



# Report

**Revised: October 2004**

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# Vision2020: The San Fernando Valley

Shared Values and Goals for the San Fernando Valley,  
developed through the region's stakeholders  
October 2004 - Revised

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## Introduction

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*Vision2020: The San Fernando Valley* is a project of the Economic Alliance of the San Fernando Valley—creating and implementing a unified and coherent vision for the region over the next two decades. This cross-jurisdictional collaboration is focused on vitalizing the area’s economy, offering opportunities to broaden the base of prosperity, and providing an ongoing mechanism for sustaining the quality of life in Valley communities.

While the process cannot provide complete consensus on all issues, this set of shared values enjoys a very high level of support from participants. Outreach to more than 1,000 San Fernando Valley leaders, and the involvement of over 400 active participants assured a reliable outcome. This is a concept document intended to provide principles and guidance for regional stewardship. This project was made possible through funding from The James Irvine Foundation.

Thoughtful and creative planning is the key to sustainable and prosperous communities. General and community plan elements need to be kept dynamic and relevant, and given life through marketing and enforcement, in order to effectively shape communities of the region. Sustained quality of life and broad based prosperity are keys to maintaining community and regional vitality.

## I. The Vision

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**In the year 2020 the San Fernando Valley is a balanced and sustainable region built upon Regional Centers, local nodes and community-oriented Town Centers. The centers are connected by a well-developed and carefully coordinated system of streets, highways and public transit, which allows a free flow of passengers and goods.**

The San Fernando Valley of 2020 is a geographically unique and growing region comprised of the cities of Burbank, Calabasas, Glendale, Hidden Hills, San Fernando, and a portion of the City of Los Angeles. It has a strong sense of identity and regional pride.

Town Centers sit at the core of Valley communities. These multi-point destinations feature complementary mixed-uses and a balance of amenities—one that includes: shopping, dining, entertainment, recreation, services and enrichment—all found within walking distance of one another. Town Centers showcase unique local arts, character and culture, which strengthens the sense of place and heightens community spirit.

In 2020, Regional Centers such as Van Nuys, Warner Center and the downtowns of Burbank and Glendale have grown in prominence. They continue to serve the regional needs of the San Fernando Valley.

Public transit is readily accessible to higher density population centers and corridors, and the region is further served by high-speed, high-capacity transit lines that link the Valley with the rest of Southern California and beyond. Streets and highways are upgraded and technologically enhanced to provide optimal service.

Valley “governance” is provided through cooperative activities of government and civic leaders, who, through technology, are constantly linked to the community. Valley cities continue to work together to create and coordinate infrastructure, transportation, and environmental programming.

The region adjusts to changes in population by utilizing Smart Growth principles and Livable Cities strategies, to minimize impacts on existing residents. Regional, city and community plans are regularly updated to accommodate the changing needs of the region.

Economic development is supported as a means to provide an ever-increasing array of opportunities to residents and businesses. Targeting

a mix of growth industries to build momentum, and solid core industries to provide long-term stability increases economic strength. The industrial base is broadly diversified with leadership in a number of significant industry clusters. Sufficient industrial land is reserved to accommodate the retention and attraction of quality job-producing industries.

A wide variety and adequate stock of housing is available to fill the needs of residents at all income levels. Jobs-housing balance is a continuing goal, and higher capacity housing is situated in and adjacent to centers and transit hubs. Centers and hubs all have sufficient access and parking, virtually eliminating impacts on adjacent residential communities.

New emphasis has been placed upon preservation of natural assets, cultural sites and historic structures. Distinctive architecture highlights public facilities, and there is an increased stock of libraries and other cultural venues. Neighborhoods are safe, attractive and walkable.

Parks, recreation and cultural facilities are abundant, well maintained, and coordinated with the centers. The Valley's natural resources comprise a well-established and carefully protected network of open spaces, wildlife areas, lakes, waterways, and landmarks. Public spaces in all communities are well landscaped and carefully maintained.

The educational system centers on lifelong learning, workforce preparedness, and providing access to opportunities. Facilities have ample capacity, pleasant surroundings and are conducive to learning. Schools, libraries and other institutions are integrated into communities and centers, and provide seamless community benefits through the sharing of resources.

This is the San Fernando Valley of the year 2020.

## **II. Executive Summary**

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### **The San Fernando Valley as seen in the year 2020**

Through the lens of Vision2020 we are transported forward nearly two decades, and called upon to view ourselves, our values, and our goals for the San Fernando Valley of the future.

### **Population & Density**

For over a century, the San Fernando Valley has been marketed as an attractive place to live and work. As a result, the region's population continues to grow between 2000 and 2020. But, Smart Growth principles and Livable Communities strategies are employed to provide added capacity while minimizing environmental and infrastructure impacts. This includes the development of mixed-use centers in communities, along with higher capacity housing situated near centers and transportation lines. The key to growth accommodation is planning for jobs-housing balance and adequacy of infrastructure and amenities. Educational capacities are increased and innovative approaches are taken in the development of new facilities.

