

West Santa Ana Branch Transit Corridor

Transit Oriented Development - Strategic Implementation Plan



Transit Oriented Development Strategic Implementation Plan

Contract No: PS36724000

Economic Development Strategies Report

March 20, 2019

Task 3.2: 100% Final Economic Development Strategies Report

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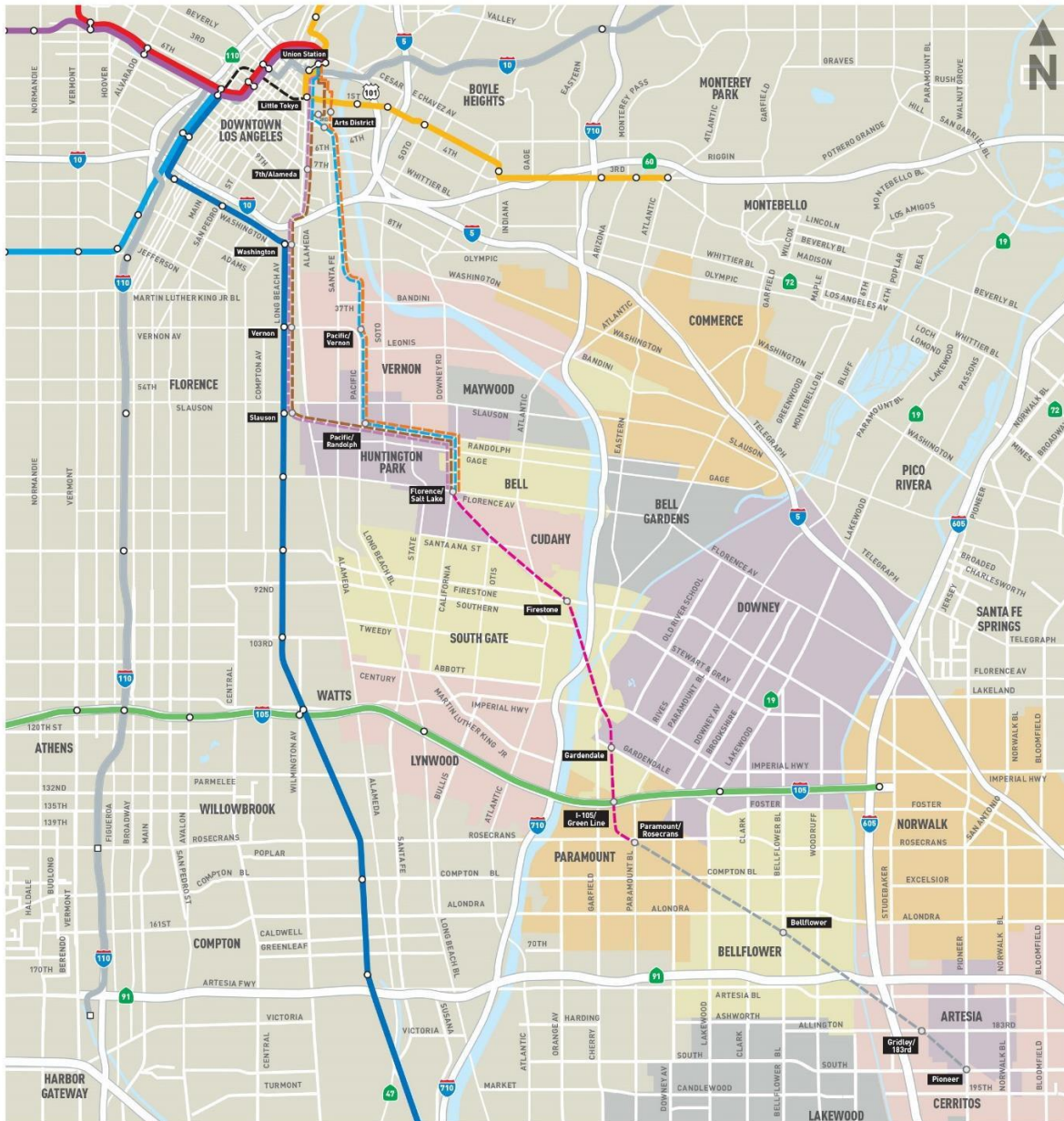


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1 INTRODUCTION

The proposed West Santa Ana Branch (“WSAB”) light rail transit corridor is a proposed 20-mile alignment that will serve 14 cities and communities in Los Angeles County from Downtown Los Angeles to southeast Los Angeles County (collectively, the “Corridor”). The WSAB light rail transit line represents a significant public investment that offers the WSAB Corridor communities opportunities to increase transit access, promote a sustainable regional economy that supports its diverse existing neighborhoods, provides opportunities for low and moderate income residents and small businesses, and ultimately put in place the strategies that are going to help the communities attract investment, grow stronger, and foster more vibrant economies.



* The Corridor station locations and the Corridor’s Northern alignment continues to be refined and the above map may not reflect the most recent Metro Board of Director’s decisions.

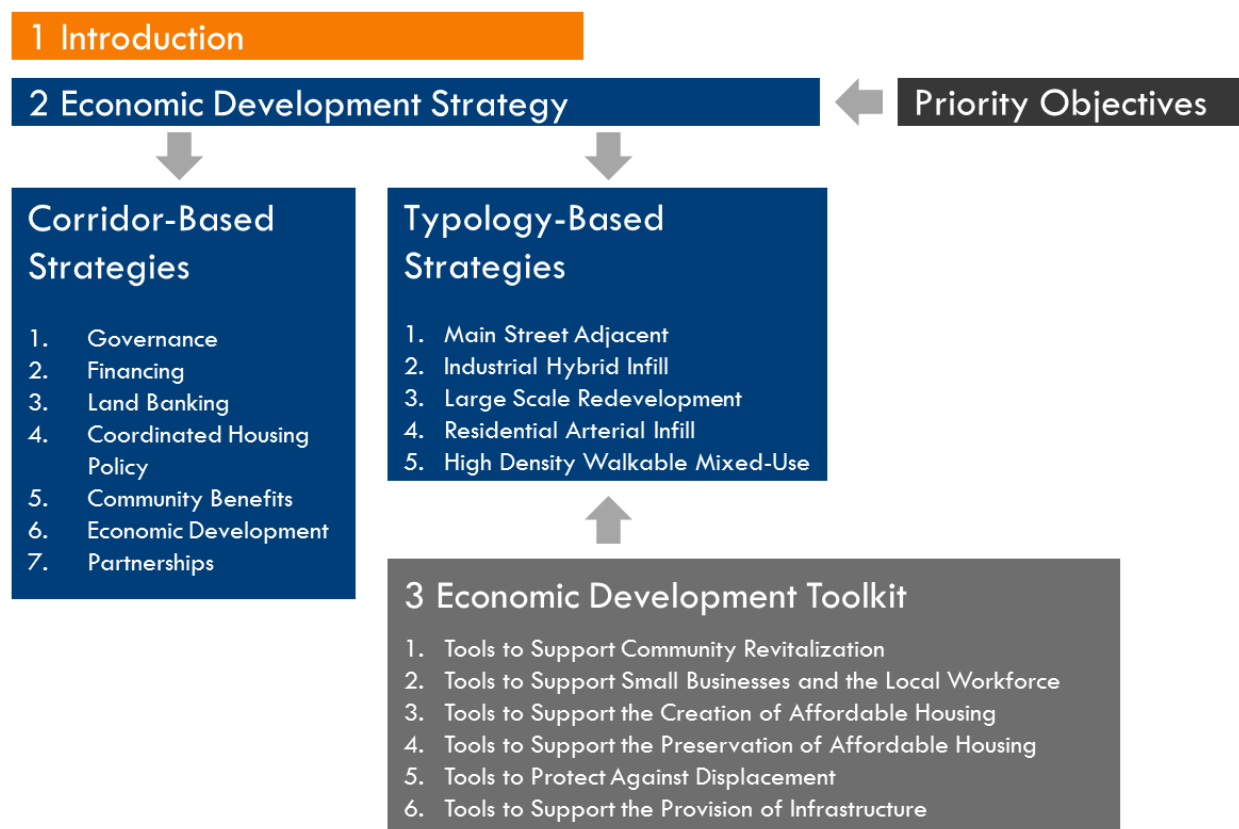
The cities and communities located within one-half mile of each station include: The Arts District, Little Tokyo, and the Fashion District of Downtown Los Angeles, unincorporated Los Angeles County, Vernon, Huntington Park, Bell, Cudahy, South Gate, Downey, Paramount, Bellflower, Cerritos and Artesia. Of the 14 communities in the Corridor, nine are directly served by stations proposed as part of the alternatives currently being evaluated in the environmental process: Los Angeles, Vernon, Huntington Park, South Gate, Downey, Paramount, Bellflower, Cerritos and Artesia.

Per the Vision Statement for the Corridor, **the West Santa Ana Branch Transit Corridor connects distinct communities that share a common desire to provide safe, walkable and compact neighborhoods around their station with a mix of uses that builds on the unique station area and results in sustainable, equitable and interdependent economic vitality.** The goal of the Economic Development Strategies Report is to equip WSAB municipality leaders with a framework for leveraging the transit investment to address the diverse needs of cities and communities and pursue growth and revitalization that is accessible to all, while proactively tackling potential negative externalities of the project including affordability challenges and displacement of existing residents and businesses.

Focusing on an economic development strategy, and specifically, a sustainable, equitable economic development strategy, as the transit line is constructed will provide the opportunity for every member of the community along the transit corridor, including those that are in the most disadvantaged neighborhoods, to benefit from their access to transportation, and the economic opportunities that it presents. To achieve this goal, the economic development strategy needs to also address a means to providing and preserving affordable housing, mitigating displacement risk for both residents and businesses, as well as creation of job growth that produces better paying jobs in cleaner and greener industries.

Report Organization

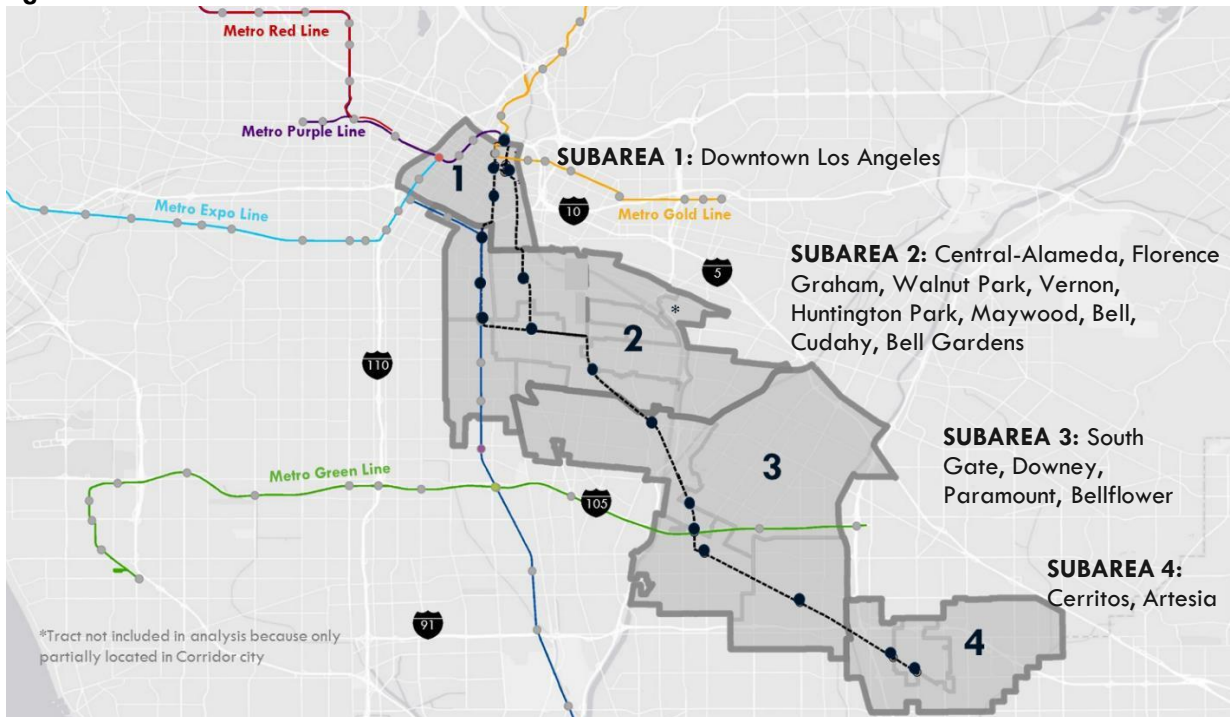
This Economic Development Strategies Report contains three sections: An Introduction, the Economic Development Strategy, and the Economic Development Toolkit. Following this Introduction, the second section presents the Economic Development Strategy, which includes Corridor-Based Strategies and Typology-Based Strategies. Corridor-Based strategies are economic strategies that are best implemented and most relevant to the comprehensive set of corridor communities as a whole, while Typology-Based strategies are economic strategies that are more relevant to individual communities by the type of station located in their area; station typologies are characterized by their potential mix of uses, development intensity and neighborhood character. The flow chart below illustrates the organization of the Economic Development Strategies Report.



Key Economic Development Considerations

Addressing issues related to economic development and social equity requires understanding the current demographic and socioeconomic context of the Corridor. HR&A analyzed sociodemographic and employment data for communities served by the transit line, which is provided in greater detail as part of the Existing Conditions Report (Appendix A.1). A summary of these key findings and observations is provided here and for the purpose of this analysis, the impacted communities were grouped into four subareas as described in Figure 1. Based on the sociodemographic characteristics, HR&A identified a preliminary set of key economic development and equity considerations, which informed the development of the Economic Development Strategies Report.

