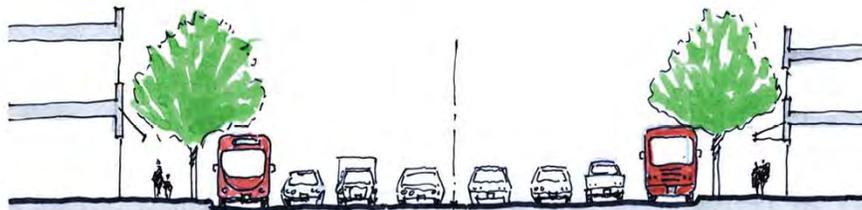


# APPENDIX B - TRANSIT ALTERNATIVES

## TRANSIT ALTERNATIVES FOR THE NORTH EAST SAN FERNANDO VALLEY

**ALTERNATIVE 1:**  
Curb-Running Bus Rapid Transit Bus (BRT)

Similar to the Wilshire BRT service, there would be 6.7 miles of curb-running dedicated busway and 2.5 miles of mixed flow with 18 enhanced stations. This alternative would cost \$294 million (in 2014 \$).



Curb-Running Bus Rapid Transit Bus (BRT)



Fig 74 - Alternative 1 - Curb-Running Bus (BRT)

## TRANSIT ALTERNATIVES FOR THE NORTH EAST SAN FERNANDO VALLEY

**ALTERNATIVE 2:**  
Median-Running Bus Rapid Transit (BRT)

Similar to the Metro Orange Line, buses would run in a 6.7 mile dedicated median busway in the center of Van Nuys Blvd and 2.5 miles of mixed flow operations along San Fernando Rd and would include 17 stations. This alternative would cost \$402 million.



Median-Running Bus Rapid Transit (BRT)

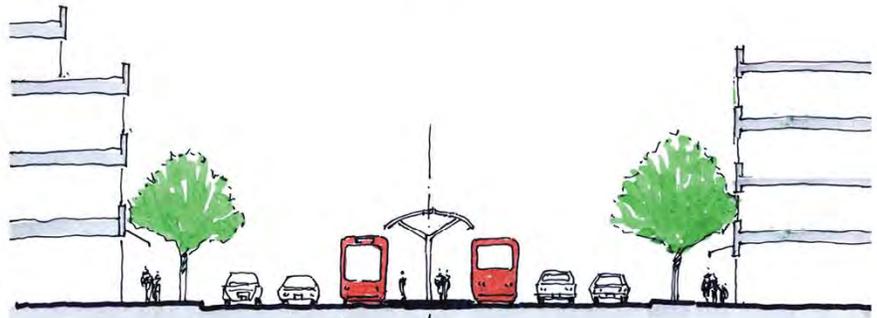


Fig 75 - Alternative 2 - Median-Running Bus (BRT)

## TRANSIT ALTERNATIVES FOR THE NORTH EAST SAN FERNANDO VALLEY

### ALTERNATIVE 3: Low-Floor Light Rail Transit (LRT)/Tram

Similar to San Diego, Portland and European systems, this alternative would operate in a dedicated guideway in the center of Van Nuys Blvd for 6.7 miles and 2.5 miles mixed flow along San Fernando Rd with 28 enhanced stations. This alternative would cost \$1.3 billion.



Low-Floor Light Rail Transit (LRT)/Tram

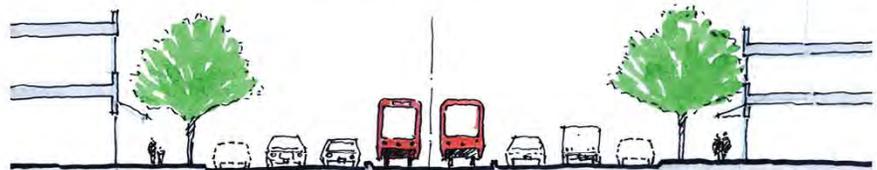


Fig 76 - Alternative 3 - Low-Floor Light Rail (LRT)

## TRANSIT ALTERNATIVES FOR THE NORTH EAST SAN FERNANDO VALLEY

### ALTERNATIVE 4: Light Rail Transit (LRT)

Similar to existing Metro LRT Lines, trains would operate for 6.7 miles in a median dedicated guideway with 2.5 miles underground. The trains would run for 2.5 miles on railroad right-of-way adjacent to San Fernando Rd. There would be 14 stations, three of which would be underground. This alternative would cost \$2.7 billion



Light Rail Transit (LRT)

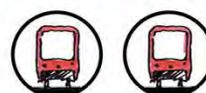
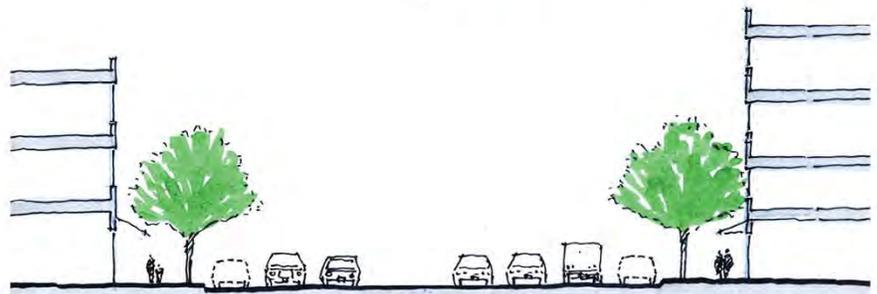
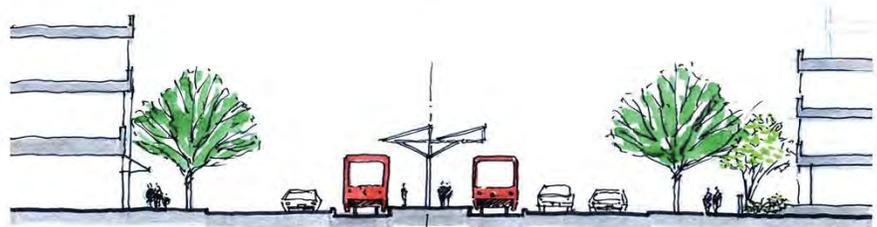
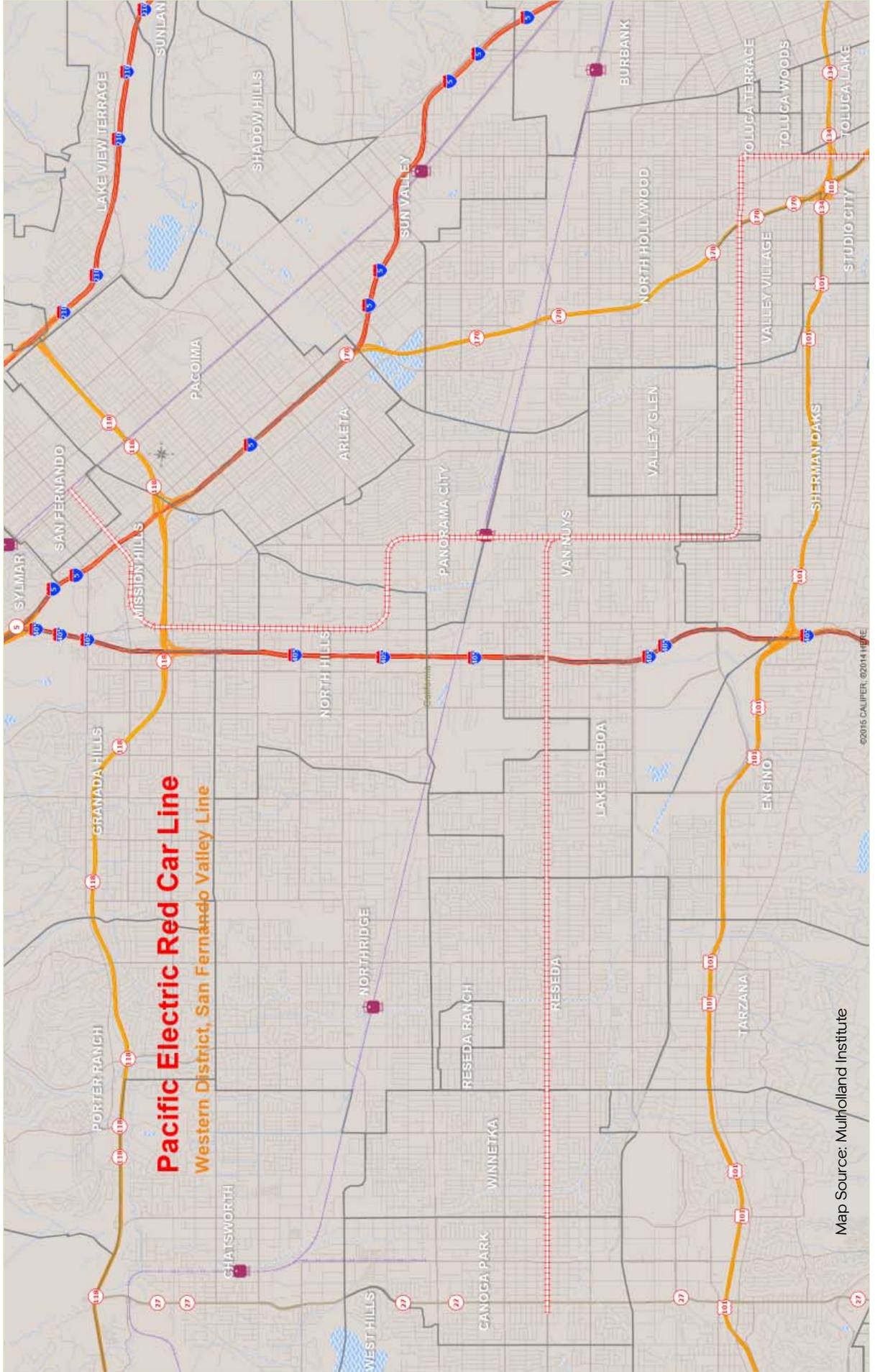