### **Land Use & Urban Form**

Vision2020 supports an expanded "centers" concept encouraging community-oriented "Town Centers," which feature complementary mixed uses. Shopping, dining, entertainment, recreation, services and enrichment are all found within walking distance. These centers are well defined and feature creative themes that reflect the unique culture and markets of surrounding communities. Locally owned businesses add a sense of place, and showcase the character of the community.

Town Centers have ready access to, parking, public transportation, and an up-to-date system of streets and highways. Some include shared libraries, small schools, cultural venues and other public facilities. They are aesthetically pleasing, pedestrian friendly, well maintained spaces that include distinctive architecture, public art, and elements of local culture.

Regional Centers continue to serve the regional needs of the San Fernando Valley. They have evolved into around-the-clock pedestrian friendly areas attracting residents and tourists. They are linked to the region and to major destinations by a comprehensive public transportation system and an advanced system of streets and highways.

An adequate supply of housing opportunities exists in all economic ranges. Single-family neighborhoods are protected, as higher density residential development is clustered in and around Town Centers. Residents enjoy a safe secure environment, pleasant surroundings and ready access to public transportation.

Great care is taken to assure that there is an appropriate ratio of available lands to provide local-serving amenities and facilities. Wealth and job producing industrial lands are preserved, and commercial access to critical infrastructure and transportation is a priority.

Renewal is facilitated through the rotation of obsolete land uses, with developers and investors having incentives to privately redevelop aging properties and underutilized lands. These include innovations in “envelope” pre-entitlements, and fast track processing for Vision-friendly projects. Development is focused near transit stations and Town Centers.

## **Transportation & Circulation**

Because of cooperative activities of government and civic leaders, who, through technology, are constantly linked to the community. Public transit is improved to serve the dependent as well as to attract discretionary passengers, with clean, safe, reliable and rapid systems. Bus guideways provide an alternative to fixed rail and perform favorably in cost, flexibility and capacity. The guideways are also shared with High Occupancy Vehicles (HOVs). Wait times are minimized and intermodal transfers are virtually seamless. Advanced “smart” shuttles are used as collectors to feed the transit corridors.

Dedicated transit pathways extend from North Hollywood to Warner Center as well as from Sylmar to North Hollywood. With the addition of a Canoga Avenue line the system moves closer to becoming a ring circling the Valley. Additional transit segments include North Hollywood to Pasadena, Granada Hills to Westwood, tunnels from Woodland Hills to the West Side, and from Glendale to Palmdale. High-speed fixed guideways extend from Palmdale to Westchester and from Ventura to Claremont.



## **Environment & Quality of Life**

The region enjoys a healthy environment and high quality of life. Environmental concerns are reconciled with those of a growing population and the need for economic development. Clear concise conservation policies and strategies are established and open spaces are enhanced through Smart Growth, mixed-use, and innovative planning and design.

Residents, businesses and developers are engaged in the planning process at an early stage, and given the tools for meaningful and well-informed participation.

New emphasis has been placed upon preservation of natural assets, cultural sites and historic structures. Distinctive architecture highlights public facilities, and there is an increased stock of libraries and cultural venues. Safe, attractive and walkable neighborhoods feature “pocket parks” and ready access to transportation.

Technologies and programming have helped to improve air quality, reduce power demands, recycle water and conquer visual blight. Air quality improves through an expanded public transit system, added use of clean fuels, and reduced vehicle trips to multi-point destinations in Town Centers and Regional Centers. Secondary irrigation systems make use of reclaimed water, and efficient solar, gas and power conversion technologies are brought on line.

## **Education & Opportunity**

Valley school systems and educational institutions offer globally competitive curricula and standards for all learners, with emphasis on the needs of employers and essential life skills, as well as emphasis on “lifelong learning” opportunities. Educational standards are carefully developed and rigorously enforced, with the educational commitment carrying over into the home. Educational institutions have access to increased resources to keep pace with the expanding educational needs of the student population.

Critical to the development of high quality jobs in the Valley is the availability of an educated workforce. There is a broad array of vocational and higher education opportunities available to Valley residents. Adult learners and career seekers have well-defined career paths, and are committed to lifelong learning. There are a wide variety of educational and occupational programs available to employers and to the workforce.

Community Colleges have strong support and participation as vital links to higher education and quality careers. Occupational Centers, vocational schools, and secondary school industrial arts programs offer additional support for trades and higher skill employment.

Technology is accessible to all students, with teachers well versed in its implementation. It is also used as an aid to further the educational process.

Educational institutions are conducive to learning, providing safe, aesthetically pleasing, friendly and tolerant atmospheres. New innovations in primary and secondary schools include smaller schools, academies, and satellite campuses adjacent to Town Centers. Charter schools and charter clusters offer more alternatives, and schools are able to share and co-locate facilities such as libraries and assembly halls with other institutions and community centers.

### **Leadership Governance & Policy**

The San Fernando Valley of 2020 enjoys the benefit of continued political maturity coupled with the strengthening of its civic and social culture. It has evolved into a model for cooperative local governance. All residents and neighborhoods are the beneficiaries of fair and equal treatment, and technology has enabled effective two-way communication between stakeholders and elected officials.

