



Urban Land **Los Angeles**
Institute



A ULI BUILDING HEALTHY PLACES REPORT

LYNWOOD CONNECTIVITY PLAN

FEBRUARY 2017

ULI MISSION STATEMENT

At the Urban Land Institute, our mission is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

ABOUT ULI COMMUNITY ASSISTANCE PANELS

In keeping with the Urban Land Institute mission, Community Assistance Panels are convened to provide pro-bono planning and development assistance to public officials and local stakeholders of communities and nonprofit organizations to help implement a health-oriented policy or project.

A group of diverse professionals representing the full spectrum of land use and real estate disciplines typically spend two days visiting and analyzing the built environments, identifying specific planning and development issues, and formulating realistic and actionable recommendations to move initiatives forward in a fashion consistent with the client's goals and objectives.

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EXECUTIVE SUMMARY



By creating a Connectivity Plan, the City of Lynwood hopes to improve the health and quality of life of its residents.

ASSIGNMENT AND PROCESS

The Urban Land Institute – Los Angeles (ULI LA) “Building Healthy Places” initiative is partnering with the city of Lynwood to create a Connectivity Plan for the city. Lynwood has outlined a need to enhance connectivity throughout the city and especially between the city’s Linear Park (pictured above), the L.A. River, the Metro Green Line, and local hospitals, schools, and other destinations in addition to a need to increase opportunities for active transportation and healthy recreation. By making these connectivity improvements, the city of Lynwood hopes to improve the health and quality of life of its residents.

To create the Lynwood Connectivity Plan (Connectivity Plan), ULI LA formed a panel to review existing planning, policy documentation, and stakeholder input, before producing a report and implementation roadmap for the Connectivity Plan. The panel convened for two days of fact-finding and discussion at Bateman Hall in the city of Lynwood. As part of this two-day charrette process, the ULI panel reviewed relevant city ordinances, the city’s Safe and Healthy Communities Element, and other existing planning plans and maps of the study area. Panelists also took a guided tour of the study area and engaged with stakeholders and city staff to gather input on local priorities, goals, and preferences.

KEY QUESTIONS

In creating the Lynwood Connectivity Plan, the panel addressed the following questions and issues:

- What are the critical aspects of a Connectivity Plan?
- How can the existing infrastructure be best leveraged to create meaningful connections?
- What will make people want to use the envisioned connectivity?
- What design guidelines should be followed to ensure healthy choices?
- What design principles should guide subsequent projects and programs?
- How should the process of implementation be planned?
- What funding sources may be available for implementation?
- What other partners should be included?

MAJOR CONCLUSIONS

The city of Lynwood is fortunate to benefit from assets including a that many communities in Southern California would envy—a station along the Metro light rail system, regional bus routes, proximity to the L.A. River, and a unique and rich retail and cultural destination at Plaza Mexico. In addition, the size of the city makes it appropriate for prioritizing walkability, and leveraging transit connections to other communities.

The city of Lynwood is adding to its current roster of assets, by completing several health-focused planning processes, including the Lynwood Safe and Healthy Communities General Plan Element, the Lynwood Bicycle and Pedestrian Transportation Plan, and the Lynwood Transit Area Specific Plan. The city has also completed recent public space projects, such as the new Linear Park. With the amount of attention the city has already given to these ideas, the ULI panel hopes the proposed Connectivity Plan provides a focused vision that bolsters advocacy for the stated goals related to mobility and health of the city of Lynwood.

The primary physical changes recommended in this report would supplement those assets by creating a “mesh” of connectivity throughout the city, with bike paths, pedestrian infrastructure, and improved access to transit and public spaces. This mesh of connectivity requires prioritizing a system of multi-modal circulation alternatives, acknowledging the significance of specific corridors, alternative modes of transport, specific destinations, and ensuring that the mesh is deliberately and carefully extended to residents in every neighborhood throughout the entire city.

For any of these potential improvements to benefit the residents of Lynwood, the city must consider the experience of all the residents moving around the city. User experience, personal comfort, design standards, wayfinding, and branding should all be considered as essential elements of any proposed changes. Moreover, investments in public safety, such as improved streetlights and traffic calming along bike and pedestrian routes, will determine the success of these investments.

investments in public safety, like installing better streetlights and slowing automobile traffic along bike and pedestrian routes, will determine the success of the connectivity investments.



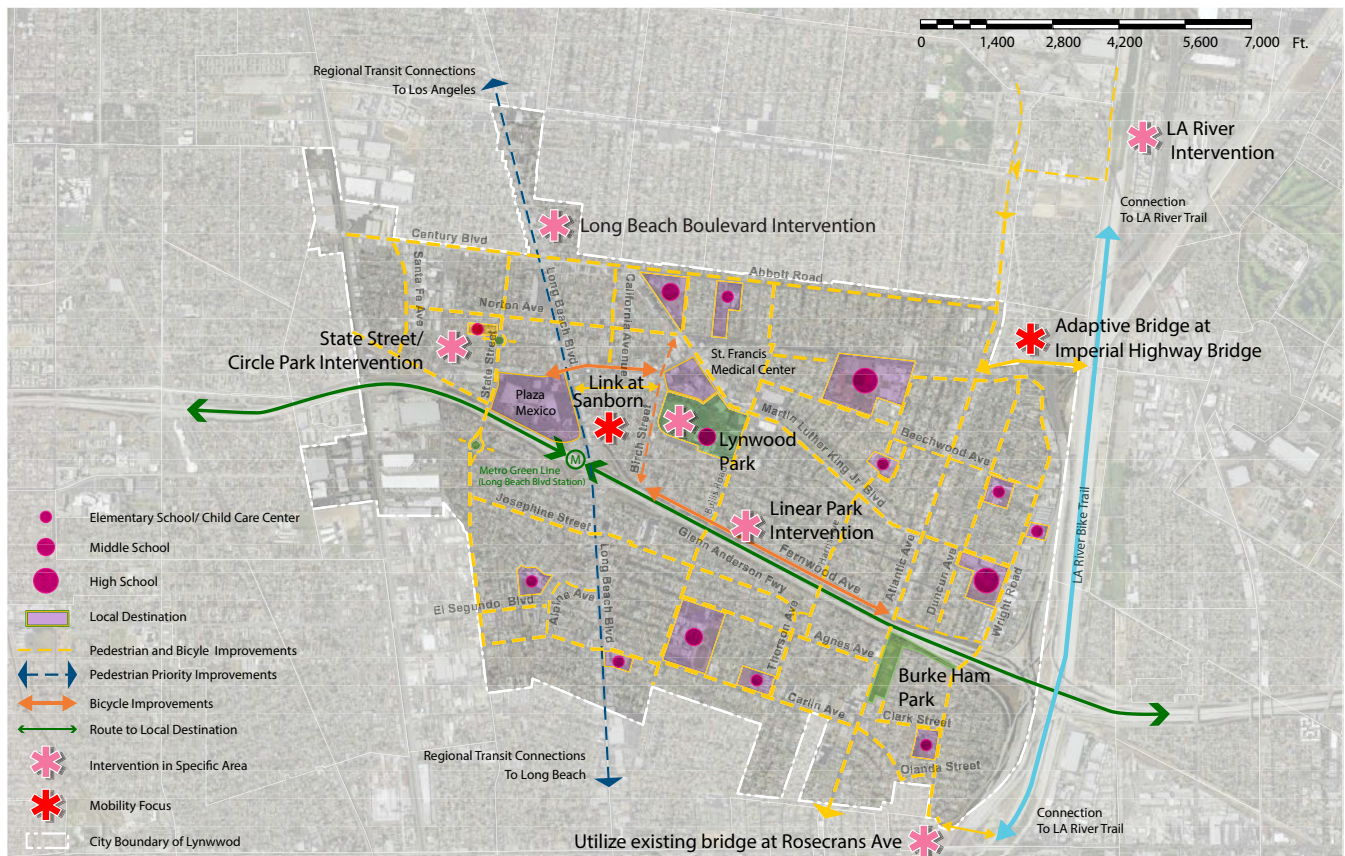
Bike and pedestrian improvements, as one contributor to the mesh of connectivity, can take many forms; for instance, there are different varieties of bike lanes, many options for configuring automobile lanes, and many possible design choices when enhancing the urban tree canopy or setting standards for building frontages. Deciding on what levels of infrastructure and design to deploy at different points around the city will require constant reference to the guiding principles of connectivity, however, without losing sight of the city's larger goals.

The primary physical changes recommended in this report would supplement existing assets by creating a "mesh" of connectivity throughout the city, with bike paths, pedestrian infrastructure, and improved access to transit and public spaces.

A key part of the implementation of this and any future connectivity investments will be generating community ownership for the ideas of connectivity, active transportation, and public health. To ensure a full schedule of programming and community buy-in, the ULI Connectivity Plan also offers a list of potential partnerships. These partnerships

will be necessary not only for acquiring funding, but also for generating ideas about the kinds of activities and programming that will attract more residents to the city's destinations.

With this report, Lynwood announces its leadership in a new era of public health—one that works together with the planning and design professions to address environmental and social factors. A sample of desirable outcomes for the future of Lynwood, with the help of this plan and others like it, would be to lower crime, decrease obesity among children and adults, and lower the rate of heart disease and other chronic health risks. Lynwood—with all its residents, workforce, families, and business and political leaders—is invited to carry forth this effort to improve the public health of the community.



ULI'S COMMUNITY ASSISTANCE PANELS

ULI AND LYNWOOD CONNECTIVITY PLAN PROCESS

Prior to the charrette days, ULI members met with representatives from the city of Lynwood and local stakeholders to determine the scope of the panel assignment. ULI selected panel members with practiced and professional skills that address the stated objectives for the Connectivity Plan, as provided by the city of Lynwood. Panel members reviewed background materials prepared by ULI and the city of Lynwood prior to participating in a charrette held on August 25-26, 2016.