Fig 77 - Alternative 4 - Light Rail Transit (LRT)

# APPENDIX C - PACIFIC ELECTRIC RED CAR LINE MAP



Map Source: Muhlolland Institute

Fig. 78 - Pacific Electric Red Car Line Map

## APPENDIX D - REGIONAL EDUCATIONAL INSTITUTIONS

### Educational Institutions

Supporting Workforce on the Interstate-5 Corridor

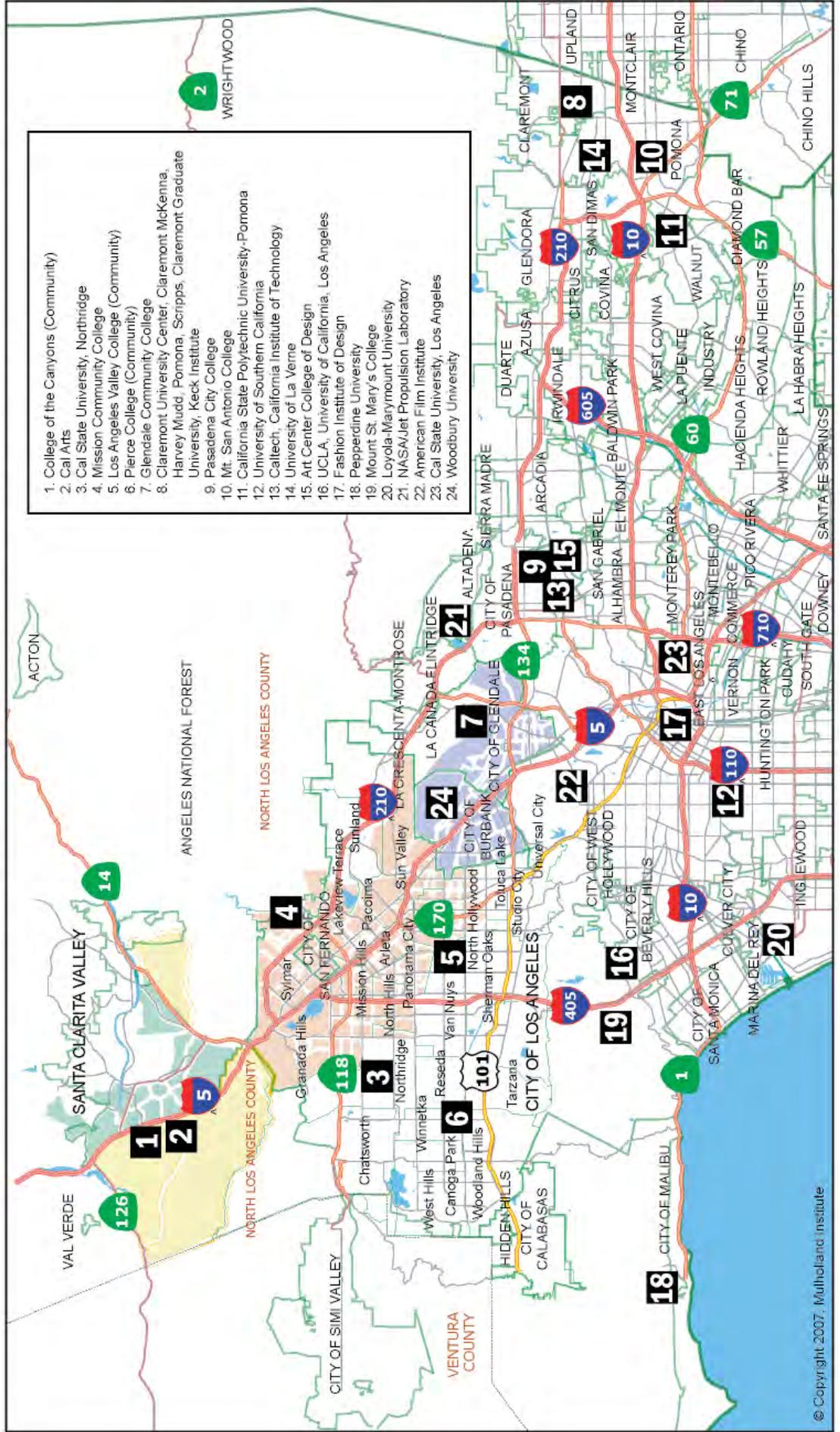


Fig. 79 - Regional Educational Institutions

## APPENDIX E - MAIN STREET MAGIC

### Main Street Magic

Main streets provide access to businesses, residential roads and other nearby properties. Main streets serve pedestrians, bicyclists, businesses and public transit, with motorized traffic typically traveling at speeds of 20 to 40 miles per hour. Main streets give communities their identity and character, they promote multi-modal transportation, support economic growth, and may have scenic or historic value.<sup>1</sup>

### Reducing the Number of Lanes

Reducing the number of lanes can provide space for features such as wider shoulders, bicycle lanes, sidewalks, and medians, or the addition of left turn pockets or parking. Reducing the number of lanes may reduce the potential for collisions or may decrease speeds and smooth traffic flow. However, reducing the number of lanes may also reduce the vehicular level of service, which may or may not be acceptable to the community.

### Reducing Lane Width

Wider lanes tend to improve driver comfort. However, on highways that serve as main streets, particularly those that operate at lower speeds, lane widths narrower than the standard 12 feet may be appropriate. Reduced lane widths, used in combination with other traffic calming measures may encourage slower speeds, which is desirable for an active main street. Where existing right of way is limited, reducing lane widths can provide additional shoulder width to accommodate bike lanes, sidewalks and alternative parking configurations.

### Visual Cues

Visual cues help drivers recognize that they are entering an area of increased pedestrian, bicycle or other non-motorized activity, and in combination with other traffic calming measures may help reduce vehicle speeds. Visual cues encourage motorists to park, and to experience the main street amenities. Examples of visual cues that can reinforce this transition include:

Gateway treatments, which are typically signs or monuments

Sidewalks, typically accompanied by curb and gutter, to designate portions of the roadway for motorized and non-motorized users

Raised medians or traffic islands, typically installed as an access management technique and to pro-

vide a pedestrian refuge area or accommodate landscaping

Landscaping in medians, sidewalk planting strips and planters

Ornamental lighting, planters, benches, trash receptacles, light poles, traffic signals, overhead banners, artwork, bus shelters and other street furniture

### Pedestrian Signs

- Textured crosswalks, rumble strips or intersection pavement
- Limit lines set back from crosswalks
- Transportation Art

### Roundabouts

Many communities are beginning to recognize the traffic calming effect of properly designed and strategically located circular intersections. Although their use has been promoted primarily to improve safety, the modern roundabout can provide numerous advantages over conventional intersection traffic control treatments.

Roundabouts can reduce the number and severity of collisions for all highway users. Additionally, roundabouts help to address other benefits such as those described above<sup>2</sup>

- Reduce speeds of vehicles—calming traffic
- Improve access and traffic circulation, maintaining a more constant throughput
- Reduce delay by replacing stoplights
- Reduce the number of through and channelization lanes
- Provide more space for bicycle and pedestrian facilities
- Improve pedestrian mobility
- Reduce fuel and/or energy consumption with less stop and go
- Lower vehicle emissions with less stop and go
- Provide unique opportunities for landscaping and other aesthetic treatments
- Have the unique ability to serve as a physical and operational gateway

### Lower Speed Limit

Speed reduction can be achieved with limit signage or by creating a transition area using design elements and/or traffic control devices that will naturally reduce the speed of the motorist.