Leadership is committed to sustainability—preserving and improving the quality of life in Valley communities. Open spaces and natural resources are carefully cultivated and protected, and there is a commitment to neighborhood enhancement. Balance is achieved between jobs, housing, amenities, facilities, infrastructure and the environment.

“Town Centers” are broadly supported, and each has developed its own unique architectural and cultural character. Local and regional centers are linked to a comprehensive public transportation system. Realizing that more than 90% of travel is still by private vehicle, leadership continues its commitment to upgrade and enhance the system of streets and highways through capacity building, technology and improved operations.

Broad based prosperity has been advanced through an improved educational network, which promotes access to career opportunities and quality employment. Economic development is supported as a means to provide an ever-increasing array of opportunities to residents and businesses.

Government, businesses, and community leadership cooperate in an expanded civic governance structure—planning and coordinating the Valley’s future. Agencies and levels of government share a cross-jurisdictional, regional perspective on issues of land use, infrastructure and environmental impacts. General and community plans are kept up to date, enforced and actively promoted.

## **Recommendations for Implementation**

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### **Market-Driven Strategies**

Planning, development and renewal goals are fully realized when supported by the community and driven by the market. The San Fernando Valley works aggressively to promote Vision-friendly projects and renewal, and to attract quality jobs and careers for a changing population.

The renewal and development process is quick, clear and concise. This prevents unnecessary expense and uncertainty. The region is made more attractive to quality economic opportunities through improved by-right processing, remediation guarantees and pre-packaged “envelope” entitlements. These promote the market-driven renewal of large and difficult sites.

Community Redevelopment Agencies are legislatively reformed to be more flexible and to be able to target specific areas to support innovative redevelopment strategies. These include working in new forms of focused public/private partnerships and in developing special funds and land combinations to facilitate renewal. Neglected, aging and obsolete properties are identified and promoted as private renewal opportunities.

Industrial properties are protected in order to preserve a manufacturing core and provide opportunities for economic growth. Contemporary designs and pleasing environments attract commercial tenants. Transportation and infrastructure is adequate and readily available, as are a range of housing opportunities and a balance of amenities. Town Centers are attractive and well managed to promote success for participating businesses. The overall tax and regulatory structure is fair and competitive.

## **Economic Development**

Economic development is important to the ongoing viability of a region because business and industry attraction efforts are played out on a national and international stage. For the San Fernando Valley to maintain its competitive strength, it has to continue to aggressively work to attract quality commerce and employment.

In 2020, economic strength is increased through targeting a mix of growth industries to build momentum, and solid core industries to provide long-term stability. The industrial base is broadly diversified with leadership in a number of significant industry clusters.

Industry clusters are well developed and continually marketed to attract new complementary firms. The existing base of high-tech and highly skilled employees provides an attraction for related industries, which in turn, provide a wide variety of job and career opportunities at all skill levels.

Clean industries, and those offering quality jobs and opportunities are targeted, recruited and incentivized. Increased infrastructure provides ready access to utilities and state-of-the-art communications technologies.

Workforce demands are monitored and coordinated with educational offerings and training programs to support the labor pool. With a world-class educational system, residents are able to access career opportunities and provide a ready workforce.

Vision-friendly development is facilitated and commercial uses are designed to complement adjacent residential districts. Incentive programs for retail projects help to attract a quality mix of shopping, dining, recreational, service and entertainment tenants to Town Centers. Emphasis is also placed on the cultivation of unique local businesses.

## **Civic & Leadership Initiatives**

“Governance” in the San Fernando Valley is provided through cooperative activities of government and civic leaders. Technology connects them to the community in constant two-way dialogue, providing them with tools and information to make meaningful contributions. Collaborative regional groups help to coordinate regional policies, planning and implementation. Resources and funding for public projects are developed through well-organized funding collaboratives comprised of government and civic leadership.

Planning agencies work to keep plans relevant and up to date, and to encourage enforcement and compliance—also, to coordinate land use, infrastructure and environmental impacts among jurisdictions. Success stories and best practices are used as models for future development and Special districts, sub-areas and subregions exist to bring categories of governance to their most efficient and appropriate level.

Renewal and redevelopment strategies encourage market-driven projects that meet community needs. Funding mechanisms are reformed to eliminate fiscalization of land use as a primary consideration. Loans and other programs promote home ownership and encourage community investment.

Special assessment districts and other publicly recognized community associations empower citizens to take responsibility for common interests, projecting their efforts into public spaces. This includes the creation of neighborhood associations or Neighborhood Improvement Districts, as well as the enhancement of merchants' associations, retail districts, and Business Improvement Districts.

Public advocates (“Ombudsmen”) exist at all levels to represent the interests of the taxpayers/ratepayers and residents before boards, commissions and councils.

Vision2020 evolves under the aegis of the Economic Alliance of the San Fernando Valley, along with the cooperation and support of its strategic partners, participants and community groups represented in the original process.

Issue champions proceed to the next phase, establishing working groups to develop long-term strategies to achieve the goals and objectives of Vision2020.