The ULI also attended local community meetings to circulate a survey that asked community members for feedback on the health and planning issues of importance to the community. In total, the survey gathered responses from 112 community members. The survey explained the concepts of connectivity before asking respondents for their feedback.

On the first day of the charrette, panel members toured the study area with representatives and later met with key stakeholders. On the second day, panelists worked through an intensive analysis on the specified issues before presenting their findings to the general public and program sponsors at a hearing that took place at Bateman Hall in the city of Lynwood.

ULI PANEL OF EXPERTS

For the Lynwood Connectivity Plan, the Los Angeles chapter of ULI's Building Healthy Places Initiative convened a panel of professionals representing a variety of disciplines connected to public health, land use, and real estate development, such as architecture and urban design, economic analysis, and development financing. The ULI panel members brought a robust array of professional expertise relevant to the city's objectives for the study and a working knowledge in the sectors of business, the real estate market, and the design typologies common in the study area. All panel members volunteered to participate in the panel process and did not receive compensation for their work.

ULI'S BUILDING HEALTHY PLACES INITIATIVE

ULI's Building Healthy Places Initiative is a multifaceted program—including research and publications, convenings, and advisory activities—leveraging the power of the Institute's global networks to shape projects and places in ways that improve the health of people and communities. Locally, ULI LA's member-led Building Healthy Places Committee has embarked on a comprehensive work program addressing the intersection of health and land use. This work program has included: the building of a cross-disciplinary health network, the drafting of a Toolkit to provide policy makers with guidance on implementing health-oriented policies and projects, and this pilot project providing technical assistance to the city of Lynwood.

During the two day charrette, participants met with key staff and stakeholders, and toured the city.



LYNWOOD COMMUNITY CONTEXT

“The city of Lynwood is one of a growing number of jurisdictions across the country that recognizes the importance of planning for community health, as part of the city’s broader efforts for creating a safe and attractive community with a high quality of life.” Those words begin the Existing Conditions report for the Lynwood Safe and Healthy Communities General Plan Element, which illustrates not only that the city recognizes the importance of planning for community health, but that they are actively working toward these goals. Faced with a unique set of demographic, public health, and built environment realities, Lynwood’s work can achieve potentially significant and long lasting benefits, while also serving as an example to communities around the Southern California region.

The city includes an elevated station serving the Metro Green Line light rail line and regional buses offering affordable alternatives for regional mobility.



Lynwood totals 4.8 square miles, located in the heart of the coastal plain of Southern California and less than ten miles south of Downtown Los Angeles. Lynwood borders the city of South Gate to the north, the city of Compton to the south, the city of Downey to the east, and unincorporated Willowbrook and the city of Los Angeles neighborhood of Watts to the west. The I-105 freeway bisects Lynwood running east-west. Lynwood is also bordered to the east by the I-710 freeway, which runs north-south and connects the ports of Long Beach and Los Angeles with Downtown Los Angeles and East Los Angeles. The two freeways contribute to lower air quality with significant impacts to the health of residents.

The Los Angeles River runs north-south along the city’s eastern border, providing a bike path along the city’s edge but still lacking the financial, political, and creative investment to achieve its immense potential as a regional recreational space. The city also includes an elevated station serving the Metro Green Line light rail line and regional buses offering affordable alternatives for regional mobility.

As of 2015, approximately 70,000 people called Lynwood home, and those already living in Lynwood display a strong sense of community pride and willingness to participate in civic matters. The median household income in Lynwood is \$40,700, a figure that is 28 percent lower than the countywide median income of \$56,000. Approximately 25 percent of Lynwood’s population is living at or below the poverty level, compared with 18 percent countywide. Twelve percent of Lynwood working adults are unemployed, which improved from its 20 percent high in 2010. Despite ample evidence of civic pride and engagement, poverty and crime represent significant challenges to improving the health of Lynwood residents.

POPULATION DEMOGRAPHICS

Information about the demographic makeup of the community of Lynwood will contribute to rational and strategic decisions about a connectivity plan for the city. Successful partnerships between public health and planning are not a one-size-fits-all proposition, so it's important to tailor this Connectivity Plan to the unique characteristics and cultures of the city of Lynwood.

The largest ethnic group in the city of Lynwood by far is Latino, comprising 86.6 percent of the population, totaling approximately 60,423 residents. Second are African Americans, at 9.7 percent of the population. A “majority-minority” population like Lynwood's requires planners and public health professionals to cultivate and maintain a cultural literacy that differs from many other locations in the region and country, but is becoming the norm, especially in California.

Other large shares of the population are found in residents age 20-44, who account for 39.2 percent of the city. Also, 27.5 percent of residents are between the ages of 5-19, and 18.8 percent of the population is between the ages of 45-64. Planning for the future of Lynwood should account for the changing needs for the city including these large groups of younger people.

Economic mobility—the ability to move up the ladder in wages and quality of life—is still a significant challenge for many residents of Lynwood. The percentage of the city's population with a high school diploma or higher is 49.1 percent, compared to 76.1 for Los Angeles County. Unemployment, at 11.9 percent, is higher than the rest of the county (9.8 percent). With 21.6 percent of residents below the poverty level, the city of Lynwood has a deeper challenge than the county as a whole, which has 16.3 percent of its residents living below the poverty line.

A Snapshot of Health Outcomes in the City of Lynwood publically available health statistics also reveal a lot about the unique health challenges facing the members of the community. In Lynwood, residents are facing several specific, preventable threats to their health.

The term “Latino Paradox,” for instance, describes a key fact about the health of Latino populations in the United States. Better health outcomes are found among first generation Latino immigrants, even compared to white populations. By the second and third generation, those positive health outcomes decrease significantly.

Life expectancy for Lynwood residents averages 77.7 years (compare that to the Los Angeles County expectancy of 80.3 years). Among all Lynwood residents, 16.5 percent smoke cigarettes (in Los Angeles County it's 14.3 percent). Adult Obesity affects 37.8 percent of Lynwood residents—a higher percentage than the in the rest of the county, where 23.9 percent of adults are obese. Obesity affects 27.7 percent of Lynwood children (compared to 23 percent of children in the county). Only 48.5 percent of Lynwood fifth graders meet Healthy Fitness Zone standards for aerobic capacity and body composition.

The death rate caused by Diabetes also outpaces the rest of the county—in Lynwood it's 29.0 per 100,000, and in the rest of the county it's 25.0 per 100,000. The leading cause of death in Lynwood is coronary heart disease, with a 195.0 death rate per 100,000.



Pedestrian and vehicular conflicts, like at the I-105 onramp from Long Beach Boulevard, discourage residents and visitors from making trips on foot.

A NEW FRONTIER FOR HEALTHY CITIES

The field of public health is currently transitioning between an “old guard” and a “new guard” in its approach to promoting healthy communities. Health professionals and other departments in cities are providing leadership in this new era by finding creative and innovative ways to work together. By participating in the Urban Land Institute’s “Building Healthy Places” initiative, the city of Lynwood is taking a leadership role in this new era of public health practice.

Traditional public health practices focused on shaping health behaviors and providing access to care for underserved communities. Contemporary public health practices, however, respond to a growing amount of data and research showing the influence of physical and social environments on public health outcomes. Questions about where people work, where they live, how they get around, whether they can access healthy foods, and whether they encounter prejudice and crime in their lives greatly determines their health.

The “new frontier” of public health and city planning requires a focus on environmental and social factors like never before. The new era requires a holistic response—one that requires cooperation between the ideas of public health and other policy areas like planning and landscape architecture. Also key for this holistic approach is the ongoing input and recommendations from city council members and community members, in addition to the expertise of public health and land use experts. In many ways, the new era of public health is also a new era of community engagement and political process.

CONNECTING HEALTH AND PLACE

The city of Lynwood, like every other city in Southern California, has benefited from investments in automobile infrastructure, including roads and freeways. But these improvements also came at the expense of safe conditions for healthy forms of mobility, including walking and bicycling. Although the city of Lynwood has the advantage of a regional light rail station, the pedestrian environment around the city is neither safe nor comfortable. Given those conditions, it’s no surprise that walking and biking aren’t a popular choice for mobility—and that’s true in many cities around the country, not just in Lynwood. In 2009, for instance, only 13 percent of students in the United States rode a bike or walked to school, down from 44 percent in 1969.¹

Meanwhile, a growing body of research shows that communities who walk, bicycle, play, and get exercise in their local parks are healthier than communities that drive more and spend most of their time indoors. For instance, a 2010 study by GK Singh and Dr. Siahpush M. Kogan found the following:

- Children living in unsafe neighborhoods or those characterized by substandard housing and the presence of garbage and litter on streets had an approximately 30-60 percent higher chance of being obese or overweight than children living in better conditions.
- Children lacking access to sidewalks, walking paths, parks, playgrounds, or recreation and community centers had 20-45 percent higher odds of becoming obese or overweight compared to children who had access to these amenities.
- The impact of the built environment was particularly strong for younger children (ages 10-11) and for girls. Girls aged 10-11 living in neighborhoods with the fewest amenities had 121-276 percent higher adjusted odds of being obese or overweight than those living in neighborhoods with the most amenities.

¹ <http://www.americantrails.org/resources/kids/childhood-Obesity-built-environment-obama.html>



Safety also cannot be underestimated as a fundamental requirement of any connectivity plan. Fear of unsafe streets and neighborhoods discourages people from walking and biking. This results in greater car dependence, lack of use of parks and open space, and lower levels of physical activity—all of which lead to Obesity and other diseases.