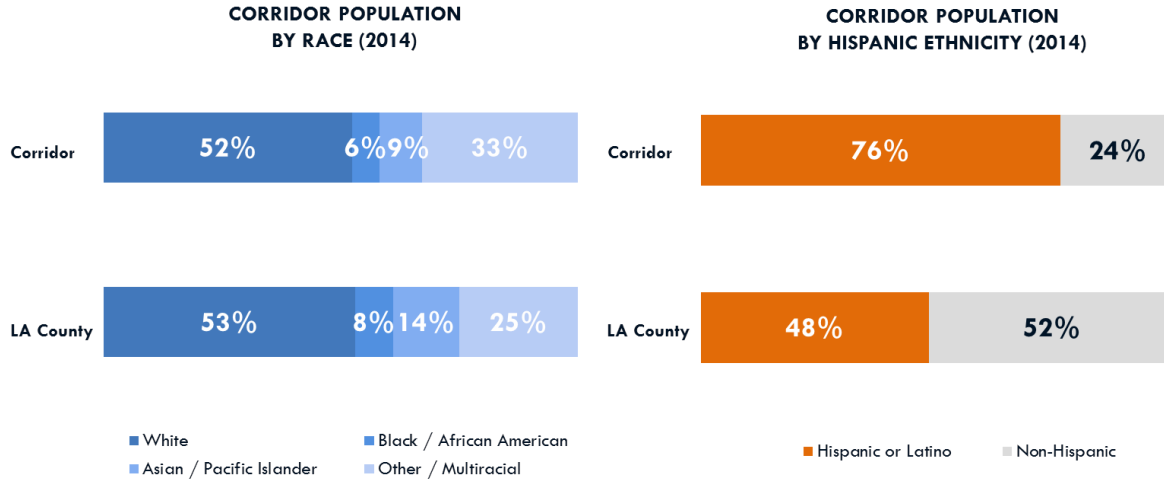
Figure 1: Metro WSAB Corridor Subarea Boundaries



Source: US Census Bureau ACS (2014); HR&A Advisors

Over the past three decades, the demographics of the Corridor have dramatically changed. Almost concurrent with the loss of over a million middle class industrial jobs in the Corridor was a wave of immigration that resulted in a five-fold increase in residents of Latin American descent between 1980 and 1990 within Greater Los Angeles. Many of these new immigrants, attracted by affordable land and home values, landed in communities in the central portions of the Corridor, which were once predominantly White middle-class communities. Today, the Corridor is over 50 percent “non-white” and 76 percent identify as “Hispanic”. Overall, the share of Hispanic population along the corridor is almost 60 percent greater than the rest of Los Angeles County. This trend is heightened in Subareas 2 and 3 (approximately the areas running from Central- Alameda through Paramount). The Corridor also has a significant Asian population. For example, Subarea 4 is now more than 50 percent Asian/Pacific Islander and Subarea 1 is 25 percent Asian/Pacific Islander. These trends continue to shape the cultural landscape of the communities along the Corridor, including neighborhood institutions and small businesses. To promote community- serving growth and strengthen the Corridor’s diversity, the implementation framework includes strategies to grow local prosperity, support local businesses, and encourage community-serving development.

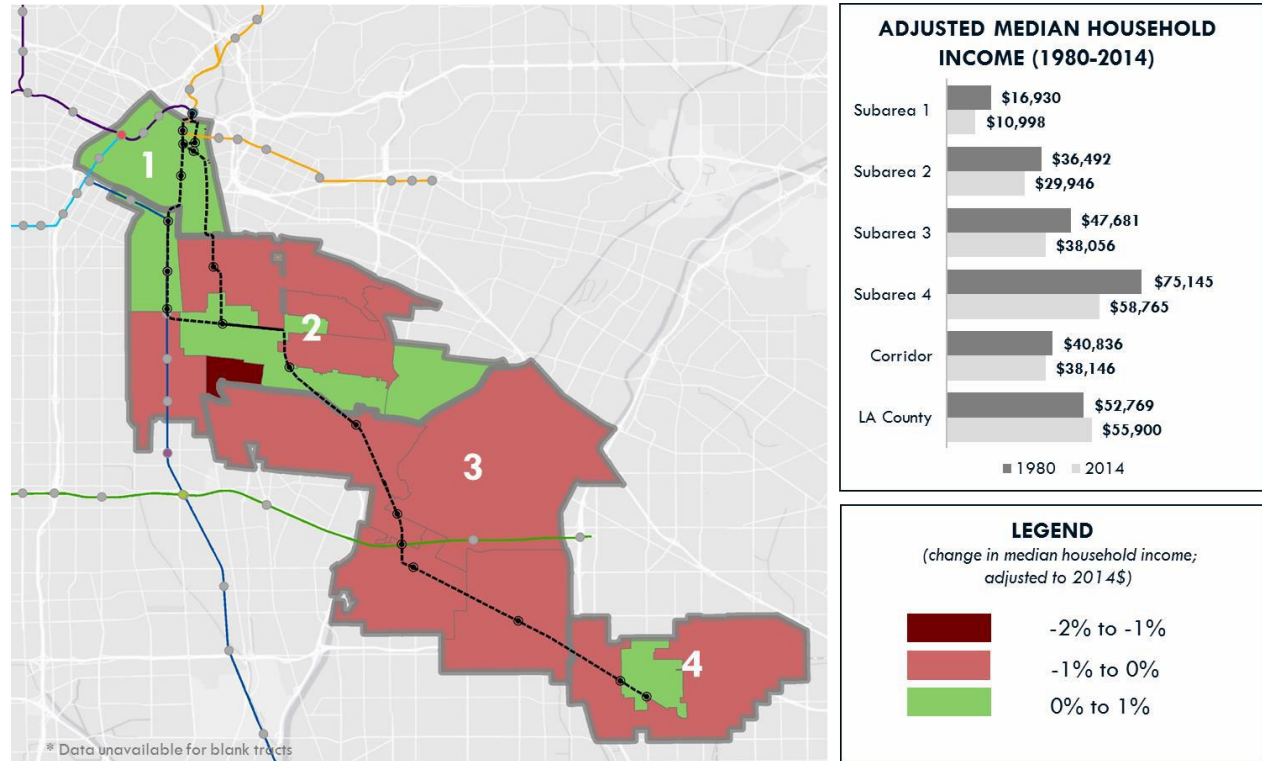
Figure 2: Corridor Population by Race and Hispanic Ethnicity



Source: US Census Bureau ACS (2014); HR&A Advisors

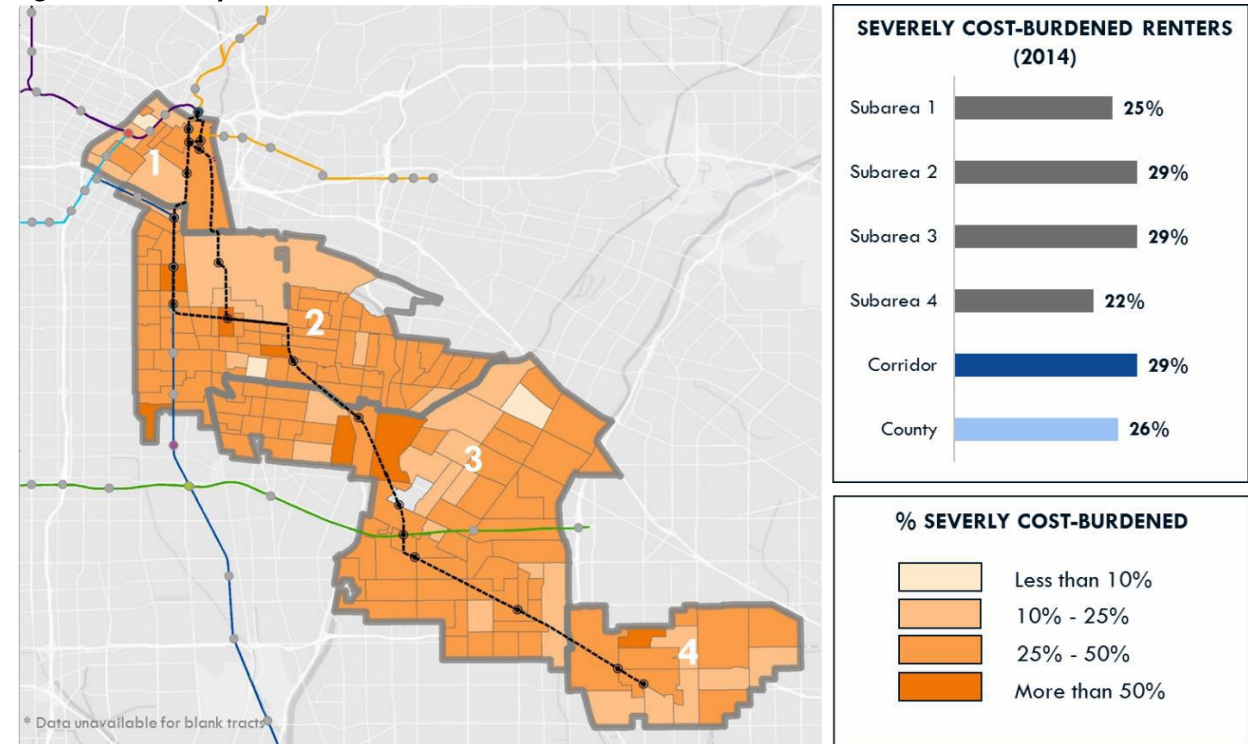
Today, many Corridor households (particularly in Subareas 2 and 3) are plagued by increasing costs of living and stagnant incomes. In the past three decades, incomes across the Corridor have fallen in inflation adjusted dollar terms, countering Countywide trends. The median household income across the Corridor in 2014 was \$38,130 which is 30 percent below the County’s median of \$55,870. This trend is exacerbated in Subareas 1, 2 and 3 (as seen in Figure 3). Meanwhile, rents have continued to rise, placing an increasing burden on renters, who comprise more than 62 percent of the households in the Corridor. **More than 64 percent of renters in the Corridor are “cost burdened” (spending more than 30 percent of their income on rent), and 29 percent are severely cost-burdened, spending 50 percent or more of their income on rent.** On a Countywide level, these trends are similar, with severely cost-burdened renters equal to about 26 percent of County renters. Increasing costs of living and stagnant incomes have also exacerbated reported issues of overcrowding and multiple families living in a single household. While difficult to prove with demographic data, issues of overcrowding have been reported by many communities throughout the Corridor. The planned WSAB transit line will likely spur additional development that could potentially expand supply of housing in the area but could also place additional pressure on market rents (that will be aligned with new construction). The Economic Development Strategies Report includes actions targeting the City’s most vulnerable population groups through new and expanded programs that support economic empowerment and wealth creation, reduce displacement risk, and create and preserve affordable housing.

Figure 3: Change in Inflation-Adjusted Household Income (1980-2014)



Source: US Census Bureau ACS (2014); HR&A Advisors

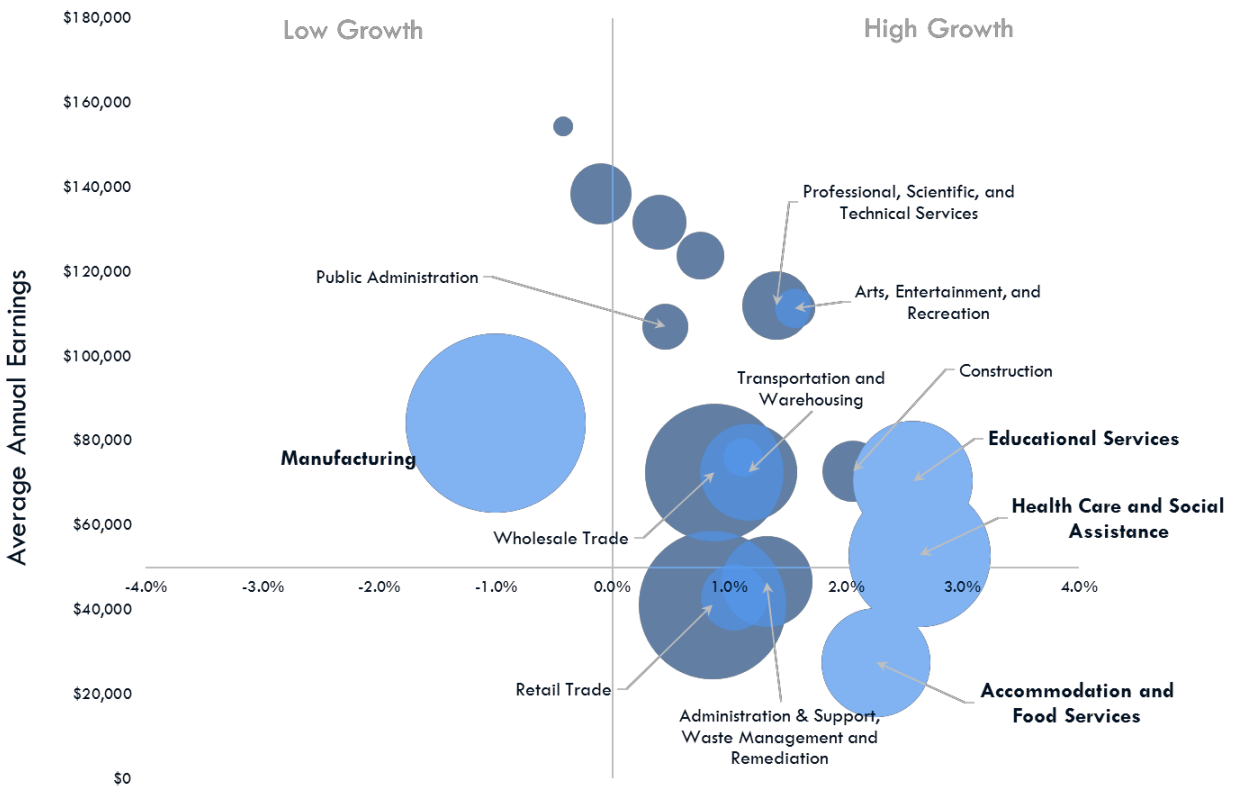
Figure 4: Severely Cost-Burdened Renters



Source: US Census Bureau ACS (2014); HR&A Advisors

The Corridor has experienced positive changes in industry and employment with a growth in healthcare and educational services jobs. With a strong concentration of industrial and warehousing jobs, Production, Distribution & Repair¹ continue to make up the greatest proportion of Corridor jobs. In Figure 5 below, the size of the circles represents the number of employees in each industry sector in 2014, the location of the circles on the x-axis represents the projected job growth in the industry sectors from 2014 to 2024 countywide, and the location of the circles on the y-axis represents the average annual earnings per industry sector. As shown in the Figure, Manufacturing, traditionally the largest Corridor industry sector by employment, supporting middle income jobs, is expected to see a decline in employment figures over the next decade. Instead, Corridor job growth will focus on healthcare services, social assistance and education sectors, which support solidly middle-income jobs. The transit line presents opportunities for the Corridor to weather this shift from Manufacturing to service-oriented sectors, by adopting proactive land use and economic development strategies in the future.