### **III. Facets of the Vision**

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#### **A. The Changing Face of the San Fernando Valley**

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*By Joel Kotkin*

Few places in America over the past quarter century have undergone as profound a change in its ethnic character than the San Fernando Valley. Back in the 1970s, the region was perceived—and rightly so—as a bastion of predominately Anglo, middle class residents living adjacent the most cosmopolitan society of Los Angeles.

Today that reality is drastically changed. Since the 1970s the Valley has itself become increasingly multi-racial, largely as the result of migration of immigrants from such diverse places as Mexico, El Salvador, Iran, Israel, Armenia, Vietnam, Korea, India and China. By 1990, this pattern was already well formed. A decade later, the evidence is incontrovertible. One-third of the Valley's 1.7 million residents are foreign born; only half are Anglo, and many are themselves recent immigrants.

Indeed today, the Valley is not only as diverse as the rest of Los Angeles, but in some ways more so. Glendale, for example, now boasts the largest concentration of ethnic Armenians outside Armenia itself. The Los Angeles portions of the Valley contain not only the city's most heavily Latino district, but also those that have the largest percentages of mixed race households. The Valley today is an ethnic kaleidoscope of a new Los Angeles and new America—melting pot, salad bowl, home to both ethnic mobility and pockets of deep-seated poverty.

As the Valley, both the Los Angeles portion and the independent cities, work to achieve a vision for the new century; it is an increasingly cosmopolitan, diverse and racially intermixed region united by a common geography, economy and, to a large extent, middle class aspirations. Based on these shared grounds Valley residents of the year 2020 will have built a new kind of commonwealth that could become a model for 21st Century Southern California.

## **B. Population & Density**

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- ❖ Because the Valley remains an attractive area in which to live and work, population growth will continue.
- ❖ In 2020, the population of the San Fernando Valley region exceeds 2 million residents.
- ❖ Reasonable growth is accommodated and potential economic opportunities are maximized using “Smart Growth” principles and “Livable Communities” strategies.
- ❖ Density and growth is encouraged around Town Centers and transit stations.
- ❖ Innovative planning and zoning of residential properties provide increased capacity.
- ❖ An adequate supply of housing opportunities exists in all economic ranges.
- ❖ New types of housing exist, which provide for extended families and cooperative living arrangements.
- ❖ Transportation keeps pace with increased density and population.
- ❖ Development and growth does not exceed the capacity of the infrastructure, e.g. schools, transportation, utilities, etc.
- ❖ Regulations on habitation and occupancy are enforced to minimize neighborhood impacts and protect residents.
- ❖ The needs of a diverse and ever-changing population are met.

## C. Land Use & Urban Form

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### Residential

- ❖ Residential capacity is increased at a reasonable rate.
- ❖ Increases in density occur in “Smart Growth” clusters, near transit hubs, Town Centers and other amenities.
- ❖ An adequate supply of housing exists in all economic ranges, including creatively developed, attractive, and “affordable” housing for low-income residents.
- ❖ Existing single-family neighborhoods are protected.

### Commercial

- ❖ Town Centers provide community focus by showcasing the unique character of each area, and allowing for a complementary mix of shopping, dining, entertainment, recreation, enrichment and other similar activities.
- ❖ Creative approaches to planning and zoning incentivize the growth of retail clusters and mixed uses.
- ❖ Mixed-use areas and Town Centers are well defined and easily identified.
- ❖ Through planning and zoning, retail uses are encouraged to locate in Town Centers and pedestrian oriented districts, and away from strip malls.
- ❖ There is an abundance of unique, locally owned retail stores that reflect local culture and markets.
- ❖ Worksites and offices are located near regional and community centers, with easy access to public transportation.
- ❖ Commercial uses and Town Centers have adequate parking areas, which are located and designed to minimize impacts on neighboring residents.



## **Industrial**

- ❖ An adequate supply of industrially zoned property is preserved and protected.
- ❖ Access is readily available to high-capacity utilities including gas, water, sewers, communications, fiber-optics and evolving technologies.
- ❖ Industrial parks and clusters have easy access to centers and higher capacity housing, including public transit and upgraded streets and highways.

## **Public Spaces**

- ❖ The unique culture of each community is focused and reflected in its Town Center, facilities and other public spaces.
- ❖ Open spaces, such as parks and “pocket parks” are plentiful and accessible.
- ❖ Public spaces, such as medians, parkways and yards, are landscaped, well maintained and accessible.
- ❖ A wide range of “public art” is encouraged, increased and supported by private entities.
- ❖ Public spaces, facilities and resources are efficiently shared among various community interests, e.g. libraries, assembly halls and day care facilities.
- ❖ Adequate sites are identified for re-dedication to create new schools and other public facilities.

## **Jobs-Housing Balance**

- ❖ The distribution of residential property provides a reasonable balance between jobs and housing.
- ❖ Residents have access to information on local job and career opportunities, which helps to match jobs with housing and reduce commutes.