In Lynwood, homicide is the leading cause of premature death in the city. Homicide doesn't even rate in the top five causes of premature death for the rest of the county. Public health practitioners consider early deaths as preventable, aligning the goals of public safety with public health goals. According to the Healthy Lynwood Community Survey Report, 52.8 percent of Lynwood residents do not feel safe walking in their own neighborhoods, 62 percent of Lynwood residents do not feel that their neighborhood is well lit after dark, and 64 percent of residents cite crime as top reason for not walking or biking.

With facts like these in mind, the ULI panel operated with the knowledge that the social and physical environment are responsible for about half of the health outcomes—good or bad—that face Lynwood residents. The city of Lynwood is absolutely right to look to the built environment for solutions to its public health challenges.

Given the demographic and public health statistics listed above, the city of Lynwood offers a rich case study of the influence of the environment on the health outcomes of its residents. The city has already recognized the connection between public health, safety, and planning by adopting a Safe and Healthy Communities General Plan Element that includes a thorough and broad list of goals, actions, and resources for achieving public health benefits through thoughtful public policy.

As another example of the city's commitment to public health goals, the Lynwood Safe and Healthy Parks Policy supports the work done in the Safe and Healthy Communities General Plan Element by connecting the related concerns of public safety, public space, and public health, making an unequivocal statement about the connection between public safety, parks, and obesity rates in the city.

The following Connectivity Plan does not intend to override those plans or any others. Rather, this Connectivity Plan builds on the earlier efforts and focuses on the opportunities to improve mobility in and around the city to achieve the goals of the city's pioneering health-oriented policies. To do so, the Connectivity Plan advances the work of the Lynwood Bicycle and Pedestrian Transportation Plan by proposing additional paths and trails between key resources including parks, schools and key destinations throughout the city.

Public safety is a key contributing factor to creating a healthy community.

The goal of the Connectivity Plan is to link key nodes and open space amenities, such as Lynwood Park (top) and Carnation Park (bottom).



Connectivity is one of the crucial characteristics of a healthy community. Good connectivity means it's safe, convenient and comfortable to walk and bike around and between neighborhoods. In a community with good connectivity, residents have options about how to do what they need and want to do, and it's easy to be happy and healthy while doing it. The outcome of connectivity builds a stronger social fabric and increases accessibility to jobs, which also leads to better health outcomes.

Good connectivity also encourages trips to and from the important places in a community. It's critical to public health that people can network and connect with other people in their communities. Places that encourage a connected community include parks and green space, markets with fresh foods, and community gathering places.

When complete, the combination of transit, pedestrian, and bike infrastructure will resemble a mesh of connectivity opportunities—safe alternatives for mobility will be found on every street and every corner of the city.

FINDINGS

To begin to organize its analysis toward the creation of a new Connectivity Plan, the ULI committee performed a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis of the city of Lynwood’s current environmental, political, and cultural conditions.

STRENGTHS

- Compact size of city—proximity of destinations. Proximity enables ease of mobility—popular healthy destinations are already located close to each other.
- Regional and local assets like the Metro Green Line (critical to connectivity and accessibility) and Plaza Mexico are already in place.
- Other transit assets, like bus lines, a local trolley service, and taxi service for elderly and special needs populations are already in place.
- Lynwood benefits from successful community coalitions, like the Healthy Lynwood Coalition and the Lynwood Health Wellness Coalition. Partnerships will be key to the success of the plan, and there is already support from these organizations for a healthy and connected community.
- Public health and planning already has strong political support from the city government.
- The city has a recent track record of investment in open spaces, most recently with the popular Linear Park and new exercise equipment in Lynwood Park.
- The ULI committee saw repeated evidence of motivated residents and community pride from a diverse cross-section of the city’s residents.

WEAKNESSES

- Insufficient lighting is reported at the Green Line station, in the parks, and on the streets.
- A lack of public safety, reported both in the perception of residents and in the reality of crime statistics.
- Park amenities like bathrooms and trash bins are in short supply.
- Environmental impacts, exemplified by the air quality near the city’s freeways, persist around the city.
- Limited access to healthy food.
- Lack of destination retail, outside of Plaza Mexico.
- Lack of bike paths to key destinations, transit stations, and other community infrastructure.
- Conflicts between pedestrians and vehicles are common, given the wide streets and fast moving traffic found throughout the city.
- The lack of connection to the L.A. River, which is separated from the city by the 710 Freeway.
- The Long Beach Boulevard Green Line station is difficult to access and residents report unsafe conditions there are well.
- Physical barriers, like the freeways, are found throughout the city.
- Many residential streets have narrow rights of ways.

The city has a recent track record of investment in open spaces, most recently with the new exercise equipment in Lynwood Park.



OPPORTUNITIES

- Improve the connection between the Green Line station and Plaza Mexico.
- The L.A. River could be a great amenity, with new connections to the city.
- Opportunities to implement complete streets and walkable infrastructure are abundant.
- Existing levels of biking and walking can be leveraged,
- There are already grants and funding mechanisms in place.
- The city and its projects are strong candidates for additional grants, such as the 710 rebuild.
- Mobilizing the population behind a cause is possible—residents are ready to support implementation of improvements.
- Young residents are eager to start new businesses in the city, serving a new generation that is less car-dependent than their parents.
- St. Francis Medical center, a community health institution is located immediately adjacent to Lynwood Park a valuable fitness resource.

*BOTTOM: The L.A. River could be a great amenity, with new connections to the city.
RIGHT: Physical barriers, like the freeways, are found throughout the city.*



THREATS

- Homeless encampments along the river and freeways.
- Household density causing congestion.
- Crime, both perception and reality, is a barrier to improved quality of life.
- Excessive liquor stores reduce opportunities for healthy food.
- Commercial and residential vacancies allow blight, crime, and other public health risks.
- The number of residents who speak limited English and a distrust of government within the community make it more difficult to accurately survey and educate residents or to enlist residents to participate in community partnerships.



DESIGN AND PLANNING RECOMMENDATIONS

The proposed Connectivity Plan would strengthen the bonds between civic, recreational, and cultural facilities throughout the community by strengthening the active transportation network connecting them all. The committee describes this bonding network as a “mesh” to illustrate the strong fabric that can be woven through a community by the designation of key destinations and the creation and maintenance of a variety of mobility options. Anchoring this mesh are community resources, exemplified best by the Linear Park, Plaza Mexico, and Lynwood Park.

The city of Lynwood has undergone numerous recent planning efforts that address local mobility, including and not limited to the Civic Center Comprehensive Master Plan, the Bicycle and Pedestrian Transportation Plan, the Safe and Healthy Communities General Plan Element, and the Lynwood Transit Area Specific Plan (LTASP). These studies were diverse in scope, but they also reveal common themes and priorities for specific projects:

Themes

- Improve health and safety.
- Enhance travel options for all roadway users, regardless of whether they walk, bike, drive, or take transit.
- Improve access and mobility to key local destinations (i.e., schools, parks, civic uses, transit, shopping).

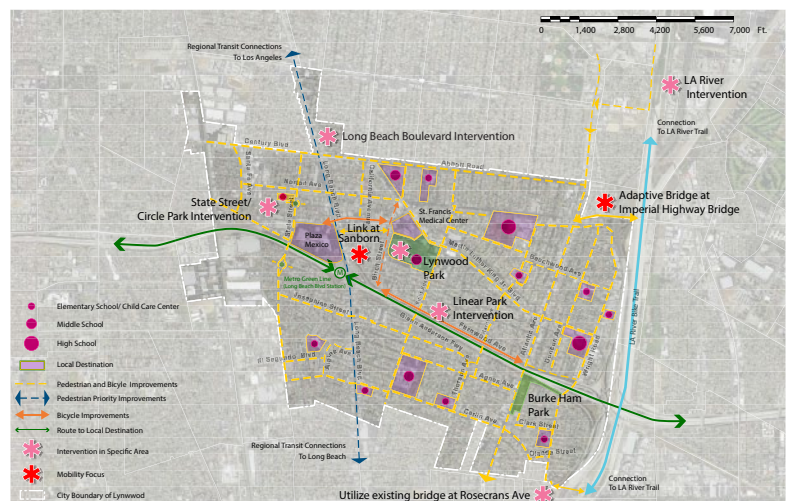
Specific Projects

- Enhance multi-modal access to the Long Beach Boulevard Green Line Station.
- Implement a bicycle network (key corridors include Long Beach Boulevard Imperial Highway, and Martin Luther King Jr. Boulevard).
- Implement a “complete streets” network.
- Implement the continuation of the Lynwood Linear Park.

Lynwood achieved a significant victory toward achieving the visions set forth by these plans when it completed construction of the Linear Park along Fernwood Avenue. The Linear Park is a former state right of way that has been transformed into a trail, seating areas, playgrounds, and park space. It is well used and popular among residents, showcasing the commitment of Lynwood to positive public health outcomes and the desire of Lynwood’s residents to make use of available open space options.

With successes like the Linear Park as a proof of concept, the primary recommendation of the ULI Committee is for Lynwood to follow through with the implementation of these adopted plans by committing to the development of the multi-modal mobility network envisioned by the official planning documents of the city. Each of the specific projects mentioned above, like the bicycle network and the complete streets network, would strengthen the vision of a “mesh” of connectivity laid out by this plan.

Conceptual Plan



A MULTI-MODAL STRATEGY

Currently, the city lacks infrastructure for people who want to walk and bike. The 105 Freeway and high-speed automobiles on city streets create real barriers to safe walking and biking. Lynwood also suffers from barriers to transit access, which is especially visible around the Long Beach Boulevard station on the Green Line. Conditions that make regional rail service inconvenient and impractical include long blocks adjacent to the station, the necessity to cross on- and off-ramps for the I-105 Freeway, a perceived and documented lack of safety and security in and around the station, and poor legibility of wayfinding resources. Despite relatively high levels of walking and biking in Lynwood, there are few designated bicycle facilities in Lynwood. Most streets are designed to prioritize speed of travel for automobiles, not the safe travel of pedestrians or bicyclists.