Figure 5: Competitive Employment Sectors in the Corridor in 2014 (excluding Downtown Los Angeles)



Source: LEHD (2014); HR&A Advisors

¹ Production, Distribution & Repair includes industrial activities such as manufacturing, warehousing, wholesale trade, maintenance and repair services. It also includes arts activities, including motion picture, video, and sound production.

Figure 6: Projected New Job Creation in Los Angeles County from 2016 to 2021

NAICS	Industry	LA County
722	Food services and drinking places	32,010
561	Administrative and support services	29,920
624	Social assistance	23,480
621	Ambulatory health care services	19,730
541	Professional and technical services	12,260
622	Hospitals	11,110
623	Nursing and residential care facilities	7,870
238	Specialty trade contractors	6,640
424	Merchant wholesalers, nondurables	6,040
512	Motion picture and sound recording	6,030
445	Food and beverage stores	5,460
452	General merchandise stores	4,760
611	Educational services	4,120
721	Accommodation	4,060
812	Personal and laundry services	3,750
522	Credit intermediation and related	2,890
423	Merchant wholesalers, durable goods	2,560
519	Other information services	2,440
454	Nonstore retailers	2,410
446	Health and personal care stores	2,220
524	Insurance carriers and related activities	2,180
441	Motor vehicle and parts dealers	2,010
236	Construction of buildings	1,940
425	Electronic markets, agents and brokers	1,860
237	Heavy and civil engineering	1,850
531	Real estate	1,570
713	Amusements, gambling, and recreation	1,510
811	Repair and maintenance	1,430
711	Performing arts and spectator sports	1,430
488	Support activities for transportation	1,260
TOTAL JOB CREATION		206,700

Source: LAEDC

Some of the same Corridor growth industries have been identified by Los Angeles County Economic Development Corporation's (LAEDC) Institute for Applied Economics in their *People, Places, Jobs 2016-2021* report as countywide growth industries based on potential job creation. As such, there is an opportunity for Corridor communities to attract additional growth in certain sectors like healthcare, social assistance, educational services, which already show a strong concentration of jobs in the area. Further, the accommodation and food services sector, also presents entry level opportunities, particularly if coupled with policies that prevent wage depression.

In the same report, LAEDC also went on to identify certain countywide target industries. The criteria for selecting target industries included: industry growth rate, potential job creation, industry competitiveness, and prevailing wages. The following industries were identified by LAEDC as countywide target industries:

- Construction
- Selected manufacturing
- Trade and logistics
- Entertainment and infotech
- Health services
- Leisure and hospitality

With transit access and community investments in infrastructure and public amenities, there may be additional opportunities to attract certain target industries listed above, such as media and entertainment production, and advanced manufacturing.

Corridor residents have not benefitted from industry growth. Lack of household income growth in the Corridor, as shown in Figure 3, indicates that many of these new jobs

are going to residents outside of the Corridor. This could be in some part attributable to low educational attainment in the Corridor communities. Across the Corridor, only 15 percent of adults over 25 years old have a Bachelor's degree or higher – significantly lower than the County rate of 30 percent². This disconnect could be addressed by providing better job training for local workforce and by developing programs to reduce barriers to workforce participation. This Economic Development Strategies Report includes actions to catalyze private investment to create jobs, support the local workforce, and encourage local prosperity.

The Corridor is comprised of a diverse set of cities and communities, all of which have opportunities, challenges, and needs. The addition of the WSAB Transit Line offers prospects for residents within the Corridor communities to overcome challenges and capitalize on opportunities. This Economic Development Strategies Report provides guidance and specific strategies on how to do this, and more importantly, how to do it in an equitable way so benefits and progress are felt by all impacted.

² Source: US Census 2010-2014 ACS

PRIORITY OBJECTIVES

Based on socio-economic analysis supplemented by engagement with individual cities and community members, we have identified a series of priority objectives (“Priority Objectives”) to frame the intent of the economic development strategies. The priority objectives are offered with each Corridor-Based Strategy or group of Typology-Based Strategies to frame the intent of the strategy or strategies. The Priority Objectives are pulled from a comprehensive list of ten Priority Objectives that address the Corridor-specific challenges presented throughout the Introduction and include:

1. Affordable housing preservation and development
2. Reduce displacement risk
3. Support local wealth creation
4. Remediate contamination and create healthy neighborhoods
5. Create jobs and support the local workforce
6. Support local businesses
7. Encourage redevelopment
8. Attract and leverage private investment
9. Provision of sustainable infrastructure
10. Preserve quality jobs

The Economic Development Toolkit, the final section of the Report, is divided into seven sections and includes funding, policy, and partnership tools. These Tools are also referenced in the Typology-Based Strategies as actions and means to implement the proposed strategies. However, the Economic Development Toolkit can also serve as a reference for any Corridor community when addressing issues of Economic Development.

2 ECONOMIC DEVELOPMENT STRATEGY

2.1 CORRIDOR-BASED STRATEGIES

Effective Economic Development Strategies along the West Santa Ana Branch Corridor requires the Corridor communities to work collaboratively in a strategic and organized manner, to achieve the greatest positive impacts from the WSAB transit investment, communicate a unified vision to the market and investment community, and coordinate on local policies that are aligned. However, there are certain challenges to planning and strategizing at a regional level because it requires time, resources, and an appropriately designed platform for coordination, but as evidenced by other multi-jurisdictional partnerships, the advantages and positive implications of regional coordination may far outweigh the obstacles.

The following section presents key Strategies for Economic Development that should be considered by the Corridor communities to undertake in a coordinated manner at a corridor-wide level. These Corridor-wide strategies recognize the unique community characteristics and vision of each city, as well as the responsibility of each city to adopt land use and urban development policies that reflect their specific needs and goals. The Corridor-Wide strategies:

1. Define common economic development goals and actions that may be more impactful if Corridor communities pooled their resources; and
2. Identify particular issues where it is valuable for the Corridor communities to have an 'unified voice' such as advocating for regional resources or policies.

The Corridor-Wide strategies can (and should) also be considered by the individual cities as well, and situations where implementing a strategy on a Corridor level becomes infeasible, it is recommended the Corridor communities consider implementing the strategy at a more local level, with appropriate considerations.

2.1.1 GOVERNANCE

ESTABLISH A CORRIDOR-WIDE GOVERNANCE ENTITY

A Corridor-wide governing entity is essential to advance the Economic Development and implementation goals of the Corridor. Through multi-jurisdictional support provided by a Corridor-wide entity, the governing entity can provide strategic guidance, advocacy and support to the jurisdictions, beyond what each City may be able to accomplish individually. A Corridor-wide entity can facilitate multi-jurisdictional improvements, guide the vision for the Corridor, help to balance inequalities between the Corridor communities, and can establish Corridor-wide consensus on critical issues.

A governing entity could be a modified Joint Powers Authority (“JPA”), which already exists, or another type of entity like a non-profit (501(c)3) Economic Development Corporation (“EDC”). An EDC’s Board of Directors, committees, and staff can be members of either the public or private sectors, which is a distinct benefit of an EDC because it can bridge the divide between the public and private sectors and provide for decision-making and implementation efficiency. JPAs can be powerful tools for regional planning, strategy development, and advocacy efforts.

However, JPAs in California can only be comprised of public agencies and cannot incorporate experts or interested parties from the private sector. A Corridor-wide EDC could work collaboratively with a Corridor-wide JPA but could be an additional resource for the Corridor communities and businesses and would likely be better designed to advance certain economic development strategies.

PRIORITY OBJECTIVES

The Governance structure helps facilitate the implementation of the Priority Objectives listed throughout the Corridor Strategies.

THE METROPOLITAN COUNCIL

The Metropolitan Council was formed in 1967 at the urging of many local government, business and civic leaders to address regional issues that transcended boundaries in the Minnesota Twin Cities region, including: inadequately treated wastewater, a failing privately-owned bus company, development on sensitive natural areas, and fiscal disparities that left some communities unable to provide essential services and intensified competition for development.

The Council was directed to plan for the orderly and economical development of the seven-county metro area and coordinate the delivery of services that couldn't be provided by any one city or county.

The Metropolitan Council is a Metropolitan Planning Organization (“MPO”) and has a bigger mandate than what would likely be undertaken by the Corridor-wide entity recommended here. However, the Council provides a model for a regional organization that has achieved success in policy coordination and implementation.

**“THIS COUNCIL WAS
CREATED TO DO A JOB
WHICH HAS PROVED
TOO BIG FOR ANY
SINGLE COMMUNITY.”**

Gov. Harold LeVander

STEPS TO IMPLEMENTATION

The following implementation steps assume that the new governing entity would be a newly created EDC. However, as mentioned in the subsequent section, the form of this entity is less prescriptive as part of these recommendations and should be decided via consensus of the Corridor-wide project stakeholders. This entity can be a new EDC or can also be an enhancement of the existing JPA to add additional capacity to implement some of the Corridor-wide strategies. Alternatively, Corridor stakeholders may decide to implement the governing entity in phases, starting as an informal entity formed via a Memorandum of Understanding (“MOU”) among Corridor stakeholders, and evolving into a more formal organization of appropriate scope, capacity and resources based on consensus. Typical steps to implement a new EDC include the following:

- **Establish a Non-Profit Economic Development Corporation** – A non-profit EDC will need to be set up by local jurisdictions, a JPA, or a group of stakeholders. The EDC could then enter into a contract with a JPA or jurisdictions to provide various services. This would afford start-up capital to the EDC and carve out specific responsibilities for the EDC.
- **Define a Mission Statement** – A newly formed EDC will need to establish a defined purpose and prepare a Mission Statement. This will also help to set goals and responsibilities of the new organization.
- **Select a Board of Directors and Organization Staff** – As stated earlier, the Board of Directors of the EDC can include members from the private sector. This might include Corridor business leaders, private residents, or community experts in addition to public-sector representatives. The EDC should also hire dedicated staff to manage the EDC and its various projects.
- **Prepare an Ongoing Funding Strategy** – The EDC will need funding to operate and carry out projects. Contracting to provide services is one funding option, but there are various other options available.
- **Determine Responsibilities** – The following section presents preliminary Corridor-wide Economic Development Strategy considerations. A Corridor-wide governing entity would be responsible for implementing these strategies. These initiatives could be undertaken by the entirety of the Corridor-wide entity, or by a smaller task force or committee.

THE GREATER SACRAMENTO ECONOMIC COUNCIL

The Greater Sacramento Economic Council is a public-private partnership, with the majority of funding coming from the private sector.

Greater Sacramento spearheads community-led direction to retain, attract, grow and scale new businesses, develop advanced industries and create jobs and investment throughout a six-county region.

Greater Sacramento represents a collaboration between local and state governments, market leaders, influencers, and stakeholders, with the sole mission of driving economic growth.

Greater Sacramento promotes the Sacramento Region through domestic and international marketing missions, industry conferences, professional networks, and other channels, and works to recruit high-value companies, jobs, and new investment to the area.



2.1.2 FINANCING

EXPLORE AND IMPLEMENT A CORRIDOR-WIDE TAX INCREMENT FINANCING OR ASSESSMENT MECHANISM

With the demise of Redevelopment and the dissolution of Community Redevelopment Agencies (“CRA”) in California in 2012, the tools available to municipal governments to finance public infrastructure that supports urban revitalization are fairly limited. CRAs used Tax Increment Financing (“TIF”) as a primary source to finance public infrastructure and neighborhood revitalization (including infrastructure). TIF is a public finance mechanism whereby a local government identifies an area from which it diverts tax increment, i.e. increases in tax revenues (typically property taxes) above present levels that are allocated to a local fund or authority to fund physical improvements and programs that provide a public benefit to the area. TIF is typically used in areas where there is a likelihood that new investment will significantly increase property values, usually by catalyzing new development.

In the absence of California Redevelopment Agencies, there are currently three TIF options to consider for the WSAB Corridor. It is important to note that the existing tools may change with new legislation and new tools may at some point become available. It will be important for the Corridor-wide governance entity to monitor the political landscape. The existing tools with the current conditions are as follows:

	INFRASTRUCTURE FINANCING DISTRICT (IFD)	COMMUNITY REVITALIZATION AND INVESTMENT AUTHORITY (CRIA)	ENHANCED INFRASTRUCTURE FINANCING DISTRICT (EIFD)
Blight Determination	No	80% of the area must meet income and other requirements	No
Voter Approval to Form	2/3	No, but subject to majority protest at adoption and every 10 years	No
Oversight and Administration	Local Government	Joint Powers Authority	New Public Financing Authority
Property Tax Increment Sources	Consenting taxing entities	Consenting taxing entities	Consenting taxing entities
Property Tax Increment Contribution	Variable	Variable	Variable
Area/District Voter Approval to Issue Bonds	2/3	No	55%
Power of Eminent Domain	No	Yes	No
Affordable Housing Requirement	No	Yes	If displacing existing housing
Mechanism Lifespan	30 years from formation	45 years from formation	45 years from bond issuance

The specifics vary, but generally, these TIF mechanisms can be used to fund:

- Public infrastructure such as water, road or public transit infrastructure;
- Community facilities, including civic buildings, childcare facilities and libraries (but not schools);
- Open space and parks;
- Affordable housing;
- Economic development, including commercial or industrial projects that benefit the public; and
- Remediation and environmental cleanup.