## **Town Centers**

- ❖ Areas known as “Town Centers” are developed around geographic center points, which are established for each city or community.
- ❖ New development options include mixed uses, including residential and commercial located above retail and adjacent to walkable pedestrian-oriented districts.
- ❖ Mixed-use developments include innovative combinations of commercial and “clean” industrial uses (e.g. software, communications, information, etc.).
- ❖ Town Centers are supported by the infrastructure and linked to the comprehensive regional transportation system.
- ❖ Shopping, dining, entertainment, recreation and enrichment provide anchors for Town Centers, and the co-location of a broad range of goods and services helps to decrease vehicle trips.
- ❖ Careful attention is given to a complementary commercial tenant mix, which reflects the local culture and meets local needs.
- ❖ Offices and “clean” commercial activities (e.g. software, communications, information, etc.) are adjacent to and above pedestrian-serving uses in Town Centers.
- ❖ Community resources such as schools, libraries other public facilities are adjacent to some centers.
- ❖ Adaptive re-use strategies are applied to renew obsolete properties.

## **Regional Centers**

- ❖ Regional Centers generally consist of higher density development with greater building height and a mix of uses.
- ❖ Regional Centers are pedestrian friendly and designed with amenities to encourage foot traffic.
- ❖ Local public transit circulates through the Regional Centers on a predictable and frequent basis. Regional Centers include transit hubs, serving local and regional destinations and offering express modes.

- ❖ Regional Centers provide 24-hour environments attracting travelers and tourists, as well as local and regional residents.
- ❖ Regional Centers are focal points for infrastructure and transportation program funding.
- ❖ Incentive programs, such as tax credits, assist in attracting quality businesses and jobs to Regional Centers.

## **Aesthetics**

- ❖ High quality architectural design is encouraged and incentivized.
- ❖ The Valley features numerous architecturally significant structures and landmarks with themes emphasizing the history and culture of the region and of local communities.
- ❖ Billboards and outdoor signage is minimized and coordinated, and commercial sign clutter is systematically reduced.
- ❖ Utilities are aesthetically pleasing and complementary to surrounding neighborhoods, and concealed whenever practical.
- ❖ Night lighting and security lighting is appropriately contained to make areas more attractive, and to reduce impacts on residents.

## **Neighborhoods**

- ❖ Single-family residential communities are tranquil, safe, and attractive—a valued tradition for the region.
- ❖ Residents have access to a full array of amenities and resources.
- ❖ Neighborhoods are walkable and pedestrian friendly with access to public transportation parks and open spaces.
- ❖ Neighborhoods reflect the historical and cultural character of the area.
- ❖ Neighborhood schools are part of a world-class educational system.

## **Special Uses**

- ❖ Equestrian areas and zoning are protected, maintained and enhanced where appropriate, and include the addition of interconnected trails and facilities.
- ❖ Historical structures and sites are protected and enhanced.
- ❖ Special attention is given to quality of life concerns in transitional areas where housing demand is great, and rural lots are susceptible to further subdivision.

## D. Transportation & Circulation

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### Private Transit Modes

- ❖ A safe and reliable transportation network of freeways and thoroughfares exists, which takes advantage of technologies and innovative operating procedures to optimize capacity.
- ❖ Over 90% of the transportation system is made up of cars and other private vehicles, with the majority of public transit trips being made by bus and van. Capacity has been added to major arterials and freeways. Essential supportive infrastructure projects and maintenance are a high funding priority.
- ❖ In order for transportation system expansion to keep pace with demand, transportation system management and efficiency has been improved through advanced technology, such as intelligent transportation system (ITS). This also includes: advanced traffic management through operation centers, signal synchronization, ramp meters, alternative route, traffic and weather condition information, demand responsive transit services, “smart bus,” etc.
- ❖ Selected Valley arterials are widened and are equipped with signal synchronization and other ITS technology, turning them into “super-streets” that provide improved alternatives to the freeways.
- ❖ High occupancy vehicle lanes (HOV) continue to promote ride sharing and help to reduce congestion.
- ❖ A seamless network of limited-access lanes exists on all freeways. These lanes provide relatively uncongested paths for emergency vehicles, transit vehicles, carpools, and, in the case of High Occupancy Toll (HOT) lanes individual drivers willing to pay for uncongested travel.
- ❖ Additional limited access corridors are developed, linking the Valley to Pacific Palisades and the West Side, improving the connectivity of the system.
- ❖ New links in the freeway system, external to the Valley, are completed, improving access to other parts of Southern California (e.g., new route from Glendale to Palmdale; and completion of the I-710 missing link).

- ❖ Non-motorized transportation modes such as walking and bicycles play an increasingly important role in moving people and supporting pedestrian-friendly places.
- ❖ Air quality goals are met through a combination of more efficient vehicles, alternative fuels, and changes in travel behavior.

### **Serving the Transit Dependent**

- ❖ Transit demand and trips are continually monitored to assure service for a growing population.
- ❖ Public transit is reliable and predictable, running on convenient schedules with optimized headways.
- ❖ Major corridors are served by advanced shuttle and collector systems.
- ❖ Transit vehicles and stations are safe, clean and comfortable.

