMONG PUBLIC AND PRIVATE ORGANIZATIONS (Continued)					
C2. Increase Coordination Among Local, Citywide, Regional Community Groups and the Private Sector					
Convene interagency teams to promote TOD around high priority transit stations	Include City Council representatives, community representatives and local non-profits and institutions	Station Area	Citywide Planning Department	City Council offices, CRA, non-profit, community groups, major institutions/employers	Mid
C3. Align Existing Financing Sources, Seek New Ones					
Identify new funding streams and strategize future investment	Create an easily accessible, web-based listing of funding and technical assistance opportunities for TOD-related projects, including opportunities from a range of government, non-profit and private institutions.	City	Non-profit, community groups	Citywide Planning Department, CRA, LA Metro	Short
	Create an investment phasing strategy for improving existing stations and bus corridors	City	Citywide Planning Department	CRA, LA Metro	Short
Tie implementation funding for access and planning improvements to accountability measures and outcomes that meet TOD goals	Set performance benchmarks that communities need to achieve to secure funding	Regional, City	Metro, SCAG, Citywide Planning		Mid

Strategy	Actions	Scale	Lead Stakeholders	Support Stakeholders	Time Frame
C. IMPROVE COORDINATION AND COLLABORATION AMONG PUBLIC AND PRIVATE ORGANIZATIONS (Continued)					
C3. Align Existing Financing Sources, Seek New Ones (Continued)					
Devote regional and state funding to station area planning to accelerate implementation of TOD	Pursue further external (non-city) sources of funding for station area planning. Continue to monitor state and federal activities to look for these opportunities	Region	Metro, SCAG	Citywide Planning, Mayor's Office	Short
Prioritize station areas for public investment and planning efforts based on established goals	Understand future potential investment needs in stations (infrastructure, community planning, affordable housing, etc.)	City	Mayor's Office, Citywide Planning	CRA, LA Metro	Short
Research and inventory state, federal funding sources for TOD	Research potential to direct regional or state funding to station area planning.	City			Mid
Engage local governments around existing programs		Regional	Metro		Mid
Facilitate cross-agency participation in technical TOD education and training programs	Ensure that all departments have the same information and data regarding auto ownership, trip generation rates, and best practices in TOD	City	Citywide Planning, LATOD, LAHD, Urban Design Studio, City Council Offices, Mayor's Office	Metro, HACLA	Short

Strategy	Actions	Scale	Lead Stakeholders	Support Stakeholders	Time Frame
C. IMPROVE COORDINATION AND COLLABORATION AMONG PUBLIC AND PRIVATE ORGANIZATIONS (Continued)					
C3. Align Existing Financing Sources, Seek New Ones (Continued)					
Facilitate increased coordination among community groups	Convene leaders in the affordable housing, green jobs, health, economic development, and environmental initiatives to generate support for TOD	Regional	Non-profit, community groups		Short
Improve the transparency of the community linkages studies and program			Metro		
Create a coordinated affordable housing strategy across multiple departments	Inventory local resources and supportive policies	Station Area	LAHD, HACLA, City Planning, CRA/LA, Community Groups		