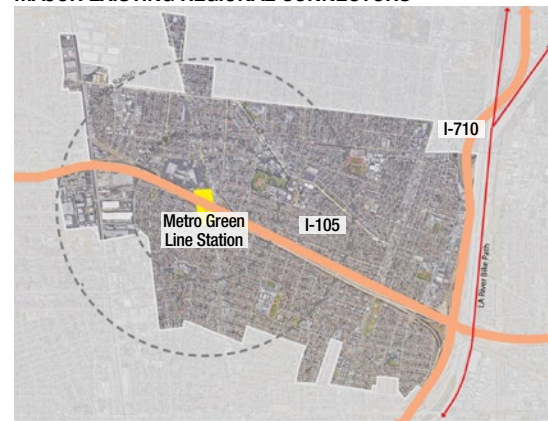
As mentioned earlier in the report, Lynwood benefits from a number of parks with a variety of amenities, like Lynwood Park, the Linear Park, and Burke/Ham Park, along with cultural resources like Plaza Mexico, health resources like St. Francis Medical Center, and civic resources like the city's schools and the Green Line transit station. Stitching these places together, however, to create the mesh of creativity described above, will require decisions about which paths to prioritize and what kinds of investments will work for each of the city's many streets and neighborhoods. Strategies may focus on corridor-wide improvements, such as enhanced streetscapes to provide good walking surfaces and shade and bicycle facilities with marked paths, or location specific improvements such as curb extensions or signal modifications for safer pedestrian street crossings. The complete streets network proposed in the Lynwood Transit Area Specific Plan should be an effective and ambitious target to guide these efforts, but more focused, deliberate action will be required to implement those plans in every corner of the city.

SITE-SPECIFIC INTERVENTIONS

After reviewing previous plans and the existing open space and connectivity facilities around the city, the committee decided to clarify and strengthen the hierarchy of existing connectivity infrastructure in the city by proposing specific project investments and strategic decision-making.

First, the committee identified the major existing regional connectors: the I-105, the I-710, the Metro Green light rail line, and the L.A. River Bike Path. Such regional connections offer Lynwood access to the employment and cultural resources of the entire Southern California region. Careful attention should be paid to the pedestrian, bike, and transit facilities that connect Lynwood residents to the region. Not only do these connectors create a seamless integration for pedestrian and bike travelers into and around the city, but by giving these areas priority, they become an outward expression of a community that values healthy modes of travel and welcomes alternative forms of transportation.

MAJOR EXISTING REGIONAL CONNECTORS



As a second layer, the committee identified several secondary arterial connections to adjacent communities. The city of Lynwood contains less than five square miles. Due to its small geographic area, Lynwood benefits from a synergy with surrounding communities. That synergy of proximity offers Lynwood access to markets for fresh food and additional parks for a variety of recreation options. Finally, there is a layer of connections between different neighborhoods around Lynwood, which offers access to resources within the community.

The committee focused on several specific locations around the city as particularly significant for implementing connectivity improvements. The committee identified these “connectivity building blocks,” or the place-based components of connectivity, throughout the city of Lynwood.

Each example below should be considered as a case study for the potential of connectivity improvements throughout the city—each past project should inform the projects that follow, even as each new project builds a specific set of appropriate solutions.

SECONDARY ARTERIAL CONNECTIONS



CONNECTIONS BETWEEN DIFFERENT NEIGHBORHOODS AROUND LYNWOOD



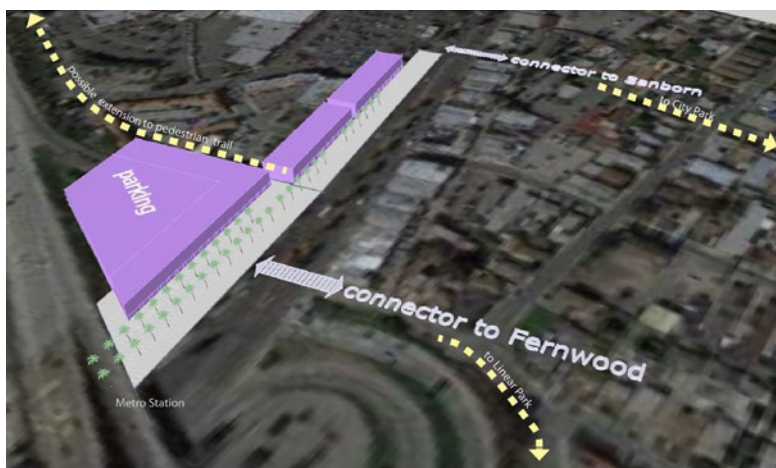
CONNECTIVITY BUILDING BLOCKS



HIGH PRIORITY AREAS

Long Beach Boulevard and the Green Line Station. The mobility experience on Long Beach Boulevard will prove—for better or worse—the first- and last-mile concept. That is, if the routes between transit stations and destinations are easy and safe to navigate, people are much more likely to use transit. Long Beach Boulevard is also critical for its connection to the regional retail and cultural destination of Plaza Mexico.

The Long Beach Boulevard Green Line station is considered by many in the community to be unsafe and unwelcoming. Frequent crime is a deterrent, as is the proximity to the 105 Freeway, with its on- and off-ramps and the resulting noise and air pollution. Current barriers to walking and biking to Plaza Mexico include unfriendly frontages (i.e., the space between buildings and the street curb) along Long Beach Boulevard, lack of marked bicycle paths and racks and the same freeway on- and off-ramp crossings that are difficult and dangerous to cross on foot.



The panel recommends redeveloping the park and ride lot located on the north side of the 105 Freeway.

Although the Lynwood Bicycle and Pedestrian Transportation Plan proposes bike infrastructure improvements north and south of the 105 Freeway, the committee would take these proposals even further, with an overhaul of this corridor in almost every aspect of the built environment. The committee recommends improving frontages all along Long Beach Boulevard, with street trees to provide shade and other improvements to improve safety and create more attractive routes. The Lynwood Transit Area Specific Plan also calls for 14-foot sidewalks along Long Beach Boulevard, along with streetscape, gateway, and intersection improvements. Wide sidewalks provide ample walking space, opportunities for outdoor restaurant seating, and adequate room for street trees to grow.

To improve the frontage along Long Beach Boulevard and to provide safer ways to cross the on- and off-ramps between Plaza Mexico and the 105 Freeway, the committee recommends redeveloping the park and ride lot located on the north side of the 105 Freeway. The park and ride lot is currently underutilized. Redeveloping the existing parking lot would reconfigure the freeway connection by eliminating one ramp and add additional frontages along Long Beach Boulevard, vastly improving the connection between the Green Line station and Plaza Mexico.

This corridor project has comparable proposals in both the city's Bicycle Master Plan and Lynwood Transit Area Specific Plan. The ULI Connectivity Plan recommends a protected bicycle lane running along Long Beach Boulevard, which could be accomplished by converting either parking or travel lanes in both directions into protected bicycle lanes. The Lynwood Transit Area Specific Plan includes renderings of a reimagined Long Beach Boulevard, including transit use, a median, and a protected bike lane in its chapter on mobility.

Connecting Long Beach Boulevard to Points East. The committee also recommends linking pedestrian and bike connections from Long Beach Blvd to Sanborn and Platt Avenues, which lead to Lynwood Park and the Civic Center. The Lynwood Transit Area Specific Plan also proposes “enhanced residential sidewalks” and sharrows along Sanborn Avenue, as well as two other streets running parallel. Regardless of these distinctions between plans, the committee recognizes that connections from the Long Beach Boulevard to Lynwood Park are essential, and they should be implemented on residential streets—not only on Imperial Highway and major thoroughfares.

Another key component would be to develop a clear and well-designed connection between Long Beach Boulevard and the Linear Park. The city could, for instance, consider adding and improving a westward extension of the existing pedestrian trail between Long Beach Boulevard and Fernwood Avenue.

Southeastern Connection to the L.A. River Bike Path.

Currently Rosecrans Avenue (located south of the Lynwood city limits) and Imperial Highway are the two closest access points from Lynwood to the L.A. River. Access to the river via Imperial Highway is substandard at best, but an existing bike lane improves the access available on Rosecrans Avenue. Although a bridge connecting the Linear Park to the river is an incredibly ambitious idea, it would also be prohibitively expensive and politically difficult. To improve the existing access to the river, the committee suggests first improving connections south to Rosecrans Avenue.

Northeastern Connection to the L.A. River Bike Path.

Currently the L.A. River Bike Path along the west bank of the L.A. River stops just short of Lynwood. Rather than propose a cost-prohibitive bridge that could cross the L.A. River, the committee recommend an alternate path be negotiated with the adjacent city to provide a safe and reasonable bikeway that would follow northbound on Atlantic Avenue, and turn eastbound on Tweedy Boulevard and connect into the existing bike path along the west bank of the L.A. River.

Imperial Highway Crosstown Connector. The Lynwood Transit Area Specific Plan calls for buffered bike lanes and expanded sidewalks along Imperial Highway within city limits. The buffered bike lanes can be accomplished by converting parking in both directions into the buffered bike lanes. Expanding sidewalks may require narrowing lane widths. Enhanced sidewalks, as proposed by the Lynwood Transit Area Specific Plan, are also recommended for this Connectivity Plan. Imperial Highway’s role as one of the key bus corridors through the city also requires attention to the details of the bus rider experience. For instance, bus stops should be located in safe areas along the street, with protection from the elements and comprehensive wayfinding and scheduling information in clear sight.

The Long Beach Boulevard Green Line Station is considered by many in the community to be unsafe and unwelcoming. The panel proposes an overhaul of this corridor in almost every aspect of the built environment.





As a low cost option, the committee recommends restriping and reconfiguring Martin Luther King Jr. Boulevard to add a bike lane (new bike lane shown in green).