### **Attracting Commuters – Service Enhancements**

- ❖ Quick, convenient public transportation systems service major corridors with high-speed, high-capacity, grade-separated ground access technologies.
- ❖ Dedicated preemptive routes include HOV/HOT (High Occupancy Vehicle/Toll) lanes, busways, and high-speed guideways, which stimulate ridership and reduce congestion.
- ❖ New modes of public transportation are encouraged, particularly those separated from the normal flow of traffic, which are fast and economically efficient.
- ❖ There is adequate ground access to commercial and general aviation airports serving the Valley, including an expanded “Flyaway” terminal system.
- ❖ Transit vehicles and stations are safe, clean and comfortable.
- ❖ Public transit features easy accessibility and convenient scheduling.
- ❖ Transit includes the widest practical diversity of destinations, with seamless transfers between transit modes.

- ❖ Smart shuttles and “jitneys” collect local passengers and connect with major transit corridors to form an integrated and effective transit system.

## **Optimized Technologies**

- ❖ High-capacity commuter systems optimize wait times.
- ❖ Transit pathways are engineered to enable retrofit to special guideways and other emerging technologies.
- ❖ Service areas are maximized using the most efficient capital and operating costs per passenger mile.
- ❖ Small electric vehicles (e.g. bikes, carts, personal transport devices) provide alternatives for individual short trips.

## **Mass Transit Corridors**

- ❖ Available technologies (e.g., signal synchronization), practices and upgrades are used to maximize utilization of existing infrastructure.
- ❖ Phase I segments include: North Hollywood to Warner Center, Warner Center to Chatsworth, Chatsworth to Sylmar/San Fernando, and Sylmar/San Fernando to North Hollywood/Van Nuys.
- ❖ Phase II segments include: Granada Hills to Westwood, and North Hollywood to Pasadena.
- ❖ Phase III segments include: Woodland Hills to Pacific Palisades (Tunnel), Glendale to Palmdale (Tunnel), Palmdale to Westchester, and Ventura to Claremont (High Speed).

## **E. Environment & Quality of Life**

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### **Environmental Protection**

- ❖ Policies for development are clearly established, respected and enforced.
- ❖ Citizen and stakeholder participation in development and decisions is encouraged. The public and the development community are kept informed.
- ❖ Regional and cumulative environmental impacts are considered and substantive mitigation is integrated into project plans.
- ❖ Resources and assets are identified and cataloged.
- ❖ Threats are assessed and managed.
- ❖ Concerted efforts are made to maximize the proportion of waste products that are recycled, thereby minimizing the impact on local landfills.
- ❖ A comprehensive hazardous waste system provides safe and easy disposal, pickup and drop-off of residential materials, as well as an efficient program for commercial and industrial byproducts.

### **Conservation**

- ❖ Wise use of resources gives the region a healthy environment and high quality of life, while allowing for needed growth.
- ❖ The public is aware of environmental realities, and understands the interconnectivity of environmental issues, such as the relationship between automobile dependency and air quality.
- ❖ Indigenous plants and animals are protected and repopulated in established “Conservation Zones.”
- ❖ Water conservation is enhanced through the use of lower consumption landscaping and innovative irrigation systems and techniques.
- ❖ Recycled water provides an alternative for agricultural and landscape irrigation through specialized secondary water system.



- ❖ The statewide availability of potable water is considered in advance of the establishment of growth plans.
- ❖ Alternative power systems such as solar, fuel cells and natural gas conversion provide a substantial share of residential and commercial needs.
- ❖ Energy conservation is enhanced through the use of new technologies, alternative lighting systems, improved appliances and more efficient machinery.
- ❖ Air quality continues to improve as a result of the expanded public transportation system.
- ❖ School buses use “clean fuels,” such as electric and CNG, helping to improve air quality.
- ❖ Safe, efficient and attractive bikeways and walking paths are available and provide some alternative to motorized travel.

### **Open Space and Parks**

- ❖ Open space, natural assets, historic buildings, and critical environmental areas are preserved where practicable.
- ❖ Open space, parks and recreational spaces add intrinsic value to neighborhoods, and are priorities in areas where there are deficiencies.
- ❖ Underutilized and vacant public lands are converted or recycled into parks and open spaces when feasible.
- ❖ Parks and open spaces are inventoried and monitored.
- ❖ Smart Growth principles are implemented to maximize open spaces.
- ❖ Mixed land uses and compact building designs are encouraged, in order to preserve open space.
- ❖ Neighborhoods are walkable and pedestrian friendly with access to public transportation parks and open spaces.
- ❖ “Pocket parks” are plentiful, especially within highly dense neighborhoods, which helps to promote and maintain “livability.”

## Quality of Life

- ❖ Each community is distinctive and attractive with a strong sense of place.
- ❖ Public safety is a high priority, and the area is among the safest in the nation.
- ❖ Comprehensive libraries and cultural venues are plentiful, and are readily accessible to communities.
- ❖ The area features numerous architecturally significant structures and landmarks that play an important role developing community identity and helping bring people together.
- ❖ Sound, market-friendly policies and incentives are used to improve community aesthetics.
- ❖ Existing communities are renewed and strengthened to help balance the distribution of regional development.
- ❖ “Green building” practices, that focus on the health and well-being of the occupants, and minimize impacts on the environment, are encouraged for new construction.
- ❖ Regional and cumulative impacts are considered and substantive mitigation is integrated into project plans when necessary.
- ❖ Technologies are utilized in meaningful ways to minimize noise, reduce visual blight, recycle water and improve air quality.
- ❖ Wildlife and preservation of natural open space is a valuable part of the identity and quality of life of the region.