<sup>1</sup> See Main Streets: Flexibility in Design and Operation, (Caltrans, Sacramento, CA - 2005) pp 8-13

<sup>2</sup> Additional information on roundabouts can be found in Caltrans Design Information Bulletin (DIB) No. 80-019 and the FHWA publication: Roundabouts: An Informational Guide, March 2000

## Synchronized Signals

Speed is not necessarily the key to traffic capacity. An unbroken flow at 25 miles per hour may provide more throughput than a 35 mile per hour street with poorly coordinated signals. On most arterials, the “effective speed” is far less than the posted speed. It’s the “jackrabbit” phenomenon of racing from signal delay to signal delay that fosters inefficiency. A series of intelligently-synchronized traffic signals can maintain the vehicular Level of Service (LOS) and still facilitate throughput even at reduced speeds. Computerized systems are best, to accommodate changes in the traffic flow and demand that occur throughout the day.

## Raised Median Islands

Raised median islands have multiple functions: they provide pedestrian refuge, reduce the scale of the main street, and with added landscaping, make the public space aesthetically more pleasing. Raised medians also channelize left turn pockets and create a unique visual identity for the corridor. Raised median islands help reduce conflicts between pedestrians and vehicles by allowing pedestrians to cross only one direction of traffic at a time.

## Parking Configuration

Parking is necessary to support business and main street uses, and may also have a traffic calming impact. Caution must be used to protect bicyclists traveling on the roadway and pedestrians or disabled persons who may not be tall enough to be seen above a parked vehicle.

Diagonally-angled parking will accommodate more parking spaces on the main street. Angled parking can be forward (nose-in) or reverse (back-in). It can create problems due to the varying length of vehicles and sight distance limitations associated with backing up against oncoming traffic, a maneuver that is also required for parallel parking.

## Broad Sidewalks

The preferred sidewalk width in a downtown environment is a minimum of 10 feet. This width allows pairs of pedestrians to walk side by side or to pass comfortably. More width is desirable to accommodate high volumes of pedestrians, bus shelters, streetscape, sidewalk cafes and other outdoor uses. On-street parallel parking and landscaped sidewalk planting strips can provide a welcome buffer between pedestrians and moving vehicles.

## Unique Pedestrian Crossings

What applies to pedestrian crossings also applies to other types of non-motorized crossings, such as equestrians and bicycles. Pedestrian crossings include: markings, signing, overhead signing where the main street displays numerous business signs and other distractions, raised islands for pedestrian refuge, and traffic control systems (e.g., flashing beacons with warning signs or in-roadway warning lights).

## Intersections

Pedestrian crosswalk markings are installed to channelize pedestrians into a preferred path at intersections and give visual cues to drivers. They may be painted on, stamped or laid with masonry. In slower speed areas they can also include rumble strips to remind motorists that they are in a reduced speed pedestrian-oriented area. They can be as simple as two parallel lines or contain any number of artistic features. They can also contain animation and flashing lights to catch the attention of traffic.

## Mid-Block Crossings

Mid-block pedestrian crossings are generally unexpected by motorists. Particular care should be given to roadways with two or more traffic lanes in one direction as a pedestrian may be hidden from view by a vehicle yielding the right-of-way to the pedestrian.

## Textured Pavement in Pedestrian Crossings

In general, stamped concrete and asphalt concrete are preferred over brick or unit pavers when a textured/aesthetic surface treatment is desired. Brick or unit pavers may cause more noise, have a higher initial cost, and in particular, have a potential high cost of maintenance.

## Sidewalk Bulbouts and Curb Extensions

Sidewalk bulbouts are extensions of the curb and sidewalk into the roadway, usually at intersections. They often have textured/aesthetic surface treatment and are integrated into the streetscape design, allowing sidewalk widening, placement of street furniture, landscaping, kiosks, statuary, bike racks, bollards and other design features. They provide pedestrians greater visibility when approaching crossings; decrease the distance pedestrians must cross; and give visual cues to slow traffic.

## Street Lights

Unique and decorative street lights are major features in town centers and convey a certain look and feel: modern, retro, antique, etc. Main streets should have adequate lighting, in any case, for pedestrians to feel secure at night. Decorative lighting fixtures enhance a downtown's unique sense of place.

## Street Furnishings

Street Furnishings include benches, kiosks, bollards, bike racks, planters, etc. Street furnishings provide pedestrians a place to rest and socialize. To enhance pedestrian activity, a main street may include places to sit, such as benches, low walls, planter edges or wide steps. The presence of pedestrian gatherings reminds motorists that streets have other public uses.

## Street Landscaping

Street landscaping makes downtowns more livable, beautiful and unique to the town. Quality landscaping along the roadway, close to the highway or in medians can increase driver awareness of the immediate environment and may alter driver behavior, resulting in slower speeds and a safer main street.

A row of trees may calm traffic by making the road appear narrower. Street trees add an attractive canopy over the main street and may increase comfort for pedestrians. They create comfortable spaces and soften lighting. They cool streets in the summer, and provide a windbreak in the winter. Trees can also create distinctive identity and seasonal interest.

## Banners and Decorations

Banners, decorations and temporary signage over and within street rights-of-way are common for events sponsored by local agencies and nonprofit organizations. Non-Decorative Banners are intended to convey a message such as the occasion of an event or activity and may be frowned upon. In Los Angeles, there are limitations in the amount of text or advertising that is permitted in proportion to the overall size of a banner.

Decorative Banners are intended to convey brief text or logos identifying local agencies and organizations. Banners are most effective when the graphics and text are simple enough to be viewed and understood in the split second that drivers have to glance at them. Larger creative and more professional graphics can be used to complement the streetscape or set the mood for special events. Text is not always required.

## Gateway Monuments

A gateway monument is any freestanding structure or sign, not integral or otherwise required for the street facilities that communicates the name of a community or area. These are more than just a clue that you are entering a special district or town center. They would use text such as "University Village Welcomes You."

## Combined Parallel Parking and Angle Parking

It is possible to promote the look and feel of a village by using a careful mix of parking styles. As discussed elsewhere, diagonal parking could be used on one side of the street and parallel on the other, without reducing the total number of traffic lanes.

The parking would vary from side to side by striping the traffic lanes to deflect occasionally, allowing for a more leisurely drive on a meandering street. By interspersing curb extensions, bulbouts, medians, and heavy landscaping, the result is a definite sense that Northeast Valley is a place, and that you have arrived. With parking re-configuration will come the opportunity to extend curbs, widen sidewalks and opportunities to dramatically enhance the streetscape.

## Diagonal Parking

Diagonal parking is a relatively simple and inexpensive modification to change the character of existing streets. Diagonal parking shortens the in-the-line-of traffic distance for people crossing the street, and it garners support from businesses because it can add up to 40% more parking spaces than parallel.<sup>3</sup>

Transportation agencies have targeted diagonal parking, "removing it from innumerable main streets and commercial districts on the grounds that more room is needed to move traffic 'safely', which really translates to 'speedily'."<sup>4</sup> An experiment with diagonal parking in San Bernardino, California,

<sup>3</sup> Streets as Places at p 37.

<sup>4</sup> Ibid. at p 15

doubled pedestrian volumes and increased the number of parked vehicles by 25%. Diagonal parking changed the personality of the street “from a bare, off-putting stretch to an intimate, welcoming urban environment.”<sup>5</sup>

### Reverse Angle Diagonal Parking

With angle parking on both the east and west sides of the business district, additional spaces could be created, while at the same time contributing to the architectural appeal and traffic calming of the district. It normally takes away one to two traffic lanes, which slows traffic, and the overall gateway effect puts visitors on notice that they are in a special part of the road. Most are familiar enough to know that this is a district where pedestrians take the street back from the automobile.

“Back-in/head-out diagonal parking is superior to conventional head-in/back-out diagonal parking. Both types of diagonal parking have common dimensions, but the back-in/head-out is superior for safety reasons due to better visibility when leaving. This is particularly important on busy streets or where drivers find their views blocked by large vehicles, tinted windows, etc., in adjacent vehicles in the case of head-in/back-out angled parking. In other words, drivers do not back blindly into an active traffic lane.

The back-in maneuver is simpler than a parallel parking maneuver. Furthermore, with back-in/head-out parking, the open doors of the vehicle block pedestrian access to the travel lane and guide pedestrians to the sidewalk, which is a safety benefit, particularly for children. Further, back-in/head-out parking puts most cargo loading (into trunks, tailgates) on the curb, rather than in the street.”

The growing presence on American streets of sport utility vehicles (SUVs), with their bulky rear ends and (frequently) tinted windows may have spurred the trend toward back-in/head-out angle parking: when using conventional angle parking, drivers increasingly find themselves beside an SUV, with more difficult sightlines.