Multi-jurisdictional use of such a corridor-wide tool to finance station area infrastructure, as well as other connective infrastructure that spans multiple municipal boundaries would have the greatest impact in terms of funding capacity, consistency of design, infrastructure efficiency, and coordinated project delivery. The jurisdictions can also share the risk and value capture from throughout the corridor.

These available tax increment financing mechanisms should be evaluated by the consortium of WSAB Cities and the Corridor-wide implementing entity in terms of their impact and ease of implementation for a corridor-wide financing district. If currently available financing tools are found to have significant drawbacks in terms of local applicability, the Corridor communities and Corridor-wide entity should strategize to design potential new tools, some of which may require State level legislative action. This will require engagement with State representatives to evaluate the potential for new legislative initiatives.

PRIORITY OBJECTIVES

- Provision of sustainable infrastructure
- Affordable housing preservation and development
- Remediate contamination and create healthy neighborhoods

STEPS TO IMPLEMENTATION

- **Evaluate TIF (or equivalent) District Participation** – The Corridor-wide entity should be entrusted the responsibility to assess the potential for a Corridor-wide TIF district by first gauging interest from the Corridor cities. The cities will have to relinquish a share of property tax earned on incremental growth within the potential Financing District, which could be a concern for certain cities facing budget crises. The Lead Entity should also assess whether other taxing entities, particularly the County of Los Angeles, would be willing to participate in the Financing District as that would exponentially increase the funding capacity of the District.

FINANCING THE SILVER LINE EXTENSION

The Silver Line Extension is a 23-mile extension of the Washington Metropolitan Area Transit Authority Metrorail system that will connect Downtown Washington D.C. to Dulles Airport. Capital costs for transportation and district-wide planning efforts are being covered through a combination of funding sources that include federal grants/loans, toll road revenues, and value capture mechanisms.

Debt incurred in order to finance capital costs will be repaid through toll road revenues and special assessment on properties within three districts in Northern Virginia, including special tax districts in Fairfax and Loudoun counties.

The Silver Line Extension is an example of a successful multi-agency collaboration on a district-based financing mechanism.

- **Conduct a Feasibility Study** – A feasibility study, likely to be completed by a consultant, can evaluate the advantages and disadvantages of the various types of TIF districts. In addition, a feasibility study could evaluate district boundary alternatives, funding capacity, formation of single or multiple districts, and the political support to issue debt.
- **Advocate for Improved TIF or other Value Capture Tools** – As show above, there are three TIF districts that could potentially be formed in the Corridor. The Lead Entity could also lobby State legislature for more effective tax increment financing or other value capture tools or suggest refinements to the existing tools.

2.1.3 FINANCING

EXPLORE ADDITIONAL CORRIDOR-WIDE FUNDING STRATEGIES

Realizing the maximum potential for the Corridor and leveraging this significant public infrastructure investment will require numerous investments in community development, housing, infrastructure, and placemaking. Tax-increment financing or a similar districtwide financing mechanism is only one source of funding available on a Corridor-wide basis to fund infrastructure, TOD, affordable housing, and other transit-related projects. A Corridor-wide entity could pursue alternative funding sources or help position the Corridor communities to be more competitive for funding. A list of possible funding sources is included below. While the list is expansive, it may not be exhaustive and additional research may be warranted.

FEDERAL FUNDING SOURCES	ALLOCATION AUTHORITY	APPLICANT	FUNDING TYPE
Community Development Block Grant (CDBG)	US-HUD	Cities and Counties	Grant
Congestions Mitigation and Air Quality Improvement Program (CMAQ)	FHWA	State and Local Govt.	Grant
HOME Investments Partnerships Program	US-HUD	Participating Jurisdictions	Grant
Choice Neighborhood	US-HUD	Joint Application with local govt.	Grant
New Markets Tax Credit	US-Treasury	CDEs	Financing
Historical Preservation Tools - Historic Rehabilitation Tax Credit	US Parks	Developer/ Building Owner	Financing
EB-5 Immigration Visa Investment	Local Jurisdiction	Developers	Financing
CDBG - Section 108 Loan Guarantee Program	US-HUD	Cities and Counties	Guarantee
Buses and Bus Facilities Grant Program - 5339	FTA	Transit Agencies (Bus)	Grant
Pilot Program for TOD Planning funded by CIG program	USDOT	Cities, Local Govt., and Transit Ag.	Grant
Capital Investment Grant (Small Starts) - 5309	USDOT	Transit Agencies	Grant
Surface Transportation Block Grant (FAST Act)	FHWA	MPOs	Grant
Urbanized Area Formula Grants - 5307	FTA	Designated Recipients	Grant
Transportation Infrastructure Finance and Innovation Act (TIFIA)	USDOT	Several (see details)	Financing/ Guarantee
MAP-21 Transportation Alternatives - Recreational Trails Program	FWHA	States	Grant

STATE FUNDING SOURCES	ALLOCATION AUTHORITY	APPLICANT	FUNDING TYPE
CalHome Program	CAHCD	Local Agencies, Non-profit developer	Grant
California Organized Investment Network (COIN)	CA -Insurance	Non-profits, local govt., businesses	Financing
Affordable Housing and Sustainable Communities (AHSC) Program	CAHCD	Private developers w public ag.	Loan/Grant
CDBG - Community Development	CAHCD	NE Jurisdictions (see details)	Grant
HOME Investment Partnerships Program	CAHCD	Cities and counties/Developers.	Grant/Low-int Loan
Infill Infrastructure Grant Program (IIG)	CAHCD	Developers with Housing Authority	Grant
Low Income Housing Tax Credit (LIHTC) Program	CTCAC	Developers	Financing
National Housing Trust Fund	CAHCD	Several (see details)	Soft Loans
Active Transportation Program (ATP)	CalTrans	MPOs, urban and rural areas	Grant
Cap and Trade - Transit and Intercity Rail Capital Program	CalTrans	MPOs, municipalities, counties	Grant
Cap and Trade - Low Carbon Transit Operations Program (LCTOP)	CalTrans	Transit Agencies	Grant
California Infrastructure State Revolving Loan Fund (I-Bank)	State of Cal	Several (see details)	Financing
Local Transit Funds (LTF) Transportation Development Act (TDA) SB 325	CalTrans	Cities and counties	Grant
Sustainable Transportation Planning Grant Program	CalTrans	Several (see details)	Grant

LOS ANGELES COUNTY FUNDING SOURCES	ALLOCATION AUTHORITY	APPLICANT	FUNDING TYPE
Proposition C - Transit Centers, Park-n-Ride	LA Metro	Developers	Grant
Transportation Development Act (Article 3)	LA Metro	Local transit agencies and cities	Grant
FTA Section - 5310, 5316, 5317 Programs	LA Metro	Several (see details)	Grant
Multifamily Bond Financing	LA County	Developers	Financing
Joint Development Program	LA Metro	Developers	Financing
Los Angeles County Housing Innovation Fund	LACDC	Developers	Financing

In addition, a Corridor-wide entity could provide resources and information, including grant-writing capabilities, to assist Corridor communities, many of whom do not have the capacity or resources to pursue alternative funding sources competitively.

PRIORITY OBJECTIVES

- Provision of sustainable infrastructure
- Affordable housing preservation and development
- Encourage redevelopment
- Attract and leverage private investment

STEPS TO IMPLEMENTATION

- **Evaluate Potential Funding Sources** – A Corridor-wide governing entity should evaluate funding opportunities to determine rules and restrictions, the application process, the order of magnitude of available funding, and competitiveness corridor communities for the funding source. This analysis will also serve to determine whether a Corridor-wide Entity, Metro, or the Corridor communities should serve as the lead applicant.
- **Apply for Funding** – The lead applicant will need to devote resources to obtaining funds or applying for grants. This could be a substantial commitment if the process is highly competitive. Metro is developing a pilot grant writing assistance program that would fund and provide technical support to WSAB cities (or a Corridor-wide entity) seeking grant funding to implement the recommendations in the TOD SIP. This program could be a strong starting place for securing funding.

2.1.4 LAND BANKING

SUPPORT A LAND BANKING STRATEGY FOR AFFORDABLE HOUSING DEVELOPMENT

Land banking is the practice of aggregating parcels of land for future sale or development. In addition to the cost of construction, one of the biggest challenges for affordable housing production is the availability and cost of land, especially in areas that are at risk of seeing greater value appreciation due the addition of transit infrastructure. In addition, there are limited resources available for land acquisition to affordable housing developers, further exacerbating the problem.

Land banking is allowed for private, non-profit, governmental, or quasi-governmental entities if the designated funding source allows for the purchase and sale of land. Securing station area proximate parcels at present day values before transit-driven real estate speculation drives up the value of these parcels is a good strategy to assure the future availability of developable land for affordable housing. The banked land can then be gifted to affordable housing developers or non-profit organizations to subsidize the creation of affordable housing. Alternatively, affordable housing can also be developed in partnership with market rate developers, leveraging assets of the land bank.

PRIORITY OBJECTIVES

- Affordable housing preservation and development
- Encouraging redevelopment
- Reduce displacement risk

STEPS TO IMPLEMENTATION

- **Inventory Existing Affordable Housing Sites** – Prior to creating a land banking program, existing affordable housing in the Corridor should be inventoried. Understanding the existing inventory will assist in prioritizing new affordable housing in target areas lacking affordable housing options.
- **Identify Opportunity Sites** – A Corridor-wide entity can assist the Corridor communities in identifying sites for land banking. At some point, the Corridor-wide entity could set up an independent land banking entity, but providing coordination is a good early strategy and may suffice in the long term. A Corridor-wide entity could work with the Corridor communities and the County Assessor’s office to identify publicly owned or distressed privately-owned properties for acquisition. The owner of a privately-owned property could consider donating the site to the land bank, or the land bank could purchase the site.
- **Coordinate for Development** – Once land is acquired or donated to a land bank, a Corridor-wide entity could then help the Corridor communities coordinate for development. Some cities may have

THE GENESEE COUNTY LAND BANK

The Genesee County Land Bank was created in 2004 to respond to a housing foreclosure crisis in Genesee County, Michigan.

The County Land Bank revitalizes properties, enhances neighborhoods, and strengthens communities by encouraging reinvestment in residential, commercial, and industrial properties acquired through the tax foreclosure process and by bringing tax reverted properties back into productive use.

The Land Bank works with public, private, and non-profit partners and uses proceeds from the tax foreclosure process, proceeds from home sales and rental programs, and grants, loans, and bonds.

more opportunities sites but fewer resources for development. While other cities may have financial resources to develop affordable housing but do not have sites within its jurisdictional boundaries. Cities like these could work in conjunction, one contributing the land and the other contributing the capital funding. This is just one example of how two Corridor communities could use a land banking system and work together to develop affordable housing. This level of coordination will need encouraging and strategic implementation efforts from a regional body, like a Corridor-wide entity.

- **Determine a Development Strategy** – After approval by affected jurisdictions, sites could be developed by affordable housing developers or non-profit organizations. The leading land bank agency should build relationships with such organizations, assist in drafting and releasing Requests for Proposals (“RFP”), and negotiating disposition and development agreements.

2.1.5 COORDINATED HOUSING POLICY

DEVELOP CORRIDOR-WIDE AFFORDABLE HOUSING POLICIES

The new transit line will bring new development interest to the Corridor, which will likely result in increasing land prices, property values, and ultimately housing costs. The risk of displacement may also increase as existing residents become unable to pay rising rents. One way the Corridor communities could lessen these impacts is through the adoption of various affordable housing policies. Several housing policies to consider are:

1. Rent Stabilization Regulations;
2. An inclusionary housing policy requiring all new development to set aside a certain percentage of units as restricted affordable units;
3. A “No-Net Loss” housing policy whereby a developer must replace demolished housing units with new units so there is no net loss of housing. If the units were deed restricted affordable housing units, they should be replaced with housing units at the same affordability levels;
4. A low interest loan program to support maintenance and improvements to rent controlled units;
5. Low Income Rental Assistance Program;
6. Public and private partnerships to facilitate the preservation of existing affordable housing.

Each Corridor city can consider adopting specific affordable housing policies, however, a strategic Corridor-wide approach may be more effective and reduce real estate market imbalances and competition between the Corridor communities. With different real estate markets, the policies would vary from one City to the next, but Corridor-wide coordination may prevent market distortion along the Corridor. Ultimately, the decision to adopt these policies lies with each individual City, but a thorough policy analysis and strategic planning effort can help the cities understand the implication of specific policies and reach consensus in more coordinated policy design, preventing unintended consequences.

PRIORITY OBJECTIVES

- Affordable housing preservation and development
- Reduce displacement risk

STEPS TO IMPLEMENTATION

- **Analyze the Impacts, Advantages and Disadvantages of Individual Policies** – A Corridor-wide governing entity should conduct or contract with a consultant to conduct an analysis to determine the impacts of key Corridor-wide housing policies, and the advantages and disadvantages of inconsistent policies across the Corridor communities.

RENT STABILIZATION ORDINANCES

Rent stabilization regulations typically limit the amount by which landlords may increase rent every year. In California, these regulations are restricted by the Statewide Costa-Hawkins Rental Housing Act to buildings built before 1995. Stabilization Ordinances can also include other tenant protections such as just-cause eviction clauses to guard against no-cause evictions.

Of the Corridor communities, only the City of Los Angeles has a Rent Stabilization Ordinance in place. For more information, please visit this link:

<https://hcidla.lacity.org/RSO-Overview>

- **Recommendations and Policy Framework** – After a thorough analysis, the Corridor-wide entity should make recommendations about the adoption and implementation of housing policies in the Corridor communities. This would be a resource to the cities to help them understand the advantages and disadvantages of the various policies and to have a framework for implementation.