## Environmental Realities - Equity

- ❖ Because the Valley remains an attractive area in which to live and work, population growth is inevitable.
- ❖ An adequate supply of housing exists in all economic ranges, including creatively developed, attractive, and “affordable” housing for low-income residents.

- ❖ Policies for development are clearly established, respected and enforced.
- ❖ The public and the development community are kept informed, and their participation in the planning process is encouraged.
- ❖ Environmental policies are balanced with economic realities, and with the need for housing, jobs and community development.
- ❖ Environmental regulation is moderated, streamlined, and limited to concerns based on “hard science.”
- ❖ Environmental regulations are respected and enforced.
- ❖ Brownfields and contaminated sites are inventoried and remedied. Public information is provided to add value and relieve the stigma of the re-use of such sites.
- ❖ A variety of transportation alternatives are available with a reduced dependency on the automobile.

## **F. Education & Opportunity**

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### **Shared Values**

- ❖ School districts and educational systems in the San Fernando Valley are excellent and globally competitive, for both children and adults.
- ❖ All school districts and educational systems in the San Fernando Valley receive fair and equal treatment, as do students of all socio-economic levels.
- ❖ Educational leadership provides access to residents and businesses, and encourages input from citizens and stakeholders, who actively participate in planning and development.
- ❖ The region enjoys broadly based support for school districts and educational systems.
- ❖ Students, educators, residents and the workforce are well informed and committed to the concept of lifelong learning.
- ❖ Families take an active part in the process of education, extending learning into the home.

### **The Workforce**

- ❖ The workforce is well educated and highly qualified.
- ❖ The workforce has access to a wide variety of training and educational resources.
- ❖ The existing base of high-tech and highly skilled employees provides an attraction for related industries.
- ❖ Local employers work in close collaboration with the Community Colleges and other institutions to identify the skill sets—both entry level and advanced—which are required by industry.
- ❖ Skill-appropriate career paths and counseling are available for all residents at all levels.

## **Educators**

- ❖ Educators are properly credentialed and highly qualified.
- ❖ Local school districts provide desirable opportunities for employment.
- ❖ Educational institutions have access to increased resources to keep pace with the expanding educational needs of the growing student population.

## **Standards & Curricula**

- ❖ Benchmarks are established and educational standards are put into practice.
- ❖ Educational standards are rigorously enforced and globally competitive.
- ❖ Curricula are designed to support meaningful careers, provide job capabilities and cultivate life skills.
- ❖ Leadership, management, innovation and creativity are high priorities in the educational curricula, along with critical thinking skills.
- ❖ Community College programming for workforce training is recognized as a vital link to opportunity and as a stepping-stone for higher education. It is well-coordinated, encouraged and properly funded.
- ❖ Regional Occupational Centers and Programs (ROCs/ROPs) are well-respected within the educational system as providing viable alternatives to college and university education.
- ❖ Industrial arts classes are available in appropriate secondary and post-secondary institutions.
- ❖ Private trade and vocational schools are encouraged and supported.
- ❖ Educators are well versed in emerging technologies, and promote technical knowledge among their students.
- ❖ Technology is accessible to all students.

- ❖ Technology is used as an aid for educational programs, as appropriate.
- ❖ There is a renewed emphasis on science and environmental education at all levels, especially in primary education.

### **School Facilities**

- ❖ Educational institutions and environments are conducive to learning. They provide safe, aesthetically pleasing, friendly, and tolerant atmospheres.
- ❖ Appropriate class sizes are the norm through adequate funding, proper staffing and innovative use of technology.
- ❖ Charter schools, charter clusters and other pioneering programs provide more educational options, and continue to provide educational access for a diverse population.
- ❖ New school facilities are planned in coordination with local jurisdictions.
- ❖ Secondary school “academies” are local and readily available to qualified applicants.
- ❖ There are an ever-increasing number of smaller schools, academies and satellite campuses, many of which are integrated into Town Centers.
- ❖ Schools often share libraries, assembly halls and other facilities co-located in Town Centers.

## **G. Leadership Governance & Policy**

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### **Shared Values**

- ❖ Leadership is committed to maintaining livable, sustainable communities, and preserving quality of life for Valley residents.
- ❖ All neighborhoods and communities receive fair and equal treatment, as do residents of all socio-economic levels.
- ❖ Residents and businesses have easy access to governance and government.
- ❖ Input is sought from all stakeholders in all geographic areas and from all walks of life, who actively participate in the planning and development of public policy.
- ❖ The region enjoys broad based prosperity.
- ❖ Land uses and available amenities and facilities are appropriately balanced in all communities.
- ❖ Each community is distinctive and attractive with a strong sense of place.
- ❖ The area features numerous architecturally significant structures and landmarks that play an important role developing community identity and helping bring people together.
- ❖ Open space and wildlife conservation are recognized as critical to the region's unique identity and quality of life.