SECONDARY PRIORITY AREAS

Martin Luther King Jr. Blvd. As a low cost option, the committee recommends restriping and reconfiguring Martin Luther King Jr. Boulevard to add a bike lane. The width of the street also offers the potential for a protected bike lane, though that kind of change usually requires a tradeoff in parking or travel lanes. Protected bike lanes also require more study and public input under the California Environmental Quality Act (CEQA).

State Street. The ULI committee heard from residents that neighborhoods on the western side of Lynwood are perceived as neglected and underserved as compared to the rest of the city. To address that perception directly, the committee looked specifically at State Street, where there is great potential to add some of the amenities and benefits found at the Linear Park. State Street has a unique character with a wide median that supports large mature trees. These medians should be preserved, areas without trees should be re-planted and street trees should be planted along the sidewalks to maximize shade. The trees will create a more comfortable walking and biking environment, retain storm water and lower the ambient temperature.

The committee also recommends enhancing and improving pedestrian and bike connections to the circle parks located on State Street on either side of the 105 Freeway. These small open spaces, if improved with safety as a primary concern, can become neighborhood parks with play and social areas for nearby residents. Careful attention to programming and improvements that meet the needs of neighbors will ensure that they are well used in future. The circle park adjacent to Lynwood Elementary School could become an outdoor classroom or include community gardens. Crosswalks and bike lanes serving the circles should be improved and the perimeters of the circles defined with attractive railings or other vertical barriers to avoid conflicts with vehicles in the street.

Lynwood Park. Lynwood Park illustrates the benefits that programming and improvements will provide in developing connectivity throughout the city. Organized athletics, close relationships with schools, and the availability of fitness equipment in highly visible and easily accessible areas have created a relatively safe zone in the city (source: L.A. County Crime Mapping, Los Angeles Times). Safety could be enhanced even further by working with neighboring organizations like the St. Francis Medical Center to develop entrances and facilities that face toward the park, creating more visibility for the park. St. Francis Medical Center should be encouraged to partner with the city and independently plan and promote health and fitness events that address the problems of obesity and diabetes to activate use of the park.

The committee also recommends building a soft-surface, three-quarter-mile loop around the park. The trail loop would offer additional programming opportunities, like boot camps and other group exercise activities. A formal walking and jogging path around the perimeter of the park will serve the most popular recreational needs for all ages and increase use and observation of the entire park. Health related programming and partnerships could increase use of the park and encourage more people to walk, jog, or bicycle there instead of driving. (See graphic next page)

Burke Ham Park. Burke Ham Park is located approximately 1.4 miles from Lynwood Park on the south side of the 105 Freeway. It has neighborhood serving playgrounds, playing fields, and restrooms. Developing fitness trails in this park would create multi-level facilities for independent participants, organized classes and even revenue generating boot camps. Fitness trails in the park should be resilient surfacing and wide enough to allow for use by people on foot, bicycle, wheelchairs and strollers. The paths should be shaded and provide useful information that helps people to establish fitness goals and appreciate their achievements.

Linear Park. The Linear Park has proven popular with residents, attracting large crowds on the weekends and in late afternoon and early evenings after work and school, providing proof of strong demand for neighborhood parks, connectivity, and active transportation options in Lynwood. The committee heard suggestions directly from adjacent residents focused on public safety—both from crime and from traffic along Fernwood Avenue. Although crimes reported along the Linear Park have been low compared to other areas in the city (source: L.A. County Crime Mapping, Los Angeles Times), residents mentioned areas where vegetation has reduced direct visibility, limiting the ability of neighbors to see what is going on in the park.

Although some members of the community are seeking to utilize an easement from Caltrans to build a bike path between the park and the 105 Freeway, the committee also recommends considering an on-street protected bike lane and additional traffic calming measures to slow down vehicles and reduce the use of Fernwood as a short cut and alternative to MLK Boulevard. The bike path strategy would require acquisition of property and coordination with Caltrans to utilize the excess right-of-way and construct a path exclusively for bikes that complements the existing walking path.

To accommodate the protected bike lane, the city could consider converting Fernwood Avenue to a one-way eastbound street. That street reconfiguration would separate bike traffic from pedestrians in the Linear Park while slowing down traffic on Fernwood Avenue and improving safety and



visibility for all users. The bicycle lane strategy would require implementation of traffic calming strategies such as mini-traffic circles, curb extensions, speed humps, traffic diverters, and bike route signage and stencils (the bike route results in a shared space for vehicles and bicycles on-street).

The table on the following page lists the challenges and opportunities associated with these two strategies along Fernwood Avenue.

*TOP: The committee recommends building a soft-surface, three-quarter-mile loop around Lynwood Park.
BOTTOM: Developing fitness trails in Burke Ham Park would create multi-level facilities for independent participants, organized classes and even revenue generating boot camps.*

	OPPORTUNITIES	CHALLENGES
BICYCLE PATH	<ul style="list-style-type: none"> Dedicated area will limit interaction with cars, except where the path crosses streets Low-stress facility conducive to range of ages and abilities Offers opportunity for beautification Provides east-west bicycle facility in close proximity to Green Line Likely to compete well for grant funding Safety enhancements primarily for people on bikes 	<ul style="list-style-type: none"> Street crossings should include robust treatments to address vehicle/bike interactions Less visibility relative to on-street facility due to landscaping along linear park Property acquisition and construction likely to be more costly
PROTECTED BICYCLE LANE	<ul style="list-style-type: none"> Traffic calming will help slow traffic on this residential street Bicycle boulevard will be easier to access than bike path Can be installed temporarily Does not require property acquisition Does not require special treatments at crossings or intersections Offers opportunity for beautification Provides east-west bicycle facility in close proximity to Green Line Likely to compete well for grant funding Does not require Caltrans coordination Safety enhancements extend to all roadway users 	<ul style="list-style-type: none"> On-street facility may not feel as comfortable for young/old/novice bicyclists Bicycle boulevard will not separate vehicle and bicycle travel Bicycle boulevard and traffic calming enhancements may not be viewed positively by people who drive this route Conversion of Fernwood to a one-way eastbound street requires further study to verify feasibility. May require an alternative route for westbound traffic

OTHER RECOMMENDATIONS

Branding Interventions

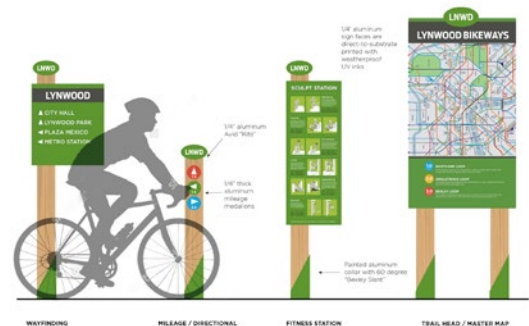
In addition to the site-specific design recommendations, the ULI committee recognizes the importance of creating strong branding to inspire cultural change and community buy-in for active transportation and connectivity. Enhanced connectivity can be a valuable asset for the city and its residents. Lynwood can and should celebrate its walkable and bikeable scale, which is a quality difficult to find in many other Southern California cities. Improved connectivity is a forward thinking strategy to promote health and respond to the preferences of young residents who have the potential to be the long-term beneficiaries of the improvements. The committee recommends focusing design work on pedestrian and bicycling wayfinding, with the goal of creating unique

Identity elements could also be expanded to include retail opportunities, like placement around farmers' markets or on t-shirts for sale.

and informative content and informing the use of bike paths and pedestrian infrastructure to connect between Lynwood's destinations.

The committee prepared a few sample identity elements that would unify the theme of Lynwood as an active community. A very specific identity could be designed for Lynwood, to be applied on wayfinding components, directional signage, the fitness stations as described above, or on maps and digital resources. When visitors and residents arrive in Lynwood from the Green Line, bus lines, regional bike paths or the freeways, they should immediately know they're in Lynwood, a community with safe connected pathways.

Identity elements could also be expanded to include retail opportunities, like placement around farmers' markets or on t-shirts for sale. People should have the opportunity to share their love for Lynwood.



IMPLEMENTATION

To facilitate a strategy for Lynwood to design and plan the improvements recommended in this report, the ULI committee reviewed and consulted the following previously drafted guiding principles to ensure a decision-making process that improves connectivity in the city of Lynwood. While implementing the goals of improved public health and quality of life, the city of Lynwood should uphold and periodically update these guiding principles to maintain focus on the overall vision.

The city's Safe and Healthy Communities General Plan Element states its own set of strong guiding principles.

1. Engage community partnerships that build social networks.

- Provide opportunities for ongoing engagement with the community.
- Provide opportunities for startups.

2. Make the healthy choice the easy choice.

- Integrate education with outreach.
- Add programming to attract users and activity.
- Wayfinding and interpretive exhibits can be a powerful educational and cultural tool.

3. Improve access to healthy food.

- Create additional community gardens.
- Encourage entrepreneurial Start Ups
- Highlight healthier foods at markets.
- Improve access to Farmers' Markets.

4. Provide security and safety for all.

- Encourage activity to achieve "eyes on the street."
- Improve lighting wherever and whenever possible.
- Provide universal accessibility for users of all ages and ability levels.
- Eliminate conflicts between cars and pedestrians/bicycles.



Recommendations for implementations priorities highlighted in yellow.

5. Prioritize multiple modes of transportation over the car.

- Prioritize biking, walking, and healthy lifestyles.
- Provide easy access to transit.
- Promote networking and social connections.

6. Alleviate Environmental Health Burdens

- Mitigate air pollution near recreation, walking, and biking areas.
- Limit exposure to toxic soils.