2.1.6 COMMUNITY BENEFITS

CREATE A COMMUNITY BENEFITS FRAMEWORK

The new transit line will result in a tremendous amount of value created for developers as real estate rents and sales prices appreciate. This new value should be leveraged to obtain concrete and measurable community benefits for local residents as defined by their community. The private sector engagement conducted during the course of this project, particularly with developers and investors, revealed that while most developers and investors are amenable to contributing to community benefits in the event there is sufficient value created from development and entitlements, an uneven policy landscape across the many Corridor communities can be key barrier to private investment. Different policies and requirements in each Corridor community may also increase competition between the Corridor communities when trying to attract development, resulting in a loss of leverage with the development community.

A Corridor-wide Community Benefits Evaluation Framework would serve as a useful tool for all Corridor communities to effectively leverage new investment. Such frameworks must be carefully considered such that they are aligned with market realities while providing for adequate development capacity to trigger desired market responses. A transparent system of community benefits evaluation also sends a clear signal to the market and creates a level playing field for the investment community. By doing so, new development occurring within the Corridor can be leveraged to support a menu of amenities that communities desire.

PRIORITY OBJECTIVES

- Attract and leverage private investment
- Affordable housing preservation and development
- Remediate contamination and create healthy neighborhoods

STEPS TO IMPLEMENTATION

- **Financial Feasibility Analysis** – The lead entity will retain a real estate economics consultant to assess the financial feasibility threshold and market appetite to support community benefits.
- **Create a Community Benefits Evaluation Model** – The lead entity will retain a real estate economics consultant to create a transparent and user-friendly model for future use when assessing new development proposals. The model should be easily adaptable by each City to account for local planning and zoning regulations, variations in building typology and use mix, affordable housing or other requirements already in place, and the potential application of the State mandated Density bonus. The model may need to be updated periodically by the real estate economics consultant.
- **Create an Equitable Development Scorecard** – The financial modeling tool mentioned above can help quantify the excess value generated for developers from new development that can offset community benefits. However, some projects as proposed may already embrace various principles of equitable development such as robust community engagement processes, the inclusion of affordable housing, and a focus on local job and wealth creation. Creating an Equitable Development Scorecard would provide a consistent way to evaluate whether proposed projects support the principles of equitable development. The provision of community benefits could be offset

or reduced for the highest scores. Again, a key goal of such a scorecard would be to build consensus on the community priorities across each City and communicate the same to the development community. While development scorecards are an increasingly popular tool, their success is often related to ease of their implementation and ensuring that there is sufficient stakeholder engagement in designing them.

- **Create a Menu of Community Benefits** – Determining which community benefits to prioritize can often be difficult given competing goals, various stakeholders, and market realities. A Corridor-wide governing entity can guide this strategic planning process by coordinating with the Corridor communities and conducting public outreach meetings. The ideal result would be a Corridor-wide Menu of Community Benefits that the Corridor communities can draw from when leveraging investment from private development.
- **Community Outreach** – The Corridor-wide entity should engage in an ongoing outreach process to get additional input from the community about the provision of community benefits. This will ensure the provision of community benefits are aligned with the priorities of the local communities.

TWIN CITIES, MINNESOTA EQUITABLE DEVELOPMENT SCORECARD

Twin Cities, MN community leaders created a Scorecard to ensure that the principles and practices of equitable development, environmental justice, and affordability are applied in all communities as they plan for economic development and wealth creation that benefits everyone.

Principles of Equitable Development

PUBLIC SUBSIDIES PROVIDED TO DEVELOPERS AND CORPORATIONS SHOULD RESULT IN CONCRETE AND MEASURABLE COMMUNITY BENEFITS FOR LOCAL RESIDENTS AS DEFINED BY THEIR COMMUNITY.

EQUITABLE COMMUNITY ENGAGEMENT practices involve the local community members most affected in the development project (especially low-wealth people, people of color, neighborhood groups, community organizations, people living with disabilities, and new immigrants).

EQUITABLE LAND USE practices require that the overall vision, plan, and implementation includes local communities' assets, aspirations, potential, and preferences. They aim to keep current residents in the area and develop projects that promote people's health, well-being, and prosperity.

EQUITABLE TRANSPORTATION practices integrate transit into walkable, livable, and affordable land use practices to enhance healthy living within low-income communities and communities of color.

EQUITABLE ECONOMIC DEVELOPMENT practices require evidence that policies and programs work to prioritize community based financial intelligence, sustainable wealth creation, and high quality job opportunities that prevent unwanted displacement of residents and small businesses from low-income communities and communities of color.

EQUITABLE HOUSING practices give families of all income levels access to housing that costs no more than 30% of their household income.



For more information, please visit this link:

<https://www.metrotransit.org/Data/Sites/1/media/equity/equitable-development-scorecard.pdf>

2.1.7 ECONOMIC DEVELOPMENT

ATTRACT CORRIDOR-WIDE INVESTMENT

A Corridor-wide entity can help attract private investment to the Corridor by funding and instituting Corridor-wide investment attraction campaigns to highlight market characteristics, opportunity sites, Public-Private Partnership opportunities, and to attract target industries, consumers, and commercial or housing developers.

Investment Attraction strategies could include a marketing plan or a business attraction strategy. These efforts would raise awareness of market opportunities present within different segments of the WSAB corridor and establish distinct identities that support the economic development visions for the station areas.

A coordinated marketing and investment office, as a 'one stop shop' for developers, investors, employers, and tenants, could streamline market facing activities for Corridor cities, and could complement their individual marketing efforts.

PRIORITY OBJECTIVES

- Attract and leverage private investment
- Support local businesses
- Encouraging redevelopment

STEPS TO IMPLEMENTATION

- **Identify Target Industries** – A Corridor-wide governing entity, with the help of the Corridor communities should evaluate the competitive position and market opportunities for the Corridor and the Corridor communities to identify target sectors.
- **Determine a Funding Source and Create an Ongoing Budget Plan** – A Corridor-wide governing entity should set aside dedicated funds to pay for the initial marketing campaign and ongoing costs to update and maintain the marketing effort.
- **Engage in Investment Attraction Activities** – The Corridor-wide entity should work with the Corridor communities to determine what investment attraction activities need to occur and what kind of investment is desired. Then, the Corridor-wide entity should prepare materials or a strategy to attract investment to the Corridor. These could include:
 - Identifying and mapping key development sites, with planning/zoning and other development parameters;
 - Publishing market profiles for each community and station area;
 - Identifying key development incentives and initiatives offered;
 - Publishing information on transit construction timelines, station design, ridership and other metrics;
 - Conducting regular developer/investor/employer tours and roundtables; and
 - Presenting WSAB opportunities at industry events and conferences.

WEST LINE CORRIDOR COLLABORATIVE; DENVER & LAKEWOOD, COLORADO

The West Line Corridor Collaborative is a non-profit, multi-jurisdictional and multi-agency partnership created in 2011 to “**coordinate efforts to attract quality investment and support livable communities**” along a newly built light rail corridor. The City of Lakewood has taken additional steps to market TOD opportunities to developers, including a public relations campaign to advertise opportunities and public support for higher-intensity development.

Separately, the Collaborative has begun to pursue collective funding for initiatives, and successfully received a grant from the Denver Regional COG to create an implementation plan for a “20-Minute Neighborhood” around a stop on the border between Denver and Lakewood. The Collaborative is planning further corridor-wide marketing efforts targeted to potential residents, with emphasis on lower income populations.

2.1.8 ECONOMIC DEVELOPMENT

OFFER BUSINESS SUPPORT SERVICES

Throughout the Corridor, there is a need for new investment and business growth, but also a corresponding risk for commercial displacement. Business Support Services could help attract and nurture new business, but also provide support to existing locally owned and operated businesses. Offering various forms of consolidated business support services to new and existing Corridor businesses could help existing businesses grow and thrive with new investment and could attract key industries to the Corridor.

PRIORITY OBJECTIVES

- Support Local businesses
- Create jobs and support the local workforce
- Reduce displacement risk

STEPS TO IMPLEMENTATION

- **Develop a Guide for Business Support Services** – A Corridor Business Guide could be created to help local and new businesses benefit from the addition of the new transit line. The guide could provide an overview of business assistance programs available in the region and through the Corridor-wide governing entity. This might include information on funding programs, technical assistance programs, workforce training, tax-related information, and relevant local policies.
- **Offer Ongoing Support Services** – A Corridor-wide entity can offer continued Business Support Services such as technical assistance, tax return preparation, social media and marketing training programs, classes on local, state, and federal loan and grant programs, business counseling, management training, and other events, and act as a resource to existing business organizations such as local chambers of commerce, and BIDs. Some Corridor communities may also be interested in offering Business Support Services, but for those without the financial or staff resources to do so, a Corridor-wide program will ensure adequate support for growing businesses.

2.1.9 PARTNERSHIPS

COORDINATE WITH METRO AND PUBLIC/PRIVATE PARTNER

A Corridor-wide entity should coordinate with Metro during procurement of the Public/Private Partner ultimately tasked with designing and building the WSAB Line. During the design phase, the Corridor-wide entity should advocate for the Corridor communities to ensure the provision of a well-designed transit system that includes adequate design and implementation considerations and preserves development opportunities in the Station Areas.

PRIORITY OBJECTIVES

- Attract and leverage private investment
- Provision of sustainable infrastructure
- Encourage redevelopment

STEPS TO IMPLEMENTATION

- **Coordinate with Metro on Procurement** – Metro will issue a Request for Proposals (“RFP”) to select a Public/Private Partner to design and build the WSAB Line. A Corridor-wide entity could work with Metro to develop the RFP to ensure the priorities of the Corridor communities are taken into consideration. The Corridor-wide entity could also assist in reviewing and scoring proposals and interviewing potential candidates.
- **Work with Metro and the Public/Private Partner** – A Corridor-wide entity can offer continued guidance and advocacy through the design and construction of the WSAB Line. This level of regional coordination and influence could be difficult for any single Corridor community to realize.

2.2 TYPOLOGY-BASED STRATEGIES

Each station area has a current station area typology as well as a future station area typology. The current typologies are based on key shared characteristics, while the future typologies were defined after conversations with City Staff and after a collaborative design and visioning process. The future station area typologies provide a conceptual framework for understanding the future vision for each station Area. The future station area typologies include:

- Main Street Adjacent
- Industrial Hybrid Infill
- Large Scale Redevelopment
- Residential Arterial Infill
- High Density Walkable Mixed-Use

The following section presents Typology-Based Strategies for Economic Development that individual communities can employ to help move each station area from its current typology towards its future vision. However, recognizing that each station and Corridor City has its own set of opportunities and challenges, some strategies may be more applicable to specific station areas. Alternatively, some strategies may also be more easily accomplished in certain station areas. To address these nuances, the typology sections concludes with Station Specific Considerations.

2.2.1 MAIN STREET ADJACENT

STATION AREAS (MUNICIPALITY)

- Pacific/Randolph (Huntington Park)
- Bellflower (Bellflower)
- Pioneer (Artesia)

PRIORITY OBJECTIVES

- Support growth of local businesses
- Attract and leverage private investment
- Provision of sustainable infrastructure

CONTEXT

These station areas exist adjacent to historic “Main Street” corridors. These corridors were often retail destinations for their surrounding communities and region prior to the proliferation of strip centers and regional shopping centers. With the exception to the proposed Pioneer station and its adjacent Pioneer Blvd. in Artesia, which is a regional destination for South Asian retail and dining, these corridors have struggled with remaining relevant in the local market as retail-oriented Main Streets. As noted in the Existing Conditions Report (Appendix A.1), the arrival of the WSAB transit line will help reposition and increase access to these Main Streets and in conjunction with the strategies below may result in increased foot traffic and overall activity in these areas, which will help support broader retail offerings as well as a mix

of other uses. It will be important to bolster foot traffic with the mix of policy and planning tools recommended in this section.

Most of these Main Street districts have low to moderate development intensity, and transit access could further support higher density housing options at infill locations. While desirability from transit access provides opportunities for both enhanced commercial and residential development along these Main Streets, and helps them to transform into vibrant, higher density mixed use districts, maintaining affordability for both existing commercial tenants as well as nearby residents must be a priority. If implemented well, these main streets can also become engines of economic development for the local community that have unique characteristics distinguishing themselves along the corridor.

Thus, the strategies here are aimed at leveraging private investment, attracting and retaining small businesses, and harnessing the new economic development opportunity to protect the affordability of housing and commercial space within the station area, with an overarching goal of promoting denser infill development that will support a more welcoming, vibrant, and active station area.