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<sup>5</sup> Ibid. at p 62

## APPENDIX F - ABOUT THIS PROJECT

This planning project is an extension of the Southern California Association of Governments (SCAG) *Regional Transportation Plan/Sustainable Communities Strategy* (RTP/SCS) that addresses the key elements of Senate Bill (SB) 375: reduction of greenhouse gas emissions from automobiles and light trucks through integrated transportation, land use, housing and environmental planning. The SCAG RTP/SCS focuses on the following components of sustainability and prosperity:

- Reducing pollution and associated health impacts from traffic and industrial uses; Preventing additional pollution growth through traffic mitigation, transportation planning, zoning and land use actions;
- Implementing “smart growth” through re-positioning key hubs as potential transit-oriented activity centers and building on the investments in Metrolink, Rapid Bus, light rail, high-speed rail and includes the future Northeast San Fernando Valley Transit Corridor public transportation improvements;
- Fostering economic revitalization and expansion by retrofitting existing businesses and structures to reduce pollutant output and water consumption and increase energy efficiency, attracting new green businesses and promoting local investment and job creation.

The SCAG project seeks to couple economic growth with environmental betterment in a positive way, showing that economic expansion and environmental quality can be compatible and mutually supportive. The Northeast Valley project is designed both to serve the local communities of the Northeast and to serve as a model for similar communities throughout Southern California.<sup>1</sup>

### CORE STRATEGIES

The area covered in the project scope is quite extensive. As defined, it is home to 407,129 residents.<sup>2</sup> Its census tracts cover 189 square miles,<sup>3</sup> of which, 111 square miles is contained in a largely-unpopulated area of the Angeles National forest. The suburban/rural portion comprises 78 square miles. This would make it comparable to the top

1 “RTP/SCS 2012-2035,” Southern California Association of Governments

2 U.S. Census Bureau, 2013 American Community Survey (ACS), 5-Year Area Analysis of Census Tract Block Groups, Mulholland Institute, 2016

3 For data consistency, includes a 111 square mile census tract that comprises a major watershed in the Angeles National Forest

50 cities in the US. Cleveland OH covers the same area, and has a smaller population (389,521).<sup>4</sup>

Because all such works have to start somewhere, five “centroids” were chosen. Three of the centroids represent arterial stretches that are challenged, but also offer the greatest opportunity for the creation or re-creation of Town Centers and Transit-Oriented Districts (TODs): San Fernando Road and Mall Area TOD, Van Nuys Boulevard - Pacoima Center TOD, and Panorama Mall and Shopping Area. All three of these lie along the planned East San Fernando Valley Transit Corridor. They each represent the center line for a half-mile band Transit-Oriented District including elements for Pedestrian-Oriented Districts as well.

The fourth centroid is a point represented by the Sylmar/San Fernando Metrolink Station. Inasmuch as the current strategy centers around TODs, and this station is fast-becoming a multi-modal transit center for the region, it is an ideal center point for a half-mile radius TOD.

The fifth area is the Sun Valley Remediation Area, representing a half-mile band radiating out from several major landfills/surface mining excavations in Sun Valley. The major operations in the area all have different profiles for the future. Some of the heavy operations—mining and recycling—will likely continue operations for the foreseeable future. Others have been decommissioned, and still others may ultimately be re-purposed to more environmentally-friendly activities, such as recycling, stormwater infusion, settling basins, green space, or even solar farms. What and when remains a question.

4 “American FactFinder – Results”. United States Census Bureau, Population Division. Retrieved May 21, 2015.

## APPENDIX G - OUTREACH STRATEGY

### *Northeast San Fernando Valley Sustainability & Prosperity Strategy*

The outreach process in support of this project serves multiple functions, engaging interested parties as to goals and objectives, recruiting participation, sharing expertise and attracting resources.

1. At the beginning of this process, outreach serves a purpose by gathering input and information from stakeholders, leaders and experts.
2. Outreach sessions have been utilized to guide incremental progress during the process.
3. As the strategy is nears completion, the project outcomes and conclusions are vetted through further outreach to assure that they coincide properly with the original goals and with the data developed.
4. At the end of the development process, when the strategy has been completed, the outreach functions as an introduction to the implementation phase.
5. Outreach is normally conducted before implementation begins. But in many cases, such as visioning or community planning, the outreach serves as an integral part of implementation of the project itself.

In the present case, all of the above functions are true of the Outreach Plan. Early buy-in is extremely important. All of the interested leaders and resources needed to be invited to provide input at the earliest possible stage, establish a vested interest, and to increase the probability that they will be supportive of the outcomes. These leaders can provide the means through which successful implementation can be achieved.

### GOALS AND OBJECTIVES

Because of its geographic and political circumstances, the San Fernando Valley has often been overlooked on issues of infrastructure and transportation. This is an especially vexing problem because the Valley is geographically separated from the Los Angeles basin by the Santa Monica Mountains, and by long commutes to the greater Los Angeles area.

Under Senate Bill 375, the Sustainable Communities Act, the California Air Resources Board (ARB) sets regional targets for Greenhouse Gas emissions reductions from passenger vehicle (and small truck) use. In 2010, ARB established these targets

for 2020 and 2035 for each region covered by one of the State's metropolitan planning organizations (MPOs). The Southern California Association of Governments (SCAG) is the Metropolitan Planning Organization (MPO) for the region that includes Los Angeles County. Local jurisdictions within the State of California are now required to meet rigid standards and targets to comply with the new laws. This includes establishing a *Sustainable Communities Strategy* (SCS) to accompany their *Regional Transportation Plan* (RTP).

In short, the goal is to reduce private automobile trips and reduce total Vehicle Miles Traveled (VMT) thus contributing to a reduction of greenhouse gas (GHG) emissions. Because of these regulations, an increase in emphasis on public transportation in Northeast Valley communities can be expected. Most of these areas have a highly transit-dependent population.

The instant project focuses on one of the most underserved areas in the greater region—the Northeast San Fernando Valley. It is an environmentally and economically challenged group of communities. It is also home to some of the most undesirable land uses and compromised resources in Southern California.

There are some glimmers of hope in the area's transition from a landfill economy to the green, recycling economy, including the introduction of Materials Recovery Facilities (MRFs). In addition to this, the area is home to a willing workforce, well-positioned to transition into the advanced manufacturing and green industries of tomorrow.

Achieving sustainability alone will not be sufficient for this heavily-impacted area. What must first occur is elevation to a quality of life worthy of being sustained. Modern techniques and technologies need to be employed to mitigate environmental degradation, and enlightened planning concepts can lead to an area that is attractive, efficient and prosperous.

Enhanced prosperity is an important step in that direction. High-paying jobs and careers are key. The San Fernando Valley is well situated to convert its aerospace, advanced manufacturing and fabrication industries to work with green technologies such as turbines, fans and other wind-, solar- and water-driven technologies. And the Northeast is a perfect area to re-tool and accommodate these emerging enterprises. Any economic strategy should include re-directing industry clusters to take advantage of these opportunities.

## DRAFT GOALS

- Implement a strategy for compliance with AB 32, SB 375, SCAG RTP/SCS using best practices and community-based concepts.
- Maintain a balance between quality of life, economic health and job growth.
- Convert rundown commercial areas into “Complete Streets,” creating visual cues, streetscape and walkable corridors.
- Promote “Active Transportation” by increasing safety and security and changing rights of way to accommodate biking, walking, and shared transportation.
- Implement a strategy for “Location Efficiency” to complement transit modes and technologies being identified and brought on line in the East Valley Transit Corridor.
- Promote thinking of project area planners to promote mixed uses and situating points of origin nearer transportation hubs.
- Realize community visions by making certain that a full range of opportunities and amenities are available to residents.
- Develop unique assets and regional destinations to attract visitors and patrons.
- Work with leadership for a healthy and sustainable planning process.
- Implement Station Area Plans in Los Angeles as well as San Fernando around the Sylmar/San Fernando Metrolink station.
- Support industry clusters, and monitor data and profiles.
- Support workforce, skills and education system.
- Migrate from the old economy to the new—from “bricks and mortar” to green, tech and healthcare—capitalizing on the “green” economy.
- Develop grant-writing capacity to seek out funding sources—public, private and civic— attracting private investment.
- Maintain a system of communication and empowerment that will allow leaders in the Northeast to work with decision makers.
- Support upgraded and modernized industrial infrastructure.
- Work to improve goods movement and logistics.
- Establish dialog with owners and operators of environmentally challenged facilities and properties, and share proven and practical “best practices” for remediation.