IMPLEMENTATION STRATEGIES

In meetings with city officials and residents during the two-day charrette, the committee heard a lot about the need to educate and engage stakeholders. Building a consensus around a connectivity plan will require identifying and cultivating shared priorities. Therefore, civic and community leaders should continuously and actively create and maintain partnerships. Partners can be found at the state, regional, and local level, as well as from the public and private sectors and from local advocates and non-governmental organizations (NGOs). Achieving the goals of improved public health and connectivity become much more likely when stakeholders take ownership of the idea. The projects and plans that work toward those goals can then adapt more effectively to the community. A shared desire to succeed will improve all projects and plans.

Engaging passionate community partners, like small business owner Kateri Gutierrez, is key to the Plan's success.



The committee identified a number of potential regional partners that can strengthen Lynwood in its future efforts toward becoming a safer, healthier, actively mobile community.

- Southeast cities. (Small cities can collect and have a strong voice for benefits to Lynwood and its neighbors. Moreover, residents want to feel safe, no matter in which jurisdiction.)
- Los Angeles Community College District
- Los Angeles Unified School District
- Gateway Cities Council of Government
- Los Angeles County Metropolitan Transportation Agency (Metro)
- Caltrans (e.g., 710 Freeway project mitigation and right of way areas)
- L.A. County Supervisors' offices
- Los Angeles County Department of Parks and Recreation.
- Lower L.A. River Working Group
- CicLAvia
- The Southern California Association of Governments (SCAG)

Local partners include new partners as well as some of those already at work in Lynwood.

- Lynwood Unified School District
- Los Angeles County Sheriff's Department
- St. Francis Medical Center
- The Greater Lynwood Chamber of Commerce
- The Lynwood Union
- Other community groups
- Millennials
- Underground art and maker scene
- Small-business incubators

Resident engagement is key in any implementation strategy. The committee learned that a small percentage of Lynwood residents are involved in civic activities, such as when Lynwood holds a public event or when a controversial item is scheduled for a hearing. The connectivity plan, public health, or quality of life do not fall into either of these two categories, therefore concern was expressed that residents may not be as engaged despite the fact that these issues affect every single resident in the city. Additionally, English is not the principal language of many residents and the immigrant population many have a high distrust of government due to negative experiences in their own countries.

An effective engagement strategy would be to bring City Hall to the people. Making civic leaders accessible in venues familiar and comfortable to residents will pay great dividends in hearing from residents not currently engaged and in alleviating fear of government that would otherwise prevent community members from attending a City Hall event. This outreach can occur in churches, schools, and local hospitals and at community events like group meetings in homes, block parties, and barbeques, CicLAvia, and 5K runs. A coalition of interested and passionate organizations and individuals will find many natural opportunities for outreach and education about the efforts of Lynwood to invest in public health.

Moreover, the technologies of the present day offer new opportunities to encourage physical activity. The popularity of Pokémon Go, the FitBit, social media, and other tech trends offers proven ability to inspire and encourage physical activity and exploration. While these trends will always be cyclical in their popularity, there will also always be trends relevant to the daily lives of Lynwood residents that have an impact on their health. It will be important to stay vigilant for the opportunities or threats new technologies bring.

FUNDING

Lynwood is fortunate to have a lot of options for funding the projects that will be necessary to build an active transportation network and introduce the programming ideas that can activate existing public spaces around the city. For instance, an Active Transportation Program grant from Caltrans is a good fit for projects on Abbot Road, Martin Luther King Jr. Boulevard, State Street, Fernwood Avenue, and connections to the L.A. River.

Grant application processes have the additional benefit of encouraging incremental progress. To have success with grant funding, city leaders must have a network—both of people and ideas. Investments need to connect if they are going to maximize their potential.

GRANT FUNDING OPPORTUNITIES

- The Metro Call for Projects funding applies to all aspects of the committee’s proposed connectivity plan, and should be considered a go-to source of funding opportunities for Lynwood Connectivity Plan investments.
- The ongoing work on the 710 Freeway offers additional opportunities for grants and funding to improve quality of life along the corridor.
- Lynwood would be competitive for wayfinding grants if implemented as a pilot program.
- Local return from the countywide transportation sales tax is always a good source of funding for projects like Lynwood’s. It might also be prudent to evaluate Lynwood’s current use of local return for additional opportunities.
- Prop. 84 funding would be critical for the Urban Forestry plan included in the committee’s recommendation (along Long Beach Boulevard).
- Lynwood is competitive for state funding, especially Safe Routes to School.
- The Affordable Care Act (ACA) is another potential source of funding not listed in the table above. In recent years, the ACA has awarded multiple rounds of grant funding for community health centers.
- Private funding sources can sometimes be trickier to access if the organization is new to such funding sources. There are more private foundations out there than those listed in the table above. The committee recommends evaluating grants Lynwood has already won that might not have been for public health applications. Private funders like to work with previous awardees, to see and build on the success of previous efforts. St. Francis might also have grants—they could help get Lynwood get their foot in the door and leverage the connections that exist within the network of partners.

	AGENCY	FUNDING SOURCE	AMOUNT	ADDITIONAL NOTES
LA COUNTY	METRO	Call for projects, Transportation Improvement		Infrastructure, Transit and alternative transit improvements
		Wayfinding Signage	<\$500,000	Within one mile of metro stations. Funds 50% if a part of larger project.
		Call for Projects, Pedestrian Improvement	\$10+ million	Pedestrian Improvement
		Local Return		City’s discretion
		Open Streets		Activity programming
STATE	CALIFORNIA DEPARTMENT OF WATER RESOURCES	Prop 84		Stormwater Drainage (Tree planting)
		CALTRANS	Active Transportation Program (ATP)	\$50k - \$500,000
Highway Safety Improvement Program	\$100k - \$10 million		Environmental Study, ROW acquisition, Construction PS&E	
Sustainable Communities Grant	\$50k - \$500,000		Feasibility studies	
Congestion Mitigation Air Quality (CMAQ)			Bicycle and Pedestrian Facilities, Transit Improvements, Public Education and Outreach	
PRIVATE	THE CALIFORNIA ENDOWMENT	Building Healthy Communities Plan		Invitation Only
	THE FUNDERS’ NETWORK	Partners For Places		Annual Funding Cycle

NON-GRANT FUNDING OPPORTUNITIES

In addition to the grant funding opportunities listed above, the city has several resources for generating funding for public health and connectivity improvement purposes.

Among the most valuable assets available to the city is the value of the property it owns, some of which is currently unused or underutilized. The ULI committee surveyed the city and found 54,720 square feet, spread over nine sites, of currently unused, city-owned property. Another 36,800 square feet of properties have fire stations located on site, but also appear to be unused. The city should make an accurate, detailed assessment of unused city owned property and begin to explore options for more efficient uses or monetizing those parcels. The city could monetize that property by leasing the land or renting it for temporary uses like farmers' markets, swap meets, food trucks, and festivals. Unused city properties could also be used to integrate with existing open spaces and parks.

Other potential policy mechanisms that could generate funding for the Connectivity Plan include a Parking Management District, Tax Increment Financing (TIF), art fees linked to new development, and a potential bond measure. Those ideas would all require the support of the community, either with city council approval or a citywide vote.

CURRENT AND POTENTIAL LAWS AND REGULATIONS

To achieve the changes described in this report, the city of Lynwood will have to establish a priority for biking, walking, and transit in land use policies and regulations. The city of Lynwood has already produced the Lynwood Transit Area Specific Plan, which lays out a thorough vision for the types of design and land use considerations that will be necessary to supplement the city's goals for connectivity and mobility. The city must stay committed to the vision crafted by that planning effort.

Desired changes will not occur in a vacuum, however. Some of the changes pursued by the city will almost certainly run up against resistance, both intentional and unintentional, from existing policies and regulations. To pave the way for this Connectivity Plan and others like it in the future, the ULI committee identified several additional policy areas that should be evaluated and potentially adjusted, in addition to the policies laid out in the Lynwood Transit Area Specific Plan.

Blight and Code Enforcement. To improve the perception and reality of safety throughout Lynwood, blight must be addressed. As mentioned at the outset of this report, crime is a critical obstacle for achieving desired public health outcomes, and abandoned and blighted properties are a primary enabler of criminal activities. Code enforcement can also be a helpful tool in reducing blight and crime. The committee heard evidence of sex trafficking at motels near Plaza Mexico and squatting and vandalizing in vacant homes. In some case, that will require enforcing the laws that are already on the books.

Land Use Regulation. Many cities around the country are starting with parking reform as an effective step in recalibrating their priorities for land use and transportation. The reduction of parking requirements for new developments, especially in areas located near transit stations or along high-capacity transit lines, can provide an incentive for development investment and for car-free lifestyles. Bike parking incentives also help make the city more walkable and bikeable. Design guidelines can be helpful in improving street frontages and for activating the public spaces along streets. The city could also consider updating its Urban Tree Canopy Plan, which would be a likely target for Prop. 84 funding and a benefit to the water retention and filtration systems of the city.

Economic Development. The city should encourage entrepreneurs to launch businesses that make use of public spaces for active purposes, such as boot camps and yoga. Such businesses inspire activity and exercise, while also providing an additional source of revenue to the city. The equation is simple: legalize new businesses, attract new businesses, and then tax the businesses for new revenue. While these uses can be a low cost source of revenue for the city, it is important to calibrate them to ensure that public use of public facilities is preserved and there is a range of affordable recreation offerings. Private uses of parks and open space result in additional wear and tear with maintenance costs that should be covered by rental fees.

IMPLEMENTATION TIMELINE

To successfully implement the ideas in the ULI Connectivity Plan requires a series of steps, at immediate, short-term, and long-term increments.