IMPLEMENTATION STRATEGIES

TERM	STRATEGIES	TOOLS
STRATEGY 1 Short Term	<p>Develop comprehensive strategies to redevelop Main Street infill parcels, particularly those that are currently vacant or owned by absentee landlords. Reusing vacant or underutilized parcels will support economic development objectives by creating viable spaces for new or relocating businesses or sites for housing development.</p> <p><u>Implementation Considerations</u></p> <ul style="list-style-type: none"> The Cities will need to allocate personnel resources, such as a planner or other City staff member, to coordinate with developers or other organizations as well as funding sources to support acquisition of properties. 	1A, 1D, 1H, 1I, 1J, 1L, 1M, 1O, 2B, 3I, 6C, 6H
STRATEGY 2 Short Term	<p>Establish stakeholder-driven neighborhood revitalization task forces that will coordinate with City leaders for implementation of investments or programs, including targeted capital investments, small-business support, and meaningful tools to support and preserve affordability.</p>	1C, 1F, 1K, 2F, 2G

<p style="text-align: center;">STRATEGY 3 Medium Term</p>	<p>Implement policies and programs to preserve community and cultural resources, which can include community facilities, historic landmarks, or long-standing businesses that hold cultural and historic value for the community, in new commercial development or setting.</p> <p><u>Implementation Considerations</u></p> <ul style="list-style-type: none"> • The Cities will need to identify key cultural resources that are worthy of support and perform strategic outreach to non-profit or philanthropic partners. • While more general business technical support services should be made widely available, the Cities will need to establish clear eligibility criteria that businesses must meet in order to access legacy business support. • The Cities should also work with non-profit partners to identify potential funding sources to support legacy business support programs, including funds for closing financial gaps that result from rising rents. 	<p>1G, 2B, 2C, 2F, 2K</p>
<p style="text-align: center;">STRATEGY 4 Medium Term</p>	<p>Explore innovative parking management strategies, such as a shared parking district or parking based on demand, to help accelerate redevelopment. Parking is generally expensive to build, and any reduction in requirements would enhance development feasibility, potentially generating more development interest and accelerating the redevelopment of underutilized parcels.</p> <p><u>Implementation Considerations</u></p> <ul style="list-style-type: none"> • Cities will need to evaluate station area parking demand to understand the most appropriate parking strategies to implement. • Cities should actively engage with the development community and property owners to explore the viability of redeveloping opportunity sites. 	<p>1J, 6A, 6B</p>

<p style="text-align: center;">STRATEGY 5 Medium Term</p>	<p>The introduction of the WSAB light rail line will likely attract increased private developer interest in the station area. It will be important to establish a clearly defined community benefits framework in order to support community benefits, such as the provision of public realm improvements, community facilities, or affordable housing, all of which will help make station areas more welcoming, vibrant, and perhaps most importantly, responsive to the needs of existing and future residents, business owners, and other stakeholders.</p> <p><u>Implementation Considerations</u></p> <ul style="list-style-type: none"> • The Cities will need to identify and prioritize community benefits most in need by their communities and develop a framework that directly address those needs. • This strategy may be better achieved by a representative Corridor-wide entity. This is discussed in more detail in the Corridor-wide Strategies. 	<p>1E, 1O</p>
<p style="text-align: center;">STRATEGY 6 Long Term</p>	<p>Explore the formation of Property Based Improvement Districts (PBID), which can actively market and contribute to the operational capacity of cities by maintaining Main Street corridors in a way that will attract investment and visitation.</p> <p><u>Implementation Considerations</u></p> <ul style="list-style-type: none"> • Formation of a PBID will require an individual or group of individuals to form a proponent group to gather community support for collection of the special property-owner levy. • Cities can facilitate this process by engaging with key business community members to galvanize support and articulating the benefits that a PBID. 	<p>1C</p>

STATION-SPECIFIC CONSIDERATIONS

PACIFIC/RANDOLPH

- The proposed Pacific/Randolph Station is three stops away from Downtown Los Angeles, which means it will likely be on the path of spillover development from Downtown Los Angeles, particularly as demand for residential uses continue to grow in order to support job growth and homes for living wage workers as land values in the Arts District and Fashion District neighborhoods rise. The City could adopt proactive measures to support equitable growth to mitigate potential future displacement of both residents and businesses.
- There are several surface parking lots in the station area that are viable candidates for higher density mixed-use development in the future. Redevelopment of these parcels should be a priority if the City wishes to achieve its vision of establishing the station area as a pedestrian-oriented gateway. The City could proactively engage with the owners of these properties, so that they can be included in the economic development and physical planning for the station area. Achieving early buy-in from property owners could ultimately accelerate the evolution of this station area into a higher density neighborhood.

BELLFLOWER

- The residential market surrounding this station area is strong, with higher than average sale prices for the Corridor (outside of Downtown Los Angeles), higher than average residential rents, and low vacancies. The City could pursue the redevelopment of underutilized or vacant infill sites through the Main Street Adjacent Implementation Strategies with an emphasis on residential-driven development.
- As identified in the Existing Conditions Report (Appendix A.1)), this station area has one of the lowest jobs-to-household ratios within the Corridor, which was driven by a steep decline in the number of jobs between 2010 and 2014. To help bolster day-time foot traffic in the station area, which will help to support local businesses, the city could adopt strategies to attract a greater density of employment-generating uses.
- Bellflower Station sits along a historic Main Street Corridor and significant development activity is already occurring. The city could take proactive measures to protect legacy retail tenants who are at risk of being displaced as larger, better-funded retail tenants compete for space.

PIONEER

- Pioneer station is proximate to a strong cluster of cultural retail establishments catering to South Asian and Indian communities. It will be important that this distinguishing characteristic is not overshadowed by new development. The cultural heritage of legacy businesses should be preserved within the station area.
- The WSAB transit line presents an opportunity to showcase these retailers to an even broader regional audience. The creation of a PBID could strengthen the station area as a well-known cultural retail destination.

2.2.2 INDUSTRIAL HYBRID INFILL

STATION AREAS (MUNICIPALITY)

- Slauson (Los Angeles, LA County, Vernon, Huntington Park)
- Green Line (South Gate and Paramount)
- Washington (Los Angeles)³
- Vernon (Los Angeles, Vernon)⁴

PRIORITY OBJECTIVES

- Support growth of local businesses
- Preserve quality jobs
- Attract and leverage private investment
- Provision of sustainable infrastructure

CONTEXT

Washington, Vernon, and Slauson are situated along the existing Metro Blue Line Corridor on Long Beach Avenue and sit immediately south of Downtown Los Angeles. Land uses to the east of Long Beach Avenue tend to be primarily industrial, whereas those to the west are predominantly residential or neighborhood-serving commercial. The Green Line station area is also comprised of a mix of residential and industrial uses. This creates somewhat abrupt industrial/residential interfaces, which raises concerns about environmental justice issues and general quality of life for residents in these areas. Furthermore, the public realm and built context immediately surrounding the station areas is generally lacking in pedestrian-friendly features; sidewalks are narrow and run along blank walls and fences, retail storefronts are separated from sidewalks by surface parking, and crosswalks are limited and often require traversing railroad tracks or wide, high volume streets. Therefore, it will be important that the Cities of Los Angeles, Vernon, Huntington Park, South Gate, and Paramount and County of Los Angeles focus on leveraging private investment to support needed public infrastructure improvements, enhance connectivity to the station areas, and address environmental justice concerns, while fostering the growth of local wealth through support of local businesses and the resident workforce.

IMPLEMENTATION STRATEGIES

TERM	STRATEGIES	TOOLS
STRATEGY 1 Short Term	Consider policies and programs to mitigate the negative environmental impacts of existing industrial uses on neighboring residential areas.	7A, 7B, 7D

³ Station was omitted from the WSAB alignment by the Metro Board in December of 2018.

⁴ Station was omitted from the WSAB alignment by the Metro Board in December of 2018.

<p>STRATEGY 3 Short Term</p>	<p>Implement policies to create and accelerate the production of new affordable housing and preserve existing affordable housing.</p> <p><u>Implementation Considerations</u></p> <ul style="list-style-type: none"> ○ Corridor-wide coordination is needed when considering changes to housing policies, including rent stabilization policies. Inconsistency may lead to market imbalances and competition between cities for new development. Cities should consider relying on a Corridor-wide entity for guidance. 	<p>3E, 3G, 3I, 4A, 4C</p>
<p>STRATEGY 4 Medium Term</p>	<p>Implement policies and programs to strengthen tenants' rights and mitigate displacement.</p> <p><u>Implementation Considerations</u></p> <ul style="list-style-type: none"> ○ Corridor-wide coordination is needed when considering changes to housing policies, including rent stabilization policies. Inconsistency may lead to market imbalances and competition between cities for new development. Cities should consider working with a Corridor-wide entity for guidance. 	<p>5B, 5C, 5D</p>
<p>STRATEGY 5 Medium Term</p>	<p>Proactively market existing resources, opportunity sites, and relevant incentive programs to target growth industries in the Corridor and County.</p> <p><u>Implementation Considerations</u></p> <ul style="list-style-type: none"> ● The Cities and County could coordinate with existing community organizations, such as the Chambers of Commerce, faith-based organizations, etc., to disseminate information about existing programs and offer on-site consultation services for small business owners. ● Corridor-wide Investment Attraction activities discussed in the Corridor Strategies could be leveraged to further this strategy. 	<p>1D, 2D, 2F, 2I, 2J, 7D</p>
<p>STRATEGY 6 Medium Term</p>	<p>Promote the growth of locally-owned businesses on redevelopment sites.</p> <p><u>Implementation Considerations</u></p> <ul style="list-style-type: none"> ● The Cities and County will need to allocate staff resources to work with legacy businesses. ● The Cities and County could rely on Corridor-wide Business Support Services to assist with this effort. 	<p>2C, 2F, 2G, 2K</p>

<p style="text-align: center;">STRATEGY 7 Medium Term</p>	<p>With a concentration of industrial land uses, this typology has a distinct lack of green spaces which are critical amenities for both residents and employees in the area. The Cities could actively pursue new and enhanced sources of funding for greening spaces in the station areas, including “garden hubs,” parks, and other temporary community places.</p> <p><u>Implementation Considerations</u></p> <ul style="list-style-type: none"> • For open space/park development, the City or County will need to identify potential sites that could be redeveloped into open spaces and support a long-term public engagement strategy to identify priority open space needs or amenities • The City or County should consider partnering with private developers or non-profit development partners for deployment of infrastructure as a component of redevelopment projects occurring within station areas 	<p>6H, 7G, 7H</p>
<p style="text-align: center;">STRATEGY 8 Long Term</p>	<p>Redevelopment of large industrial parcels will help enhance the connectivity of station areas by supporting streetscape improvements, subdividing large parcels with public rights of way, and providing public open space. The Cities and County should consider policies that require private development to contribute to enhancing multi-modal connectivity to WSAB stations and improving the overall quality of public realm.</p> <p><u>Implementation Considerations</u></p> <ul style="list-style-type: none"> • The Cities and County will need to identify and prioritize community benefits most in need by their communities and develop a framework that directly address those needs. • This strategy may be better achieved by a representative Corridor-wide entity. This is discussed in more detail in the Corridor-wide Strategies. 	<p>1E, 1N, 1O, 6H</p>
<p style="text-align: center;">STRATEGY 9 Long Term</p>	<p>To promote redevelopment of vacant and underutilized parcels, and to support the local workforce, the Cities and County could identify priority public or community-serving facilities, such as workforce training facilities, to be developed on vacant and underutilized sites and explore potential funding sources to support implementation.</p> <p><u>Implementation Considerations</u></p> <ul style="list-style-type: none"> • The Cities and County could utilize a Corridor-wide entity to identify key community-serving facilities for a proposed project. • The Cities and County could utilize a Corridor-wide entity to help identify potential funding sources. 	<p>6D, 6G, 7J</p>

STATION-SPECIFIC CONSIDERATIONS

SLAUSON

- While the redevelopment of functional industrial parcels is not recommended, the impacted Cities and County could consider policies to encourage uses that support higher employment densities as well as higher wages, which may include green technology, advanced manufacturing, and other high-tech uses.
- Redeveloping underutilized industrial parcels as mixed-use projects that also accommodate production, distribution, and repair uses can preserve some industrial uses while adding space for growth industries.

GREEN LINE

- Due to the location of this station adjacent to the I-105 freeway, consider public realm improvements that enhance the experience of those arriving to the station on foot or on bike. This will support greater ridership and provide benefits associated with greater foot traffic to the area.
- Redeveloping underutilized industrial parcels as mixed-use projects that also accommodate production, distribution, and repair uses would preserve some industrial uses while adding space for growth industries.

WASHINGTON⁵

- This Los Angeles station area currently has one of the highest average household sizes in the WSAB Corridor, which may indicate the presence of overcrowding, and approximately 70 percent of households are renter-occupied. Pursuing affordable housing opportunities may mitigate potential displacement resulting from redevelopment or heightened rental rates.
- This station area's proximity to the core of Downtown Los Angeles puts it in the likely path of growth of Downtown Los Angeles, particularly as the Arts District and surrounding areas are established with a mix of uses over the long term. The City should explore ways to accommodate a greater diversity of uses while preserving valuable and increasingly scarce industrial space. The City should consider examples of creative, market-aligned land use policies like the Hybrid-Industrial Live/Work ordinance as examples of policy tools to meet this objective.

VERNON⁶

- In the eastern portion of this station area, facilitate better multimodal connectivity between the station and existing major industrial employers
- Mixed use redevelopment should be concentrated in areas immediately surrounding the station, particularly on underutilized lots, such as the one on the southeast corner of Vernon Avenue and Long Beach Avenue.
- Focus on providing and preserving affordable housing to mitigate potential issues of overcrowding.
- Legacy retail protections would preserve hubs of cultural retail that are valuable to the local community, such as El Faro Plaza, which draws a primarily Hispanic consumer base from not just the surrounding area but the wider region as well.

⁵ Station was omitted from the WSAB alignment by the Metro Board in December of 2018.

⁶ Station was omitted from the WSAB alignment by the Metro Board in December of 2018.

2.2.3 LARGE SCALE REDEVELOPMENT

STATION AREAS (MUNICIPALITY)

- Firestone (South Gate)
- Paramount/Rosecrans (Paramount)
- Gardendale (Downey, South Gate, Los Angeles County)
- Gridley/183rd (Cerritos and Artesia)⁷

PRIORITY OBJECTIVES

- Attract and leverage private investment
- Reduce displacement risk
- Affordable housing preservation and development

CONTEXT

These station areas are the sites of existing and proposed commercial and institutional centers, currently surrounded by retail and industrial uses. Residential neighborhoods are in close proximity to these station areas, but they generally sit behind non-residential uses on smaller side streets or are separated from non-residential uses by wide arterial roadways. Helping these station areas transform into more vibrant, pedestrian-friendly, and mixed-use neighborhoods will require better integration of uses that are currently segregated across the station areas as well as substantial infrastructure to improve multi-modal connectivity. Therefore, the longer-term strategies here are intended to leverage private investment catalyzed by transit for public realm improvements. In the short to medium term strategies, an emphasis will need to be placed on proactive and early implementation of equity measures to protect existing residents and businesses from potential displacement. Transit investments are also likely to spur higher density development that can present the opportunity to transform these areas into denser mixed-use neighborhoods. Strategies to preserve long term development opportunities for denser development, that may not be possible in the near term, should be a key consideration in developing economic strategies.