## GEOGRAPHIC AREA

While the northeast San Fernando Valley is generally described as the area of the City of Los Angeles and the City of San Fernando to the north of Roscoe Boulevard and to the east of the I-405 freeway, the strategy focuses its energy on several areas of greatest need and opportunity. Demographically, this takes in the community of Pacoima, and portions of adjacent communities affected by environmental degradation, economic weakness, and a shortage of services, amenities and infrastructure.

The contrasts are shown in mapping and comparing attributes of the greater area. Comparative statistics are used to highlight the disparate financial, social, housing and other indicators that are the hallmarks of Northeast Valley communities.

### Target Centroids for Strategic Planning and Revitalization

1. Sylmar/San Fernando Metrolink Station TOD - East Valley Transit Corridor Terminus - half-mile radius around the station designated for a Station Area Plan
2. San Fernando Road and Mall Area TOD - Pedestrian-Oriented District, area overlapping the Sylmar San Fernando Metrolink Station radius
3. Van Nuys Boulevard - Pacoima Center TOD - from Laurel Canyon Boulevard to San Fernando Road, including a three-quarter mile segment of that is the focus of the Urban Land Institute’s Healthy Corridors project.
4. Panorama Mall and Shopping Area TOD - Van Nuys Boulevard from Parthenia Street to Lanark Ave.
5. Sun Valley Remediation Area - mining, materials recycling, landfills and infiltration areas - including heavy industry, transition to community-friendly green-tech and complementary advanced-manufacturing clusters

Additional areas worthy of observation and discussion are the Discovery Cube Los Angeles, corridor in Lake View Terrace, and Foothill Boulevard equestrian corridor—Regional Attractions—with connections to Foothill Trails and the Angeles National Forest recreation areas.

Note: The Centroids are not intended to limit the process, but be considered practical starting points from which improvement and planning can radiate.

## ALIGNMENT WITH COMMUNITY VALUES

This undertaking is consistent with long-held goals and values of the Northeast Valley. Residents of the region are entitled to livable communities, where the air and water are clean and clear; where the roads and sidewalks are well maintained and free of potholes and cracks. These communities deserve adequate green spaces, commercial amenities and opportunities for recreation and entertainment. Cultivating a sense of “place” is important to encourage community pride and future investment. This in turn, boosts the economy, increasing local employment, resulting in shorter commutes that are better adapted to alternative transit modes.

Local entrepreneurs and innovators can be encouraged and supported by an optimistic populace and a cadre of visionary leaders. Educational access and support are essential for developing fulfilling careers and the promise of “shared prosperity.”

## BRANDING AND TARGET MARKETS

The overall project area can benefit from positive imaging and branding of the region. Examples include Restaurant Row, Hollywood Boulevard, NoHo, Little Tokyo, Warner Center, etc. Promoting an identity is a form of shorthand that makes it easier to attract visitors and investments, while bolstering local pride among residents. Instead of the locals needing to go to other communities with their business, a brand will attract spending and build community capital in local neighborhoods.

Some stakeholders will oppose the attraction of new activity and development. It is incumbent upon the project team, leaders and strategic partners to fully explain the ramifications of community-friendly improvement and proactive planning.

## IDENTIFYING EFFECTIVE OUTREACH MODES OF COMMUNICATION

Once an image or brand is established, the outreach messaging must be clear and easily communicated. This means packaging it in innovative ways and sharing it with a broad cross-section of officials, civic leaders, influencers and resident stakeholders; as well as helping to drive participants to the www. NortheastStrategy.org website. Because of the high concentrations of Spanish speakers in the area, the website needs also to accommodate visitors from this cohort.

The most effective outreach messaging is achieved through in-person presentations to key leaders, and community events that target the greater population. These events are promoted through the good offices of the project sponsors, using bilingual,

Spanish and English flyers and collateral materials. Efforts are also used to develop coverage through earned media and insightful media communications.

Electronic media is by far the most advanced and effective way to communicate a message. Email updates/news flashes to stakeholders and the broader region are an excellent method for drawing attention to progress being made, and ultimately to assist in attracting resources and investment. Email relays through the mailing lists of strategic partners can dramatically amplify the outreach coverage. Strategic Partner organizations have been recruited to pass-along flyers and invitations to their members and constituents, or to share their mailing lists.

Stakeholders have been engaged using targeted methods for specific input sources. One-on-one briefings, phone interviews, roundtable discussions, presentations to specific groups, and personal invitations to public outreach activities, are all methods used to involve stakeholders.

A variety of informational materials and methods, such as news media, fliers, and the project website, are tools used for reaching out to the public during the strategic planning process. Public involvement activities include methods designed to improve public awareness by presenting information (one-way communication), as well as to solicit input to inform the plan's content (two-way communication).

As with all public outreach materials and activities, the team has ensured equal access and meaningful participation of all individuals, including those from racially and ethnically diverse backgrounds. This includes reaching out to those with limited English proficiency and members of underserved populations.

Email news/updates have been used in advance of each of the two main public meetings to generate interest among residents and stakeholders, as well as to keep other participants and leaders informed of progress being made. In addition, emails have been used to summarize some of the points being discussed.

## INFLUENCERS AND ADVOCATES

During the planning process, the team is conducted a series of structured discussions with public officials, civic leaders and interested stakeholders. This broad outreach effort included telephone and face-to-face interviews with leaders and representatives from the affected communities, and with public and private agencies.

As the process unfolded messengers were identified—those who can take the results back to their neighborhoods, communities and influence centers. Typically these groups provide the longer-term momentum to carry the initiatives to fruition. The stakeholders in each community are the ultimate messengers to their friends and neighbors.

## LEADERSHIP ROUNDTABLE - IDEATION SESSIONS

The process began with foundational information and histories from this area with longer-term knowledge and experience.

The planning team conducted interviews and brainstorming sessions with identified leaders within the market to marshal stakeholder resources at the earliest stages. This work continued through the final steps of outreach.

It is important to identify what incentives can be offered to engage targeted stakeholders and organizations. Stakeholders have to be offered reasons why they should become involved. They need to be shown that their participation will actually have an effect—that they can make a difference. Recruiting enthusiastic leaders and participants is essential to the longer-term implementation of the strategy.

## INPUT AND PARTICIPATION FROM STAKEHOLDERS

Input and resources needed from stakeholders depended on each stakeholder's capabilities, experience, and position relative to the targeted communities. Elected officials have the ability to rally constituents, make policy, identify resources, and generally to provide the inspiration for success. Their support is critical for attainment of project goals.

Within the City of Los Angeles the City-Charter-based Neighborhood Council system has provided an ideal platform for reaching community leaders and neighborhood activists. This unique format of governance provided this project with the residents and officials who can connect with leaders and decision-makers.

Civic groups and leaders are able to organize support, provide background information, and add an element of continuity from within the affected communities. Businesses and the financial community can bring investment and revitalization for com-

munities where they are convinced that something meaningful is taking place—and that they can be a part of it.

Charitable and faith-based organizations are always on the front line of community enhancement, and initiatives to improve the quality of life of local residents. Their support brings resources, and provides a compassionate helping hand.

The individuals and families that make up communities thrive on hope and inspiration. Populations such as those in the Northeast Valley need to be carefully addressed, as there can be dramatic contrasts in culture and communications. Latinos are heavily represented in Northeast Valley and the outreach to residents has been offered in Spanish as well as English.

A good time to invite broad public input, to understand stakeholder ideas and priorities, is in the mid stages as the strategy is being developed. This is when a rough framework is available for discussion, but before the plan is finalized. The next most important milestone is sharing and promoting the finished product when the strategy has been completed.

## PLAN EVALUATION

Because this is a real-time project, incremental adjustments to the schedule and contacts are to be anticipated. As the stakeholder group expands and input is received, the shape of the developing strategy will necessarily evolve. The elements of the plan come together as the collaborative process moves forward. These are the hallmarks of a truly meaningful and inclusive approach.

By evaluating the outreach plan near the end of the process, the team determines what is working and what adjustments need to be made for completion. Such metrics as the number of meetings, number of attendees, productivity, number of volunteers recruited, number of strategic partners identified, and successful coalitions built, provide solid metrics for outreach evaluation.

## PUBLIC PRESENTATION AND REVIEW

The public has been given the opportunity to review and comment on the final draft plan prior to its adoption. This includes posting it on the [www.NortheastStrategy.org](http://www.NortheastStrategy.org) website. It is helpful to get feedback from the public on the identification of community assets and the prioritization of environmental and economic actions in the strategy.

Two online surveys have been fielded. The first is the Community Survey, and the second is the Business Survey. These results will be posted and updated from time to time to truly make this a “living” and timely strategy.

The feedback received through outreach activities, such as comments at meetings, and comments on plan drafts, are evaluated and incorporated into the planning team’s decisionmaking process and into the final strategy. During the outreach process, the team communicated clearly to stakeholders and the public how public feedback will be used to inform the plan.