To begin, the committee recommends the following immediate next steps, which can be accomplished in a few weeks with little financial investment and some of which Lynwood is already doing:

- Continue engagement and education efforts at the local and regional level.
- Survey and study unused or underutilized city owned property to confirm their availability for revenue generation or uses supporting the Connectivity Plan.
- Evaluate previous grant awards from both private and public organizations.
- Confirm and document grant application deadlines (in collaboration with the city's grant consultant).
- Examine pre-qualified vendor lists to ensure necessary expertise is available to execute the Connectivity Plan.
- Coordinate the city's paving schedule, which can impact the remainder of the projects recommended in this plan, toward prioritizing efforts to create safer and more visible crosswalks at locations of pedestrian/vehicular collisions.

Secondly, the committee recommends the following short-term steps, which can be accomplished between three to six months and with minimal financial investment:

- Research the potential for a new bike co-op or bike sharing program.
- Investigate and, if appropriate, amend policies that may discourage new businesses, such as boot camps and outdoor yoga, from starting in Lynwood.
- Study efforts to improve wayfinding and directional signage around the city.
- Scrutinize existing codes to educate and empower code enforcement staff to detect and cite violations impacting quality of life and contributing to the perceived lack of safety.
- Begin the process to create a pre-qualified list of vendors to help implement the Connectivity plan.

In addition to the above immediate and short-term steps, the ULI committee recommends the following timeline for the long-term process of implementing the critical components of the Connectivity Plan.

- **February 2017:** Stakeholder and community outreach related to connectivity plan.
- **February 2017:** Document finalized.
- **February/March 2017:** Document presented to the Lynwood City Council, along with a resolution adopting Connectivity Plan recommendations, setting plan priorities, and providing direction to staff.
- **March 2017:** City departments begin meeting on implementation strategies and development of funding applications (in collaboration with the city's grant consultant).
- **March/April 2017:** City staff develops a 3-5 year budget and schedule for full implementation.
- **April/May 2017:** Staff engages in budget conversations and prepares budget requests for 2017/2018 connectivity plan implementation.
- **June 2017:** Council considers Connectivity Plan in the city budget for Fiscal Year 2017/18.

CONCLUSION

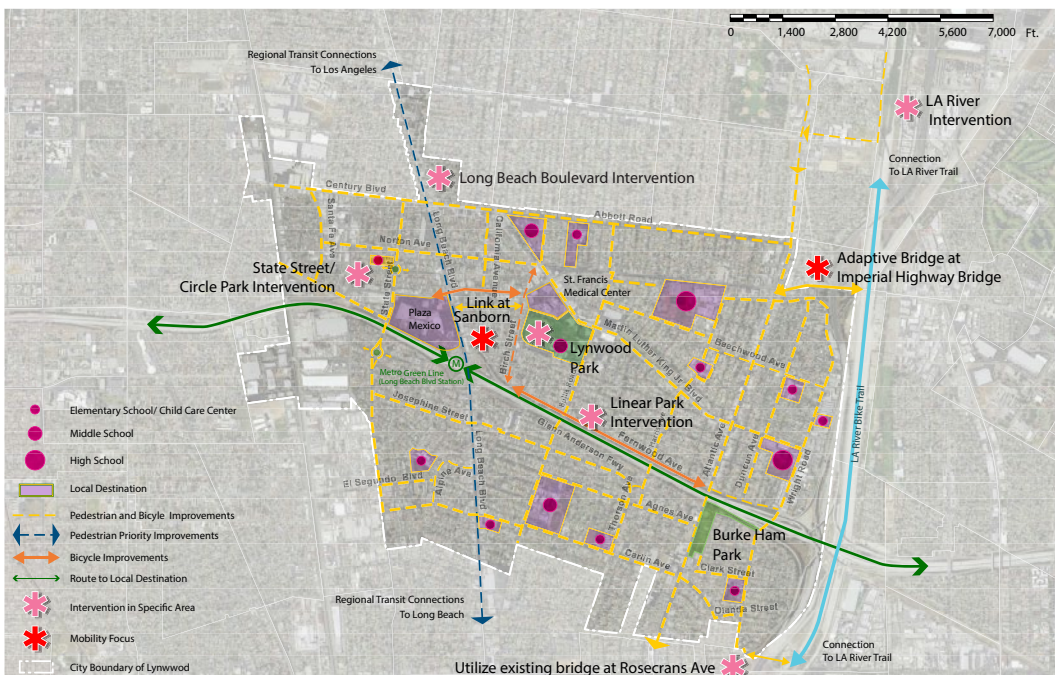
Lynwood is well situated to act as a regional and national leader to improve resident health and well-being and reduce public health risks by creating partnerships and implementing deliberate improvements to the physical environment of the city.

Lynwood is well positioned in this effort because its existing physical assets can be leveraged as the basis for additional measures that make a difference in the lives of its residents. However, the city is faced with substantial challenges in the built environment that have severe impacts on the public health of its residents. Lynwood benefits from many social connections, created by a strong civic identity and a variety of existing community organizations. Lynwood also has a wide variety of destinations like Lynwood Park, Plaza Mexico, the Linear Park, the L.A. River, and a Metro transit stop that connects to the larger region. Unsafe intersections and lack of pedestrian amenities, such as benches or lighting, discourage residents from being more active in their neighborhood. Heavily trafficked freeways sever neighborhoods, threaten pedestrian safety, and impede access to the L.A. River.

Planning and public health considerations in Lynwood therefore have the potential for significant positive impacts. Through strategic and deliberate investments, vast improvements to the health of Lynwood's residents can be achieved throughout the city. Streets like Long Beach Boulevard, State Street, and Martin Luther King Boulevard can be reconfigured and redesigned to encourage use by all modes of transportation and offer more convenient access to places like Plaza Mexico, local schools and parks, and the Long Beach Boulevard Metro Green Line station. Each example of intervention at the street level has a full menu of options for how to redesign a community for more healthy activity.

The ULI Connectivity Plan would improve the options for accessing all those destinations, for all abilities of people, making healthy options available to all.

As made evident by the popularity of the city's new Linear Park, there is a large amount of latent demand for connectivity and active transportation resources around the city of Lynwood. The missing ingredient is a built environment that makes the healthy choice the easy choice.



ACKNOWLEDGEMENTS

The Community Assistance Panel is thankful for the commitment and participation of stakeholders. The following is a list of individuals who were interviewed or provided valuable information and perspective during the process:

Lieutenant Cynthia Chavez

Cynthia Guerrero

Kateri Gutierrez

Daniel Miller

Bruno Naulls

Brenda Rivera

Jennifer Samson

Jose Luis Solache

J.D Whitaker

Lynwood Community Survey Respondents

The panel interviewed key local stakeholders to understand the opportunities and challenges.



PANEL MEMBER BIOGRAPHIES

PANEL CHAIR

CLAUDIA CAROL

Gensler

Claudia is the Planning and Urban Design Firm Leader providing thought leadership and project management for Gensler diverse portfolio of work.

As a licensed Architect with many years in a Landscape Architecture and Planning practice, Claudia has an exceptional perspective on the interface of the natural and built environment. Her wide range of experience - from theme parks and resorts to city centers and college campuses - gives Claudia a unique insight in addressing complex issues. She is a consummate project manager, defining the needs of the client and the community with respect and projecting them out to the future with a visionary viewpoint.

Claudia's passion is using urban design strategies for social good, particularly as it relates to health and wellness, accessibility and mobility. She has won numerous awards for her work, including an award from the American Planning Association for Excellence in Neighborhood Planning in 2013 for the Willowbrook MLK Wellness Community, a project that makes Claudia particularly proud.

With a diverse, global range of experiences, Claudia brings a wealth of knowledge and expertise to everything she does.

PANEL CHAIR

SILVIA SAUCEDO

Saucedo Group

Saucedo Group, a Small Business Enterprise, was founded by Silvia Saucedo in 2009 as a consulting firm to provide a variety of services in CEQA, land-use, development and permitting for public agency, public benefit and private sector clients.

Prior to founding Saucedo Group:

- Silvia was a full-time lawyer practicing for 10 years in the areas of CEQA, land-use, development, eminent domain and general transactional real-estate
- Silvia was an executive to a major development company in Los Angeles. In this capacity she led the development team, managed the preparation of the environmental document, and directed the outreach strategy (community and political)
- Silvia was the youngest Police Commissioner in the history of Los Angeles and the first Latina on the Department of Water and Power (DWP) Board

Silvia is passionate about bringing quality housing and retail to neighborhoods that have traditionally been neglected. She is also passionate about advising public agencies how to monetize their land in order to maximize the public services they provide. She is a native of Pico-Union and the South-East cities and a fluent Spanish Speaker.

Silvia has been the recipient of numerous awards and recognitions for her excellence in the real-estate field. She was recently recognized in Bisnow as one of Los Angeles' Power Women.

PAMELA CARMONA

St. Francis Medical Center

Pamela Carmona received her Master in Public Health degree from California State University Long Beach in 2000 and a California Teaching Credential in 1981.

Ms. Carmona has been employed for the past 19 years and currently holds the position as Choose Health LA Kids Project Manager, at St. Francis Medical Center in Lynwood, CA. St. Francis is the leading health care provider in Southeast Los Angeles providing compassionate and spiritually centered healthcare serving the sick and poor. Ms. Carmona has provided the Childbirth classes at St. Francis Medical Center for 12 years, and Lamaze specifically for the past 10 years promoting breastfeeding. She is also a Basic Life Support and CPR Instructor.

In addition, Ms. Carmona was responsible for the Community Health promotion programs conducted in the Lynwood and Los Angeles Unified School District School Districts. The program offered classes to Pre-k through Adults, in chronic disease prevention programming such as breast, colon, cervical cancer, heart disease, diabetes, cholesterol, and adult and child nutrition, with emphasis on reducing obesity by promoting increased physical activity and healthful eating habits and the “Open Airways” asthma management program.