IMPLEMENTATION STRATEGIES

TERM	STRATEGIES	TOOLS
STRATEGY 1 Short Term	Consider policies to preserve the future availability of large development sites for higher-density mixed-use developments.	1O, 1P
STRATEGY 2 Short Term	Local agencies operating within station areas can help to enhance the benefit they bring to surrounding communities by employing some members of the community that they serve. For LA County or other publicly-owned facilities, establish goals and/or requirements for hiring local workers for both the construction and permanent jobs created within station areas.	IJ, IK, IN, 2A, 2I

⁷ Station was omitted from the WSAB alignment by the Metro Board in December of 2018.

STRATEGY 3 Short Term	Evaluate economic development opportunities during the update of land use plans and design policies that support equitable economic development.	1F, 1O, 2J, 6A, 6B
STRATEGY 4 Short Term	Implement policies to create and accelerate the production of new affordable housing and preserve existing affordable housing. <u>Implementation Considerations</u> <ul style="list-style-type: none"> ○ Corridor-wide coordination is needed when considering changes to housing policies, including rent stabilization policies. Inconsistency may lead to market imbalances and competition between cities for new development. Cities should consider relying on a Corridor-wide entity for guidance. 	3A, 3D, 3E, 3F, 3H, 3I, 4A, 4C
STRATEGY 5 Short Term	Implement policies and programs to strengthen tenants' rights and mitigate displacement. <u>Implementation Considerations</u> <ul style="list-style-type: none"> ○ Corridor-wide coordination is needed when considering changes to housing policies, including rent stabilization policies. Inconsistency may lead to market imbalances and competition between cities for new development. Cities should consider relying on a Corridor-wide entity for guidance. 	5A, 5B, 5G
STRATEGY 6 Short Term	Implement a set of tools and incentives to preserve commercial space affordability for small businesses and businesses owned by underrepresented minorities, with a focus on increasing ownership opportunities, creating stability and wealth-creation in changing neighborhoods, and helping small businesses with legal and technical assistance. <u>Implementation Considerations</u> Cities will need to allocate staff resources to work with established partners.	2C, 2D, 2F, 2K
STRATEGY 7 Short Term	To ensure that existing and future residents can maintain their health and wellbeing despite their proximity to existing industrial uses, consider policies that will help to mitigate the negative environmental impacts of industrial uses on neighboring residential communities.	7A, 7B, 7D, 7G, 7K

<p>STRATEGY 8 Medium Term</p>	<p>Implement policies that require private development to contribute to enhancing multi-modal connectivity to WSAB stations and improving the overall quality of the public realm.</p> <p><u>Implementation Considerations</u></p> <ul style="list-style-type: none"> • The Cities will need to identify and prioritize community benefits most in need by their communities and develop a framework that directly address those needs. • This strategy may be better achieved by a representative Corridor-wide entity. This is discussed in more detail in the Corridor-wide Strategies. 	<p>1E, 1O, 6H</p>
<p>STRATEGY 9 Medium Term</p>	<p>Proactively engage with property owners to encourage redevelopment of large, underutilized parcels, and implement policies to accelerate redevelopment of parcels that are currently vacant or owned by absentee landlords.</p>	<p>1B, 1H, 6C</p>
<p>STRATEGY 10 Medium Term</p>	<p>Consider shared parking districts to reduce the amount of developable land dedicated to parking and lessen the burden on the private development community, possibly in exchange for the provision of community benefits or affordable housing and commercial spaces.</p>	<p>1J, 6A, 6B</p>
<p>STRATEGY 11 Medium Term</p>	<p>Support the growth of small, locally-owned businesses, and help to ensure a place for small businesses in new developments.</p> <p><u>Implementation Considerations</u></p> <ul style="list-style-type: none"> • Cities will need to allocate staff resources to work with established partners and local community organizations. 	<p>2C, 2F, 2K</p>
<p>STRATEGY 12 Medium Term</p>	<p>Actively pursue new and enhanced sources of funding for greening spaces in the station areas, including “garden hubs,” parks, and other temporary community places.</p> <p><u>Implementation Considerations</u></p> <ul style="list-style-type: none"> • For open space/park development, the City or County will need to identify potential sites that could be redeveloped into open spaces and support a long-term public engagement strategy to identify priority open space needs or amenities • The City or County may consider partnering with private developers or non-profit development partners for deployment of infrastructure funding as a component of redevelopment projects occurring within station areas 	<p>6I, 7F, 7G, 7H, 7K</p>

STRATEGY 13 Medium Term	Support equity building and local wealth creation through policies and programs that support the production of for-sale affordable units and to expand down-payment assistance to first-time moderate-income buyers.	3A, 5A
STRATEGY 14 Medium Term	Expand workforce development efforts, leveraging existing programs and establishing new partnerships to build a pipeline of skilled workers from currently underrepresented groups.	2G, 2H, 2I

STATION-SPECIFIC CONSIDERATIONS

FIRESTONE

- The Firestone Station is adjacent to an existing thriving commercial center. Future development should include complimentary uses and include options for shared or reduced parking.
- The Station Area includes large industrial parcels with potential contamination issues. This may pose a challenge to future development and should be considered in financial feasibility analyses related to the provision of community benefits and affordable housing.
- Firestone station is located at the very busy and physically large intersection of Atlantic Avenue and Firestone Boulevard. Non-motorized connectivity across this intersection will encourage ridership and enhance connectivity between the station and the residential neighborhoods to the west of Atlantic Avenue.

PARAMOUNT/ROSECRANS

- This station area is perhaps the best candidate for major redevelopment, given the large swaths of surface parking that exist south of Rosecrans Avenue. A Master Planned community would provide an opportunity to integrate housing for a mix of incomes, entertainment, restaurants, retail, and open space.
- Leverage the regional importance of the Paramount Swap Meet to support a more diverse mix of commercial uses, which can be complemented by residential-driven mixed-use development. This would allow a greater intensity of uses to occupy these areas, which will help to support a more evenly activated mixed-use district.
- The City should consider how the Station can be integrated into future Master Plans so that it plays a significant role in connecting parts of the City and providing transit access.

GARDENDALE

- The presence of large Los Angeles County-owned facilities presents a major opportunity to enhance the positive impact of the WSAB transit line at this station. The County-owned facilities can be leveraged to support local community and economic development objectives, which will require proactive coordination between the Cities of Downey and South Gate, and the County.
- There are significant opportunities in this station area to add employment uses, green space, and to

partner with institutions to support workforce development.

GRIDLEY/183RD⁸

- This station area is located adjacent to the Los Cerritos Center, an existing and highly successful regional shopping destination. This station area's long-term potential to become a truly mixed-use, transit-supportive district, however, hinges upon the willingness of the owner(s) of Los Cerritos Center and other private property owners to convert low-intensity uses, such as surface parking lots, into residential-driven mixed-use development.
- As a regional employment hub, Cerritos should look for opportunities to attract better quality jobs and provide a broader range of employment opportunities for residents.

⁸ Station was omitted from the WSAB alignment by the Metro Board in December of 2018.

2.2.4 RESIDENTIAL ARTERIAL INFILL

STATION AREAS (MUNICIPALITY)

- Florence/Salt Lake (Bell, Cudahy, Huntington Park)

PRIORITY OBJECTIVES

- Provision of sustainable infrastructure
- Affordable housing preservation and development
- Supporting local wealth creation

CONTEXT

This station area is primarily residential with limited amounts of retail and/or industrial uses on major roadways. While much of the housing stock consists of single-family homes, it is important to note that the majority of households in the station area are, in fact, renting their homes. As such, it will be important that measures are in place to protect residents who are at risk of displacement. Economically distressed residents will also need adequate preparation and empowerment policies to ensure that potential economic opportunities that are opened by the transit line can be accessible to them. Finally, enhanced connectivity between station area neighborhoods will be critical in supporting both ridership as well as the improvement in quality of life that the transit line can bring. As such, strategies here are aimed at enhancing access to opportunity, financial empowerment, protecting against displacement, and enhancing access to community amenities and resources.

IMPLEMENTATION STRATEGIES

TERM	STRATEGIES	TOOLS
STRATEGY 1 Short Term	Devise policies that maintain the character of existing single-family neighborhoods while creating opportunities for higher density affordable and mixed-income housing development.	3D, 3F, 4C, 4D
STRATEGY 2 Short Term	Implement policies and programs to strengthen tenants' rights and mitigate displacement. <u>Implementation Considerations</u> Corridor-wide coordination is needed when considering changes to housing policies, including rent stabilization policies. Inconsistency may lead to market imbalances and competition between cities for new development. Cities should consider relying on a Corridor-wide entity for guidance.	5A, 5B, 5E, 5G

STRATEGY 3 Short Term	Engage with potential partners to develop a localized comprehensive financial empowerment program, focused on using existing resources and allocations from new funding sources for economic development.	2C, 2F, 2G, 2K
STRATEGY 4 Short Term	Support equity building and local wealth creation through policies and programs that support the production of for-sale affordable units and to expand down-payment assistance to first-time moderate-income buyers.	3A, 3G, 3H
STRATEGY 5 Medium Term	Partner with public agencies, foundations, and other non-profit organizations to enhance access to public amenities, such as open space, recreational facilities, and others.	1J, 6H, 7G, 7H, 7K
STRATEGY 6 Medium Term	Consider tools to support the funding of green infrastructure.	6A, 6B, 6C, 6D, 6E, 6G, 6H, 6I

STATION SPECIFIC CONSIDERATIONS

FLORENCE/SALT LAKE

- Florence/Salt Lake is located within close proximity to Salt Lake Park and other important public recreational facilities in the City of Huntington Park (used by Cudahy and Bell residents as well). Currently, the mix of commercial/industrial uses, streetscape improvements, and wayfinding located along Florence Avenue does not adequately respond to the fact that this public facility is there or the significant bus stops. More neighborhood-serving uses could enhance the economic development potential of the WSAB transit line, as it would benefit from the increased foot traffic generated by the rail line coupled with foot traffic generated by the park.

2.2.5 HIGH DENSITY WALKABLE MIXED-USE

STATION AREAS (MUNICIPALITY)

- Arts District South (Los Angeles)
- Little Tokyo (Los Angeles)
- South Park/Fashion District (Los Angeles)

PRIORITY OBJECTIVES

- Provision of affordable housing
- Leveraging private investment
- Local wealth creation

CONTEXT

The station areas in this typology are all situated within the boundaries of Downtown Los Angeles, which has seen a wave of residential construction and redevelopment over the past several years. This momentum positions these station areas well to become high-density mixed-use destinations, but it will be important that future development does not come at the cost of the quality of life of economically vulnerable existing and future residents. Therefore, it will be important that anti-displacement measures are fully in place before the area becomes even more built out, and affordable housing resources, such as single-room occupancy (SRO) dwellings, at risk of demolition or redevelopment into market-rate housing. Furthermore, these station areas are all situated near or fully within districts that were wholly zoned for industrial uses. Thus, many public amenities, including open space, crosswalks, and street lighting, are not provided to a standard that is generally accepted in more residential districts. New development, therefore, must be leveraged to enhance the public realm.

IMPLEMENTATION STRATEGIES

TERM	STRATEGIES	TOOLS
STRATEGY 1 Short Term	<p>Implement policies to create and accelerate the production of new affordable housing and preserve existing affordable housing.</p> <p><u>Implementation Considerations</u></p> <ul style="list-style-type: none"> ○ Corridor-wide coordination is needed when considering changes to housing policies, including rent stabilization policies. Inconsistency may lead to market imbalances and competition between cities for new development. Cities should consider relying on a Corridor-wide entity for guidance. 	<p>3E, 3H, 3I</p> <p>4B, 4D</p>
STRATEGY 2 Short Term	<p>Implement policies and programs to strengthen tenants' rights and mitigate displacement.</p> <p><u>Implementation Considerations</u></p> <ul style="list-style-type: none"> ○ Corridor-wide coordination is needed when considering changes to housing policies, including rent stabilization policies. Inconsistency may lead to market imbalances and competition between cities for new development. Cities should consider relying on a Corridor-wide entity for guidance. 	<p>5B, 5C, 5F, 5G</p>

STRATEGY 3 Short Term	Implement a set of tools and incentives to preserve commercial space affordability for small businesses and businesses owned by underrepresented minorities, with a focus on increasing ownership opportunities, creating stability and wealth-creation in changing neighborhoods, and helping small businesses with legal and technical assistance.	2B, 2C, 2D, 2E, 2F, 2K
STRATEGY 4 Short Term	Pursue policies to encourage adaptive reuse of obsolete or underutilized buildings, particularly for the purpose of developing housing.	1A, 1B, 1H, 1L
STRATEGY 5 Medium Term	Consider strategies to support the funding of green infrastructure.	6A, 6B, 6C, 6D, 6I

STATION-SPECIFIC CONSIDERATIONS

LITTLE TOKYO

- Little Tokyo has a unique mix of residents and businesses. To preserve the character of the station area and avoid displacement, economic and community development goals need to be balanced with the maintenance of residential and commercial affordability.

ARTS DISTRICT SOUTH

- Despite significant development potential, this formerly industrial-focused area is still inhospitable to non-motorized transportation. Improvements in multi-modal connectivity, such as sub-dividing large parcels with public rights of way or setting maximum block sizes for new development, will improve the walkability of this station area.

SOUTH PARK/FASHION DISTRICT

- The fashion industry is an important creative industry in the Los Angeles Region and existing businesses should be protected from displacement as buildings and land are converted into residential-driven mixed use. Early efforts should be focused on understanding the needs of the local business community, particularly within the Fashion District, and implementing policies that will support their continued success in light of an already transforming neighborhood.
- Projects such as City Market South demonstrate the latent demand for architecturally unique commercial spaces. The retail and restaurant tenants occupying these spaces, however, sometimes do not meet the needs of the existing community. Future commercial development should balance the needs of existing residents and business owners with market demand.