## SUCCESSION PLANNING

At the conclusion of the development process, the strategy is handed off to those people and groups evidencing the most interest and greatest stake in its success. As with anything designed to occur over many years or even decades, it is essential that the stewards to whom the strategy is entrusted, be able to maintain the institutional drive over a sustained period.

The project team has worked to identify and develop stakeholders to take ownership of the initiative on a ongoing and continuous basis. Organizations and institutions that emerge through the process are sought to maintain the momentum over time. The leadership from this group needs to crystallize into a long-term steering committee. The project team is working with these emergent leaders, advising them in organizational management techniques and “civic entrepreneurship.”

This steering committee is charged with, and has assisted in, creating a more detailed succession plan. Generally, individuals can provide a great deal of energy. But it is unlikely that any one person can carry the torch indefinitely. The development of this community leadership should not be tied to any one leader or elected official as offices change, and the timeline requires that the plan remain consistent beyond most elected terms.

## CONTEXT FOR LEADERSHIP INVOLVEMENT

Participants may be involved at different levels: Community Workshops, Roundtable Workgroups, Individual Interviewees, Resources/Advisors, Team Members.

The Prospects and Participants list is a work in progress and not all prospects and participants are involved in every phase.

During the development of this multi-jurisdictional strategy, the team Made presentations to the public and to governing bodies.

- Community/Stakeholder Outline - Draft
- PowerPoint and handouts - English/Spanish
- Team and managers kickoff meetings
- Stakeholder interviews (24+) individual leaders and experts
- Website allowing registration and inclusion in Email list
- Workshop I - Community stakeholder input
- Roundtable - Leadership Ideation
- Planning meeting State Senator
- Planning meeting State Assembly Member
- Planning Meetings - Mobility Summits (x2)
- Online Survey - Community w/promotion
- Online Survey - Business w/promotion
- Roundtables - Transportation (x2)
- Roundtable - Sustainability, Energy & Environment
- Roundtable - Civic, Community & Governance
- Roundtable - Economy & Business
- Roundtable - Education, Opportunity & Careers
- Roundtable - Land Use, Planning & Centers
- Council of Governments Meeting Updates
- Roundtables - Joint - Elected Officials (x4)
- Presentation of Draft Strategy to community organization(s)
- Northeast Valley Neighborhood Councils
- Meetings with LAEDC at CSUN (x2)
- Present to existing community events
- Planning Commission Workshop - City of San Fernando

# APPENDIX H - SOURCES FOR GRANTS AND SUBVENTIONS<sup>1</sup>

## FEDERAL FUNDING SOURCES

### National Highway System (NHS)

These funds are typically restricted to projects located on the National Highway System.

### Surface Transportation Program (STP)

STP funds can be used on any public roads that are not classified as local roads or minor collectors. Such roads are referred to as federal-aid roads or highways. However projects or improvements to bridges, safety, carpool related, and bicycle/pedestrian infrastructure care exempt from the highway restriction.<sup>2</sup>

### Congestion Mitigation and Air Quality (CMAQ) Improvement

The CMAQ program funds transportation projects and programs that help meet the requirements of the Clean Air Act. Eligible projects include: transit improvements, travel demand strategies, traffic flow improvements, and fleet conversions to cleaner fuel.<sup>3</sup>

### Transportation Investment Generating Economic Recovery (TIGER)

The United States Department of Transportation invests in road, rail, transit, and port projects that will have a significant impact on the Nation, region, or a metropolitan area. To date, Congress has dedicated \$1.5 billion for TIGER I, \$600 million for TIGER II, \$526.944 million in 2011, and \$500 million in 2012. The TIGER Discretionary Grants have awarded projects that are multi-modal, multi-jurisdictional, or are difficult to fund through existing programs.<sup>4</sup>

### Fixed Guideway Capital Investment Grants Program (New Starts and Small Starts)

The New Starts program provides funds for the construction of fixed guideway systems or extensions to existing guideway systems. The Small Starts program provides funds to capital projects that either (a) meet the definition of a fixed guideway for at least 50 percent of the project length in the peak period or (b) are corridor-based bus projects with 10 minute peak/15 minute off-peak headways or better while operating at least 14 hours per weekday. New Starts projects must cost more than \$75 million and have a total capital cost of more than \$250 million, while Small Starts projects must cost less than \$75 million and have a total capital cost of less than \$250 million.

The New Starts and Small Starts programs were funded through the Safe, Accountable, Flexible, Efficient, Transportation Equity Act: A Legacy for Users (SAFETEA-LU), and was reauthorized through the Moving Ahead for Progress in the 21st Century Act (MAP-21). Map-21 authorized \$1.9 billion for 2013 and \$1.9 billion for 2014. Funds are available for five years (the fiscal year in which the amount is made plus four additional years).<sup>5</sup>

1 "Mobility Plan 2035" An Element of the General Plan, Los Angeles Department of City Planning, December 2015

2 State of California Department of Transportation, Division of Local Assistance. Local Assistance Program Guidelines: Processing Procedures for Implementing Federal and/or State Funded Local Public Transportation Projects. December 2008

3 *Ibid*

4 United States Department of Transportation. TIGER Grants. <[www.dot.gov/tiger](http://www.dot.gov/tiger)>

5 U.S. Department of Transportation Federal Transit Administration. Notice of FTA Transit Program Changes, Authorized Funding Levels and Implementation of the Moving Ahead for Progress in the 21st Century Act (MAP-21) and FTA Fiscal Year 2013 Apportionments, Allocations, Program Information and Interim Guidance. <[http://www.fta.dot.gov/documents/2012-10-10\\_MAP-21\\_FINAL.pdf](http://www.fta.dot.gov/documents/2012-10-10_MAP-21_FINAL.pdf)>

### Land & Water Conservation Fund (LWCF)

The LWCF program provides matching grants to States and local governments for the acquisition and development of public outdoor recreation areas and facilities. The program is intended to create and maintain a nationwide legacy of high quality recreation areas and facilities and to stimulate non-federal investments in the protection and maintenance of recreation resources. The LWCF could fund the development of river adjacent bicycle facilities.

### Petroleum Violation Escrow Account (PVEA)

PVEA funds come from fines paid by oil companies in the 1970's for violating oil price caps set by the federal government. The Department of Energy's State Energy and Weatherization Assistance Program distribute the money at the state level through grants. PVEA funds projects with an emphasis on energy saving including public transportation and bridge construction or maintenance.

## STATE FUNDING SOURCES

California's principal source of state revenue for transportation is the state excise tax on motor vehicle fuels; this includes motor vehicle fuel, diesel fuel, and alternative fuels on a per-gallon basis. Approximately 49.7% of the State's transportation funding was attributed to the State Fuel Excise Tax, 20.8% to the sales tax on Motor Vehicle Fuel. Much of the money available at the State level is funded through the State Transportation Improvement Program (STIP), which includes revenue from the State Highway Account (SHA) and TEA-21 fund allocated to the State.

### Active Transportation Program (ATP)

As of September 26, 2013, the ATP consolidates existing federal and state transportation programs, including the Transportation Alternatives Program (TAP), Bicycle Transportation Account (BTA), and State Safe Routes to School (SR2S), into a single program with a focus to make California a national leader in active transportation. The ATP administered by the Division of Local Assistance, Office of Active Transportation and Special Programs.

The purpose of ATP is to encourage increased use of active modes of transportation by achieving the following goals:

- Increase the proportion of trips accomplished by biking and walking
- Increase safety and mobility for non-motorized users,
- Advance the active transportation efforts of regional agencies to achieve greenhouse gas (GHG) reduction goals,
- Enhance public health,
- Ensure that disadvantaged communities fully share in the benefits of the program, and Provide a broad spectrum of projects to benefit many types of active transportation users.

### Environmental Enhancement and Mitigation Program (EEMP)

The Environmental Enhancement and Mitigation (EEM) Program has a total of \$10 million each year to local, state, and federal governmental agencies and to nonprofit organizations. Projects must be directly or indirectly related to the environmental impact of the modification of an existing transportation facility or construction of a new transportation facility. The four categories of the grant are:

- Highway landscaping and urban forestry projects
- Resource lands projects
- Roadside recreation projects
- Mitigation projects beyond the scope of the lead agency

All projects are funded on a reimbursement basis of the state's proportionate share of actual costs. No matching funds, cost shares, or other funding sources are required to apply from the EEM grant. However, projects that include the greatest proportion of other monetary sources of funding are rated highest. Grants are limited to \$350,000.