Ms. Carmona was also responsible for the health and exercise component in a pilot Health and Technology Project with Senior Citizens designed to promote healthy aging. Ms. Carmona has worked in the AIDS field as a Project Manager for the All Saints AIDS Service Center and Project Director for the Family Planning Centers of Greater Los Angeles where she directed and administered all aspects of the Para Las Mujeres Information and Education Project at the Para Los Ninos Skid Row facility. She worked at Montebello Unified School District taught 6th grade Math and Science.

OTHA COLE

Community Partners

Otha Cole is a Senior Program Associate for Community Partners where he uses his experience in nonprofit development, program management, and leadership development to provide technical assistance and learning opportunities for Community Partners' fiscally sponsored projects and strategic initiatives. Previously, Otha worked for Shelter Partnership, a technical assistance and capacity builder for homeless service providers in LA County, where he focused on finding new funding streams and organizing convening events. His experience with youth and leadership development extends to managing after-school programs for underserved communities as well as advising student leaders at UC Santa Barbara's Multicultural Center. Otha served on the board of directors of the Architectural Foundation of Santa Barbara as a member of their grants committee. He received a Master's degree in Urban and Regional Planning from San Jose State University and a B.A. in Political Science from University of California, Santa Barbara.

JACK FEICHTNER

Cunningham Group

Jack Feichtner is an Associate Principal with Cunningham Group Architecture, Inc. in Culver City, California. For the past 11 years, Jack has worked in a variety of roles of urban planning, design, and construction projects around the country, with special focus on working in the greater Los Angeles market and the Southern California region. He brings experience in a variety of markets, including multi-family residential, mixed-use, hospitality, entertainment, and planning projects. Jack is an active member of the ULI-Los Angeles Chapter, and member of the ULI Young Leaders Group.

A skilled multi-tasker, Jack oversees design development for several projects at once, at various stages of development, from conceptual design through construction. He is a talented verbal and visual communicator, using a variety of formats and methods to bring engaging, high-quality design into the communities that he serves. His experience allows him to apply his technical expertise to each project he works on. His role also entails outreach to various members of the community and project teams to develop, communicate, and execute great design. Jack is become valuable asset to his community based on his ability to translate design into reality. Jack also enjoys sketching, great food, swimming, sailing, biking, spending time outdoors, and deep water diving.

MARK FLORES

City of Lynwood

Mark Flores is currently the Director of Recreation & Community Services for the City of Lynwood. With over 600,000 visitors per year; 50+ acres of parks; dozens of annual, major community special events and thousands of participants in its youth, adult & seniors sport and community programs, he is responsible for the one of the most active Recreation Departments in Los Angeles County. An employee of the City of Lynwood for close to 30 years, Mark has dedicated his professional career to community service and tirelessly working to make sure that Lynwood residents have inviting and memorable park and open spaces for its families to enjoy.

A graduate of Loyola Marymount University, Mark is a product of Lynwood schools and has called Lynwood home for over 30 years. Mark comes from a family with a long history of community involvement in Lynwood. All of his siblings attended Lynwood schools and his parents were strong advocates for Lynwood students and served on various LUSD and City oversight boards.

Mark also has extensive experience in the non-profit world. Previously serving as director of development for several Los Angeles-based non-profits, he uses his experience as an organizational development expert, to help local community groups strengthen their internal structures for long-term sustainability.

Fully invested in the community, Mark truly sees Lynwood as a place to work, live, and play. In his spare time, Mark enjoys coaching youth sports; playing in various sport leagues and training and competing in jiu-jitsu.

JAY HOESCHLER

Avid Trails

Jay Hoeschler is a founding partner of Avid Trails, a national planning and design firm specializing in fitness and transportation trail systems for communities, parks and municipalities. His role in the firm includes masterplan design of trail alignments, fitness stations, wayfinding and interpretive signage.

The trails are designed for walkers, hikers, runners and cyclists, and place a special emphasis on creating fun and unique experiences for users of all ages and abilities.

Fitness and health are at the core of Avid Trails. Trails often feature a variety of Avid Stations, custom designed for group fitness and cross training activities. Some Avid systems also include bike parks, pump tracks and flow trails for cyclists.

In an attempt to practice what he preaches, Jay is a dedicated hiker, swimmer, cyclist, and competitive triathlete.

Jay's design and branding experience comes from a long career as creative director with some of the countries top graphic design and advertising agencies including Launchpad Studio, Cecilian Worldwide, and Saatchi. His creative work has focused primarily on branding and marketing of masterplanned communities.

DR. JAN KING

LA County Department of Public Health

Jan King M.D., M.P.H., is Area Health Officer for the Los Angeles County Department of Public Health. Dr. King oversees communicable disease investigations, public health clinical services, emergency preparedness, and community engagement activities in West and South Los Angeles.

Dr. King is advancing health equity through cross-sector planning, policy development and community engagement that target housing, education, youth employment and community resilience in underserved areas of Los Angeles County. Dr. King's past positions include Medical Director for the Office of AIDS, Epidemic Intelligence Officer for the Center for Disease Control and Prevention, and Lead Physician for HealthCare Partners Medical Group.

Dr. King has practiced medicine and lectured on public health and quality management in a number of developing countries including Costa Rica, Cuba, South Africa, Malawi, Namibia, Zimbabwe, Zambia, and Kenya. She has served on numerous boards and advisory committees including the Charles Drew University School of Public Health Advisory, Los Angeles County Women's Health Policy Council, and the National Quality Center.

ESTHER MARGULIES

USC

Esther Margulies is a licensed Landscape Architect, founder of The Office of the Designed Landscape (OotDL) in Venice and a co-founder of The LA River Public Art Project. She is on the Landscape Architecture faculty at the University of Southern California School of Architecture and a member of the West Los Angeles Area Planning Commission.

Ms. Margulies has led award winning collaborative design teams on private and public realm projects throughout the Southern California region from large scale corporate campus landscape design to intimate private gardens. Earlier in her career she co-founded and served as the licensed landscape architect for the landscape architecture firm Mia Lehrer + Associates. At this firm she was responsible for leadership in significant projects including Vista Hermosa Park and The Annenberg Community Beach House.

Her recent work has been focused on climate change adaptation research and the design of small parks and public spaces in park deprived areas of Los Angeles.

Ms. Margulies received her undergraduate Bachelor of Science in Landscape Architecture from Cornell University and her Master of Landscape Architecture degree from The Harvard University Graduate School of Design.

MIGUEL NUNEZ

Fehr & Peers

Miguel Núñez has over nine years of experience in transportation planning, with areas of expertise in pedestrian and bicycle planning, complete streets, and multi-modal planning. Miguel managed Fehr & Peers' Efforts on the Mission Viejo Safe Routes to School Project, the Downey Bicycle Master Plan, the People St Evaluation effort, and the Huntington Park Complete Streets, all focused on implementable improvements and strategies for enhancing mobility and safety for all road users.

Through his experience working on projects with a multi-modal emphasis, complex and controversial traffic impact studies, and numerous regional transportation plans, Miguel has helped a wide range of communities expand transport options for their stakeholders. He has managed pedestrian safety assessments throughout California and presents at industry conferences on emerging and innovative multi-modal practices.

NICK SAPONARA

Los Angeles County Metropolitan Transportation Authority (Metro)

Nick Saponara is a Director of Countywide Planning & Development at the Los Angeles County Metropolitan Transportation Authority (Metro) in the Joint Development unit where he is responsible for a wide range of real estate development and planning projects that foster transit oriented communities around Metro's growing transit system. Prior to joining Metro in 2013, Mr. Saponara was a project manager at the Community Redevelopment Agency of the City of Los Angeles where he led various geographically targeted community revitalization efforts. Mr. Saponara holds Master of Urban Planning and Master of Real Estate Development degrees from the University of Southern California and a Bachelor of Architecture degree from Syracuse University and is an active member of the Urban Land Institute.

MELANI SMITH

Next Phase LA

Melani Smith has built and led vision-driven urban design and planning practices in Southern California, most recently in her over 11 years as Principal, President/CEO of Melendrez in downtown Los Angeles. She has successfully led teams of designers delivering cutting edge, accessible and engaging urban open space projects including infill open space, a freeway cap park and the first freeway closure/open space conversion feasibility study in southern California. She has also led many multimodal complete streets, transit facilities, transit oriented development and station area visions, First Mile/Last Mile access, and Pop Up urbanism projects.

She is currently an Adjunct Faculty Member in the Price School of Policy at the University of Southern California. Melani also engages in numerous civic and professional activities and has spoken at a wide range of professional conferences locally and nationally. She is an invited member of Mayor Garcetti's Great Streets Technical Advisory Committee and the Mayor's Design Advisory Panel. She was a Planning Commissioner in the City of Long Beach from 2007 to 2014. She has co-chaired the Central City Association's Downtown 2030 Committee in Los Angeles for the past three years. She is co-chairing the California State American Planning Association conference in Pasadena, CA in 2016.

She is an active ULI Member, currently serving as the chair of the Local Leadership group for the Van Nuys Blvd. Healthy Corridor project, co-chairing the Land Use Leadership Committee, serving on the program Committee for the Transit Oriented Los Angeles conference for the past several years, and serving on multiple local and national TAP panels. She has a Bachelor of Arts in History from UCLA, and a Master's in Urban and Regional Planning from UC Irvine.



*Panelists from left to right TOP ROW: Pamela Carmona, Jack Feichtner, Otha Cole, Miguel Nunez
BOTTOM ROW: Esther Margulies, Patricia Malagon, Mark Flores, James Brasuell, Silvia Saucedo,
Claudia Carol, Jonathan Nettler, Dr. Jan King, Melani Smith, Jay Hoeschler, Nick Saponara*

At the Urban Land Institute, our mission is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

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

Established in 1936, ULI is a nonprofit education and research institute with over 40,000 members across the globe —1,800 here in the Greater Los Angeles area. As a nonpartisan organization, the Institute has long been recognized as one of America's most respected and widely quoted sources of objective information on urban planning, growth, and development.

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



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