3 ECONOMIC DEVELOPMENT TOOLKIT

3.0 ECONOMIC IMPLEMENTATION TOOLKIT

The **Economic Implementation Toolkit** (“Toolkit”) is a set of potential policies, partnerships, and funding mechanisms to help municipalities leverage the transformative potential of the West Santa Ana Branch (“WSAB”) transit line. It is intended to help WSAB communities understand the range of tools available to the Corridor and individual municipalities as they adopt the Corridor-Wide and Station Area Typology Economic Implementation Strategies (“Strategies”). The Toolkit consists of seven general thematic objectives, including **community revitalization, local workforce development and small business preservation, the creation and preservation of affordable housing, protection against displacement, the provision of sustainable infrastructure, and cleanup and “greening” efforts**. However, all of these tools serve multiple bottom-line benefits and should be implemented in conjunction with existing city or municipality efforts.

	TOOL	TYPE
1. TOOLS TO SUPPORT COMMUNITY REVITALIZATION	1A. Develop a centralized inventory of publicly-owned parcels in station areas and surrounding areas to identify vacant or underutilized parcels with economic development potential.	Policy
	1B. Impose a fee on land that remains vacant for two or more years to encourage redevelopment , administered and determined by individual cities or municipalities in coordination with Los Angeles County departments, which could generate and update a list of vacant properties on a Countywide basis.	Policy
	1C. Consider the formation of Business Improvement Districts (“BIDs”) or Property Based Improvement Districts (“PBIDS”) or similar entities to engage with property owners and stakeholder organizations and to actively market neighborhoods to attract investment and visitation.	Policy
	1D. Proactively market existing city and/or county resources to key industries , which will include cost-of-doing business support, financial and technical assistance, networking/educational opportunities.	Policy
	1E. Develop a “community benefits framework” as part of future specific plans and other statutory land use documents , which should include building flexibilities or density bonuses for developers in exchange for affordable housing or other community-serving purposes.	Policy
	1F. Establish local steering committees in station areas to develop short- and medium-term neighborhood action plans that identify key economic challenges and opportunities and include marketing/placemaking strategies to better promote the neighborhood and its assets.	Partnership
	1G. Partner with local community organizations to create new informational/educational programs that convey community history and showcase important historic neighborhood resources .	Partnership

	TOOL	TYPE
1. TOOLS TO SUPPORT COMMUNITY REVITALIZATION (CONT.)	1H. Coordinate with the County of Los Angeles to attain right of first refusal on tax-delinquent properties that would otherwise be disposed of in auction, and then acquire them for economic development uses.	Partnership
	1I. Coordinate with public agencies to develop preferred development programs for publicly-owned sites that are both market-supportable and responsive to the needs of surrounding communities.	Partnership
	1J. Identify opportunities for shared amenities (parking, retail, co-working spaces, open-space investment) to support investments that advance economic development , including coordination with local transportation departments or public utilities to package investments that achieve General or Specific Plan objectives and bolster economic development.	Partnership
	1K. Leverage pending investment opportunities by coordinating with local steering committees and city economic development leaders to ensure that Metro and other public agency investments support economic growth within each station area.	Partnership
	1L. In designated Opportunity Zone (“OZ”) areas,* enact strategies to attract and retain new OZ funding and consider partnering with community development financial intuitions to consider launching Opportunity Funds (the entity charged with deploying Opportunity Zone capital). <i>*Note: OZ designations exist only in a few communities near the central and northern part of the Corridor, including parts of South Gate, Huntington Park, and Los Angeles.</i>	Partnership
	1M. In qualified New Markets Tax Credit (“NMTC”) areas,* pursue funding through Community Development entities, which provide equity and loans for place-based and other projects in qualified NMTC tracts. <i>*Note: Almost all Corridor localities have qualified NMTC areas.</i>	Partnership
	1N. Support outreach to community and development stakeholders in the implementation of joint development on Metro-owned properties near station areas.	Partnership
	1O. Consider adopting formalized land use plans , such as Specific Plans with program environmental impact (“EIR”) reports, which can streamline the development approval process and reduce perceived risk by developers.	Policy
	1P. Consider establishing a minimum unit density requirement or floor area ratio (“FAR”) in specific plan areas, which can help advance the goals of developing functional, economically-successful, and enjoyable transit districts.	Policy

	TOOL	TYPE
2. TOOLS TO SUPPORT SMALL BUSINESSES AND THE LOCAL WORKFORCE	2A. Establish local hiring requirements for both the construction and permanent jobs created within station areas.	Policy
	2B. Enact protections for legacy and “culturally-significant” businesses , which should include establishing an online registry for qualifying businesses and developing financial tools to help qualifying businesses renew leases.	Policy
	2C. Adopt an affordable commercial space-bonus ordinance in land use plan updates , which could provide floor area ratio bonuses to developers that set aside and/or preserve affordable spaces and small and underrepresented businesses.	Policy
	2D. Provide small business management and training classes , consulting services, business counseling, and other resource information in all languages spoken by local community members.	Policy
	2E. Establish a street vendor permitting system and establish designated areas to allow or prohibit street vending.	Policy
	2F. Partner with local nonprofits to develop free or low-cost business development and retention programs to strengthen local businesses and better prepare them for economic stress.	Partnership
	2G. Work with the Los Angeles County Center for Financial Empowerment and other local nonprofits to develop a localized comprehensive financial empowerment program for economically-distressed residents , which should include free professional financial counseling, skills-building classes, and tax preparation services.	Partnership
	2H. Partner with local nonprofits and workforce development centers to develop job and skills training programs tailored to the needs of local residents facing barriers to employment.	Partnership
	2I. Facilitate coordination between the local school districts, local community colleges and universities, and technology industry leaders to set curriculum guidelines to increase the diversity of the region’s skilled workforce and increase access to opportunity.	Partnership
	2J. Explore partnerships with nonprofits to establish station area industry-specific “incubators” to provide affordable space to early stage businesses, facilitate knowledge-sharing and technical support, and offer gathering spaces for local entrepreneurs.	Partnership
	2K. Prioritize use of existing funding sources, such as Community Development Block Grants (“CDBGs”), to directly support business technical support programs and financial assistance , such as small business microloans.	Funding

	TOOL	TYPE
3. TOOLS TO SUPPORT THE CREATION OF AFFORDABLE HOUSING	3A. Consider developer incentives for new affordable for-sale units , including additional “density bonuses” for creation of for-sale affordable housing units for low- and moderate-income homeowners.	Policy
	3B. Implement affordable housing land use covenants for parcels receiving land use concessions within station areas to obligate owners to design a specific number and/or type of dwelling unit and enforce restrictions on short-term rentals to preserve the affordable rental stock.	Policy
	3C. Implement a clearly defined and streamlined development approvals framework that incentivizes inclusion of affordable housing in new, market-rate housing developments to lessen the level of perceived risk to invest in specific station areas.	Policy
	3D. Consider changing city and municipality regulations to allow for the construction of new or legal permitting of existing Accessory Dwelling Units (“ADUs”) , resident units that are on a lot with an existing single-family home.	Policy
	3E. Pursue joint development opportunities on publicly-owned sites to provide affordable housing and other community-serving uses.	Partnership
	3F. Work with nonprofits and community organizations to develop a program to help homeowners rent out ADUs to Section 8 tenants.	Partnership
	3G. Enhance opportunities for affordable and/or supportive housing developers to acquire property through proper utilization of the Statewide Surplus Land act.	Partnership
	3H. Pursue new sources of funding for affordable housing , including a “linkage fee” on new market-rate residential development, to provide new down-payment and other forms of assistance to first-time buyers.	Funding
	3I. Identify locally-generated funding sources to support the acquisition of parcels for development of affordable housing in partnership with nonprofit developers, utilizing public and private land, as available.	Funding
4. TOOLS TO SUPPORT THE PRESERVATION OF AFFORDABLE HOUSING	4A. Consider the implementation of a rent stabilization ordinance to protect the affordability of existing naturally-occurring affordable housing stock.	Policy
	4B. Pursue policies to preserve existing Single-Room Occupancies (“SROs”) dwellings and to increase supportive services to existing residents	Policy

	TOOL	TYPE
4. TOOLS TO SUPPORT THE PRESERVATION OF AFFORDABLE HOUSING (CONT.)	4C. Provide technical and financial support to new and existing Community Land Trusts (“CLTs”) , which support the acquisition or development of naturally affordable housing units, long-term ownership for lower-income owners, and community-driven development.	Partnership
	4D. Direct foreclosure registry revenues to fund the rehabilitation of homes , including assisting low-income homeowners to fix code violations.	Funding
5. TOOLS TO PROTECT AGAINST DISPLACEMENT	5A. Provide financial assistance to low- and moderate-income homeowners , including down payment assistance and rolling energy efficiency and renewable tech components into low-income mortgages to decrease long-term costs.	Policy
	5B. Consider adopting a mix of policy interventions to protect tenants’ rights , including tenant anti-harassment policies, ‘Just Cause’ eviction policies and limiting low-fault evictions.	Policy
	5C. Enact a requirement for one-for-one redevelopment of affordable housing units in the face of new development.	Policy
	5D. Impose right-to-return policies for existing residents in good standing in redeveloped affordable housing and establish a commitment not to raise rents above pre-redevelopment levels for existing residents in redeveloped buildings.	Policy
	5E. Minimize the harmful displacement impacts of residential demolitions or conversions through proactive regulation, including limitations on the total number of conversions that may be approved in any one-year period.	Policy
	5F. Partner with local community organizations to develop a program to provide culturally-appropriate education on tenants’ rights in their respective jurisdictions , including existing tenant anti-harassment policies, ‘just cause’ eviction policies, and policies that limit ‘low-fault’ evictions	Partnership
	5G. Encourage proactive coordination between city/municipality departments and tenants’ rights organizations to support the implementation and enforcement of tenant protections.	Partnership
6. TOOLS TO SUPPORT THE PROVISION OF SUSTAINABLE INFRASTRUCTURE	6A. Establish a parking district to create and manage a stock of shared parking alternatives for local businesses.	Policy
	6B. Develop a parking management strategy to regulate the supply of parking, plan for the creation of new parking facilities, create shared parking plans, regulate fees, and plan for the adaptive reuse of underutilized parking structures.	Policy

	TOOL	TYPE
6. TOOLS TO SUPPORT THE PROVISION OF SUSTAINABLE INFRASTRUCTURE (CONT.)	6C. Consider implementing new developer impact fees to fund infrastructure improvements in station areas.	Policy
	6D. Utilize new tax increment financing (“TIF”) tools to fund redevelopment, infrastructure and other community-improving projects. These include Enhanced Infrastructure Financing Districts (“EIFDs”) , which divert local property tax revenues to either pay directly for or issue bonds for the construction of infrastructure and public facility improvements, and	Funding
	6E. Consider establishment a Community Facilities District (“CFD”) to fund operations and maintenance of public infrastructure in station areas, which are special districts authorized to levy a special tax and issue tax exempt bonds for financing of public facilities and services.	Funding
	6G. Pursue “Qualified” tax-exempt Private Activity Bonds (“PABs”) , which are issued by the California Municipal Finance Authority on behalf of private entities and are one of the most common financing sources for brownfield remediation costs.	Funding
	6H. Explore the application of Safe Routes to School (“SRTS”) Grant Program , a State and Federal funding grant program administered by Caltrans, which provides eligible infrastructure projects that enhance student bicycle and pedestrian access to local schools.	Funding
	6I. Apply for the State of California’s Infill Infrastructure Grant Program , which funds infill housing development programs and could be used for Corridor improvements.	Funding
7. TOOLS TO ADDRESS ISSUES OF POLLUTION AND SUPPORT “GREENING”	7A. Establish overlay districts, such as a “Clean Up Green Up district , to supplement conventional zoning districts and establish targeted guidelines for areas where cumulative health impacts are more significant, such as industrial areas or heavily trafficked transportation corridors.	Policy
	7B. Impose the use of setbacks, buffers, ventilation systems, and other design standards on industrial parcels that abut residentially zoned land or land on which publicly habitable space exists to minimize pollution burdens on the surrounding community.	Policy
	7C. Create green buffers on publicly owned rights-of-ways to reduce the amount of particulate matter in residential areas and facilitate the introduction of species that will thrive under current and future conditions.	Policy
	7D. Create a clean energy incentives program for new and existing industrial and commercial businesses and provide technical and financial support for greening to help businesses meet clean energy certification requirements i.e. Property Assessed Clean Energy Programs (PACE).	Policy

	TOOL	TYPE
7. TOOLS TO ADDRESS ISSUES OF POLLUTION AND SUPPORT “GREENING” (CONT.)	7E. Explore the application of Congestions Mitigation and Air Quality Improvement Program (“CMAQ”) funding, which may be used for a transportation project or program that is likely to contribute to the attainment or maintenance of a national ambient air quality standard, with a high level of effectiveness in reducing air pollution.	Funding
	7F. For greening spaces in station areas, pursue Community Development Block Grants (“CDBGs”) and HOME Investment Partnerships, both of which can be used for community revitalization.	Funding
	7G. Consider pursuing funding through the California Urban Greening Program, which supports projects that reduce GHG emissions by establishing and enhancing parks and open space, greening lands and structures, and establishing green streets and alleyways;	Funding
	7H. Apply for California Re-Leaf Program funding, which provides funding for tree planting and “green innovation” projects in low-income communities.	Funding
	7I. Consider the application of the Affordable Housing and Sustainable Communities (“AHSC”) Programs, which can be used to fund a range of housing-related infrastructure improvements.	Funding
	7J. For brownfield cleanup, consider applying to the Environmental Protection Agency’s Brownfield Grants Program, which provides multiple direct funding sources for brownfields assessment, cleanup, revolving loans, and technical assistance.	Funding
	7K. Seek funding for parks, recreation, open spaces, neighborhood recreation and senior centers, and other community amenities through the Safe, Clean Neighborhood Parks and Beaches Measure of 2016 (Measure A)	Funding