### Office of Traffic Safety (OTS) Grant

Office of Traffic Safety Grants (OTS) fund safety programs and equipment. Bicycle and Pedestrian Safety is a specifically identified priority. This category of grants includes enforcement and education programs, which can encompass a wide range of activities, including bicycle helmet distribution, design and printing of billboards and bus posters, other public information materials, development of safety components as part of physical education curriculum, or police safety demonstrations through school visitations. The grant cycle typically begins with a request for proposals in October, which are due the following January. In 2009, OTS awarded \$82 million to 203 agencies.<sup>6</sup>

### Recreational Trails Program (RTP)

The Recreational Trails Program provides funds to states to develop and maintain recreational trails and trail-related facilities for both non-motorized and motorized recreational trail uses. Examples of trail uses include hiking, bicycling, in-line skating, equestrian use, and other non-motorized as well as motorized uses. Recreational Trails Program funds may be used for:

- Maintenance and restoration of existing trails;
- Development and rehabilitation of trailside and trailhead facilities and trail linkages;
- Purchase and lease of trail construction and maintenance equipment;
- Construction of new trails (with restrictions for new trails on federal lands);
- Acquisition of easements or property for trails;
- State administrative costs related to this program (limited to seven percent of a State's funds); and
- Operation of educational programs to promote safety and environmental protection related to trails (limited to five percent of a State's funds).

### Safe Routes to Schools (SR2S)

The Safe Routes to Schools (SR2S) program provides funds to local governments to improve safety and efforts that promote walking and bicycling within communities. The main objective of the SR2S grant is to increase the number of children walking and bicycling to school by removing barriers such as lack of infrastructure, unsafe infrastructure, and lack of programs to educate children, parents, and members of the community. The program rates proposals on the following factors:

- Demonstrated need of the applicant.
- Potential of the proposal for reducing child injuries and fatalities.
- Potential of the proposal for encouraging increased walking and bicycling among students.
- Identification of safety hazards.
- Identification of current and potential walking and bicycling routes to school.

Consultation and support for projects by school-based associations, local traffic engineers, local elected officials, law enforcement agencies, and school officials. The State's SR2S program is authorized through Streets & Highways Code Section 2330-2334 and was extended indefinitely through AB 57. In 2012, SR2S awarded \$48.5 million in funds to 139 projects; about \$24.45 million is available annually.<sup>7</sup>

## REGIONAL FUNDING SOURCES

A major portion of state funding from the State Transportation Improvement Program (STIP) is allocated to Regional Transportation Planning Agencies (RTPAs). In California, 75 percent of STIP funds

6 Caltrans. EEM Program Information. <<http://dot.ca.gov/hq/LocalPrograms/EEM/program-info2.htm>>

7 Caltrans. Safe Routes to School program information. <<http://www.dot.ca.gov/hq/LocalPrograms/saferoutes/sr2s.htm>>

are sent to the Regional Transportation Improvement Programs (RTIP). The City of Los Angeles falls under the jurisdiction of the Los Angeles County Metropolitan Transportation Authority (Metro). Metro works with the Southern California of Governments (SCAG), the Metropolitan Planning Organization (MPO), to develop a Regional Transportation Plan (RTP) every four years. The RTP is critical to the region's transportation projects because without it, proposed projects would not qualify for Federal and State funding.<sup>8</sup>

### Metro: Call for Projects Program

Much of the funds available for local transportation programs are funded through Metro's Call for Projects program. Metro accepts project applications every other year in eight modal categories.<sup>9</sup>

- Regional Surface Transportation Improvements
- Goods Movement Improvements
- Signal Synchronization & Bus Speed Improvements
- Transportation Demand Management
- Bicycle Improvements
- Pedestrian Improvements
- Transit Capital
- Transportation Enhancement Activities

Approved projects are ranked, prioritized, and integrated into the Los Angeles County Transportation Improvement Program (TIP) as part of the five-year program of scheduled projects.<sup>10</sup>

### Transportation Development Act (TDA), Article 3

The Transportation Development Act (TDA), Article 3 funds are administered by Metro, to local jurisdictions annually.

- Fifteen percent of the TDA funds are allocated to the City and County; 30 percent going to the City and 70 percent to the County. TDA Article 3 funds may be used for the following activities related to the planning and construction of bicycle and pedestrian facilities:
  - Engineering expenses leading to construction.
  - Right-of-way acquisition.
  - Construction and reconstruction.
  - Retrofitting existing bicycle and pedestrian facilities, including installation of signage to comply with the Americans with Disabilities Act (ADA).
  - Route improvements such as signal controls for cyclists, bicycle loop detectors, rubberized rail crossings and bicycle-friendly drainage grates.
  - Purchase and installation of bicycle facilities such as secure bicycle parking, benches, drinking fountains, changing rooms, restrooms and showers which are adjacent to bicycle trails, employment centers, park-and-ride lots, and/or transit terminals and are accessible to the general public

### Congestion Mitigation Fee Program

The Congestion Mitigation Fee Program was proposed by Metro (through a joint study effort with local jurisdictions and agencies) to meet the state mandated Congestion Management Program (CMP) Deficiency Plan requirements. The one-time fee would be applied to all types of new development projects to help mitigate the impact of

8 Caltrans. Global Gateways Program. <[http://www.dot.ca.gov/hq/tpp/offices/ogm/products\\_files/GGDP\\_Final\\_Report.pdf](http://www.dot.ca.gov/hq/tpp/offices/ogm/products_files/GGDP_Final_Report.pdf)>

9 Los Angeles County Metropolitan Transportation Authority (METRO). Call for Projects Overview. <[http://www.metro.net/projects/call\\_projects/](http://www.metro.net/projects/call_projects/)>

10 Los Angeles County Metropolitan Transit Authority (Metro). Call for Projects Overview. <[http://www.metro.net/projects/call\\_projects/](http://www.metro.net/projects/call_projects/)> bicycle parking, benches, drinking fountains, changing rooms, restrooms and showers which are adjacent to bicycle trails, employment centers, park-and-ride lots, and/or transit terminals and are accessible to the general public Congestion Mitigation Fee Program

growth on the regional transportation network through transportation improvements. A feasibility study was completed in 2008, yet the program has not yet been adopted.<sup>11</sup>

## LOCAL FUNDING SOURCES

While the availability of Federal and State grants are adequate sources to fill the gap in necessary funds, they only provide a temporary fix to the ongoing deficit in funding. Regional and local sources can provide a more stable, reliable, and long-term solution to the shortage in transportation improvement funds. However, the limited supply of funds available for transportation improvements and programs are already stretched thin and will require additional sources of revenue to supplement new projects and programs. The following are City's major sources of revenue that fund transportation related projects and programs:

### Proposition A Local Transit Assistance Fund

The Proposition A Local Transit Assistance Fund consists of money allocated by the County, based on population. Revenue generated from the ½ cent sales tax is used for the planning administration, and operation of citywide public transportation programs.

### Proposition C Transit Improvement Fund

The Proposition C Transit Improvement Fund receives funds from the ½ cent sales tax increase approved in Los Angeles County in 1990. The funds are allocated on a per capita basis and may be used for public transit, paratransit, and the repair and maintenance of streets used by public transit.

### Measure R Local Traffic Relief and Rail Expansion Fund

Measure R is a countywide, ½ cent sales tax that funds local and countywide transportation projects and programs. Passed in 2008, this 30-year tax is expected to generate \$40 billion, create 210,000 construction jobs, fund vital county and local transportation projects, and accelerate the timeline of projects in development. Measure R local return funds are a key source of revenue used to fund street maintenance and improvement projects, traffic relief, transit programs and upgrades, and bicycle and pedestrian programs.

### Measure J and Extension of Measure R

Measure J was an effort to extend the Measure R Transit Sales Tax by another 30 years. The Measure was put on the ballot in June 2012, but failed to receive the necessary 2/3s vote to pass. Revenue from the 30-year period was expected to be approximately \$90 billion from 2039-2069. While Measure R will not expire until 2039, there is still a need to plan for a funding mechanism or tax that will replace it.

## ADDITIONAL FUNDING AND LEVERAGING OPPORTUNITIES

In addition to sources of transportation funding that it has not traditionally relied upon, the City may be able to secure transportation dollars in the future through several existing, but as yet untapped or underutilized, sources of funds. Moreover, the City could potentially benefit from entirely new sources—sources that do not yet exist but are being considered by transportation policymakers and stakeholders.

### Special Revenue Funds

According to the City Controller's Office, as of June 30, 2012 there are over 500 Special Revenue Funds in the City of Los Angeles. These funds consist of fees and monies collected for specific purposes and have specific expenditure provisions. While many accounts are actively being used, there is a possibility that the balances of many inactive funds can be used for transportation improvements.

11 LACMTA Congestion Management Program. (2013). Metro – Congestion Management Program.

<[http://www.metro.net/projects/congestion\\_mgmt\\_pgm/](http://www.metro.net/projects/congestion_mgmt_pgm/)>

### Bicycle Plan Trust Fund

Following the adoption of the Citywide Bicycle Plan in 2010, the City created the Bicycle Trust Fund in 2011 to collect developer mitigation fees. These fees are used to fund the implementation of bicycle projects and programs of the Bicycle Plan. The City requires conditions of approvals or development agreements, for land use projects, that include the contribution of funds to implement improvements that benefit surrounding communities.

### Developer Trust Funds

The City has created 10 trust funds (funded primarily with the Transportation Impact Assessment Fee) that are dedicated for specific transportation projects.

### High Priority Projects

There may be an opportunity for the City to obtain 80% of the funding for its unfunded capital projects from Congressional earmarks for "High Priority Projects." The process for obtaining High Priority Project funding is highly discretionary and may not be dependent on well-defined funding criteria. The City would benefit by seeking support for projects through a congressional representative.

### Congestion Pricing (Currently being studied by SCAG)

Utilizing a fee or charge to make the best use of existing/future investments in highway, roadway, and/or parking infrastructure. Fees would depend on congestion at the time of use; users would pay more during peak periods of travel or high demand. Different types of congestion pricing include:

- **Facility Pricing.** Charges a toll for the use of all lanes of a road, a bridge, or a short road segment
- **Express Lanes.** HOT lanes; separate lanes of freeway
- **Cordon Pricing.** Fee is charged every time a vehicle crosses a boundary in/out of a congested area
- **Express Parking.** Pricing of parking varies by weekday, weekend, and availability
- **Area Wide Pricing.** Charge is applied to vehicle driving anywhere in a larger area (county or region)
- **VMT.** Fee is applied based on the number of miles traveled (used instead of the gas tax, see below)
- **Emissions Fees.** Variable fees based on the level and type of emissions/pollutants a classification of vehicles produce (encourage a shift to cleaner burner engines..)

### Congestion Mitigation Fee

Metro proposed a countywide Congestion Mitigation Fee Program to meet the State-mandated requirements of the Congestion management Program (CMP) Deficiency Plan to mitigate the impact of new development (2003). The Congestion Mitigation Fee would be applied to new development projects seeking a building permit. This one-time fee would be used to fund transportation projects in each jurisdiction's project list. Each jurisdiction determines the specific fee-per-trip by developing a transportation list that takes into account expected growth in the city and would also generate a fee schedule by land use type.<sup>12</sup>

Although Metro is the Congestion Management Agency, revenue collected by each jurisdiction would stay in the City; control over projects and spending would stay in the local government.

### Rental Car Fees

Many states and cities across the country assess a rental car tax to offset the impact of those cars on streets and highways- the State of California and the City of Los Angeles do not. If the City were to levy a 2% tax on all car rentals in the City it could generate \$7 million annually.<sup>12</sup>

### Developer Mitigations

12 Southern California Association of Governments SCAG. (2011). Express travel choices Study. <[http://www.expresstravelchoices.org/docManager/100000066/FAQ\\_110113.pdf](http://www.expresstravelchoices.org/docManager/100000066/FAQ_110113.pdf)>

Funding through mitigation fees or development agreements can be used strictly for street improvement in the area, rather than beautification projects.

### Trash Franchise Fees

The fees collected through a Franchise Fee could be used to repair roads used by private and/or public haulers. There would be a logical nexus between the fee and the use of revenue because a truck carrying 10 times the weight of a car does 1,000 times more damage to a road than a car.<sup>13</sup>

### General Obligation Bond (Street/Infrastructure Bond)

Is backed by revenue from property taxes and requires a two-thirds voter approval.

### Incremental Sales Tax Assessment

In July 2011, the State Tax dropped 1 percent, reducing Los Angeles County's Sales Tax to 8.75. A voter-approved increase of 1/4th of 1 percent by the City would result in \$100 million annually. \*However, it is significant to note that in 2012 voters failed to approve (Measure J) an extension of the current half-cent tax (Measure R). Measure R will expire in 2039.

### Special Tax Assessment

An assessment district can be created, at the request of a majority of property owners, to finance improvements in the defined area. All property owners that benefit from improvements would be subject to an assessment (based on how much the property is expected to benefit from the improvement).

### Mello-Roos District

The City can form a special, community facilities district (subject to two-thirds approval of property owners in the area) that can finance public infrastructure through the sale of bonds.

### Infrastructure Financing District (IFD)

The City or County can create IFDs to pay for regional scale public works projects. IFDs divert property tax increment revenue for up to 30 years. These funds cannot be used for maintenance, repairs, operating costs, and services. The City must first develop an infrastructure plan, send copies to all landowners, consult with local governments, hold a public hearing, and gain approval from all local agencies that will contribute its property tax increment to IFD. In addition two-thirds voter approval is required to form an IFD and issue bonds.

### Mark Roos District

Local government facilities can be financed by bank bond pools, funded by bond proceeds. The pool (formed under a Joint Powers Authority) can buy any legally issued debt instrument within or without its geographic area.

### General Road User Fees

Similar to tolls implemented on highways, user fees can be applied to City streets.

### Transportation Utility Fees

Legal difference between fee and tax, using the "rational nexus test"

- Service needs must be directly relatable to those bearing the cost
- The cost must be allocated proportionally to benefits
- The facilities funded must be part of a comprehensive plan; the fee must account for taxes paid toward transportation so property owners are not double-billed
- The fee revenues must be used for their intended purposes in a timely manner

\*proposes a direct fee on those using road/ similar to toll roads

### America Fast Forward

13 Metro. Congestion Management Program: Congestion Mitigation Fee Study. [http://media.metro.net/board/Items/2013/05\\_may/20130515p&pitem15.pdf](http://media.metro.net/board/Items/2013/05_may/20130515p&pitem15.pdf)

In response to the growing need for federal financing to improve transportation infrastructure, Metro, the City of Los Angeles, and a number of municipalities in the US proposed legislation to provide more flexible federal bond and loan programs. America Fast Forward proposes a new federal financing approach to leverage transportation projects by using tax code incentives and credit assistance through two pieces of legislation:

Qualified Transportation Improvement Bonds (QTIB) and the Enhanced Transportation Infrastructure Finance and Innovation Act Program (TIFIA). While TIFIA was adopted in 2012, QTIB has yet to be approved. However, QTIB has the support of mayors across the US and provides an opportunity for state and local governments to maximize infrastructure investment through public-private financing mechanisms.<sup>14</sup>

### Qualified Transportation Improvement Bonds (QTIB)

Qualified Transportation Improvement Bonds (QTIB) would create a new class of qualified tax credit bonds, similar to those created for forestry, conservation, renewable energy projects, energy conservation, qualified zone academics, and new school construction. The qualified tax credit bonds would be issued by state, local, or other eligible issuers where the federal government subsidizes most or all the interest cost through granting investors annual tax credits in lieu of interest payments.

Annual bond authorizations would be \$4.5 billion annually; unissued amounts could be carried forward to a future year. The QTIB proposal has not been adopted by Congress, but it reflects the growing demand for more flexible transportation financing.

### Enhanced Transportation Infrastructure Finance and Innovation Act Program (TIFIA)

The Transportation Infrastructure Finance and Innovation Act (TIFIA) authorizes the federal government to make conditional credit commitments to large projects or programs that meet national infrastructure investment goals. The U.S. Department of Transportation (USDOT) can provide: secured/direct loans, loan guarantees, and lines of credit. Reauthorization of the Transportation Bill (MAP-21) increased the maximum federal share on projects from 33 percent to 49 percent. This guarantees lower interest rates for transportation agencies and decreases the overall cost of projects. Eligible projects must have costs that equal or exceed at least one of the following:

- \$50 million;
- \$25 million for a rural project;
- \$15 million for an intelligent transportation system (ITS) project; or
- 1/3 of the most recently-completed fiscal year's formula apportionments for the States in which the project is located.<sup>15</sup>

Additional funding opportunities can be accessed through programs such as the California Strategic Growth Council's Affordable Housing and Sustainable Communities Program (funded through Cap-and-Trade proceeds) and Metro's Transit-Oriented Development Planning Grant Program.

14 Metro. America Fast Forward. <<http://americafastforward.net/>>

15 Metro. America Fast Forward: The TIFIA Provision. <[http://americafastforward.net/wp-content/uploads/2013/03/AFF\\_TIFA.pdf](http://americafastforward.net/wp-content/uploads/2013/03/AFF_TIFA.pdf)>

Northeast San Fernando Valley Sustainability & Prosperity  
Strategy Full Report and Updates:  
[www.NortheastStrategy.org](http://www.NortheastStrategy.org)



[SCAG.CA.GOV](http://SCAG.CA.GOV)



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