### **The Economic Perspective**

- ❖ Plans for economic growth are well-implemented.
- ❖ Successful communities feature an abundance of economic and employment opportunities.
- ❖ Access is readily available to high-capacity utilities including gas, water, sewers, communications, fiber-optics and evolving technologies.
- ❖ Investment is made in community renewal.

## **The Residential Perspective**

- ❖ Single-family residential communities are tranquil, safe, and attractive—a valued tradition for the region.
- ❖ There is access to a full array of amenities and resources.
- ❖ Neighborhoods are walkable and pedestrian friendly with access to public transportation parks and open spaces.
- ❖ The region boasts a world-class educational system.

## **Priorities**

- ❖ Governance structures function in the best interests of communities.
- ❖ A thoughtful balance is struck between protecting existing residents and businesses and accommodating future growth.
- ❖ Government, non-profit and civic organizations work together to achieve the communities' vision.
- ❖ Government projects are well coordinated between the different levels and agencies: federal, state, and local—public works, CRA, planning, etc.
- ❖ The City of Los Angeles maintains excellent communications and coordination with neighboring jurisdictions.
- ❖ Land use, infrastructure and environmental impacts are coordinated among jurisdictions and between affected regions.
- ❖ Regional and cumulative impacts are considered and substantive mitigation is integrated into project plans when necessary.



## **IV. Recommendations for Implementation**

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### **A. Market-Driven Strategies**

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#### **Attracting & Enabling Quality Development**

- ❖ Incentive programs promote investment in vision-friendly projects and development.
- ❖ Developmental processing and determinations are rapid and straightforward so as to avoid uncertainty and excessive cost.
- ❖ “Envelope entitlements” provide by-right standards to allow growth within bounds on targeted projects, and discretionary developmental processes are kept to a minimum.
- ❖ New tools support renewal strategies by underwriting environmental risks, and by providing guaranteed permits through “envelope entitlements.”
- ❖ Special funds provide a vehicle for targeted land-assemblage, combining private investment with public renewal tools.
- ❖ Community Redevelopment Agencies (CRAs) are used to renew and recycle aging areas and obsolete properties through focused initiatives.
- ❖ CRA’s are legislatively reformed to focus redevelopment efforts on targeted properties, and to be able to work as a catalyst for renewal.

#### **Attracting & Enabling Quality Employers**

- ❖ The permit process is efficient and user-friendly to applicants, businesses and residents alike.
- ❖ The overall business tax and regulatory structure is reasonable and competitive.

#### **Industrial Priorities**

- ❖ An adequate supply of industrially zoned property is preserved and protected.

- ❖ Special programs and incentives exist for targeted industries.

### **Commercial and Office Priorities**

- ❖ Contemporary design and pleasant working environments attract leading commercial interests and quality employment opportunities.
- ❖ Access is readily available to high-capacity utilities including gas, water, sewers, communications, fiber-optics and evolving technologies.
- ❖ Amenities and parking are readily available.
- ❖ An adequate supply of housing opportunities exists in all economic ranges.
- ❖ A wide range of housing opportunities exist at all economic levels.
- ❖ Modern, effective transportation services commercial areas.

### **Retail and Service Uses – Balancing Amenities**

- ❖ There is a wide range of convenient shopping opportunities.
- ❖ Town Centers are developed with pedestrian oriented districts.
- ❖ Mixed-use projects are established where appropriate.

### **Community Development**

- ❖ Policies and innovative loan programs encourage home ownership, particularly among lower-income residents.
- ❖ Neglected, aging and obsolete properties are inventoried and tracked. When appropriate, they are promoted as renewal opportunities.
- ❖ Brownfields and contaminated sites are inventoried and remedied. Public information is provided to add value and relieve the stigma of re-use of such sites.
- ❖ Special programs underwrite risks normally associated with the development of contaminated properties.

## **B. Economic Development**

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- ❖ The industrial base is broadly diversified with leadership in a number of significant industry clusters.
- ❖ Industrial clusters are well developed and continually marketed to attract new and emerging industries.
- ❖ Certain industries are targeted, recruited and incentivized:
  - Core industries with long-term stability
  - Growth industries
  - Environmentally friendly industries
  - Industries offering quality jobs and opportunities for career advancement
- ❖ The existing base of high-tech and highly skilled employees provides an attraction for related industries.
- ❖ Industry offers a wide variety of job and career opportunities at all skill levels.
- ❖ Workforce demands are monitored and coordinated with educational offerings and training programs to support the labor pool.
- ❖ The Northeast Valley leads the way in new opportunities for employment and economic development.
- ❖ Incentive programs help to attract a quality mix of shopping, dining, recreational, and entertainment tenants to Town Centers.
- ❖ Emphasis is placed on unique local businesses, particularly those situated in Town Centers.
- ❖ Local film production is booming and “runaway production” has diminished.

## C. Civic & Leadership Initiatives

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### Community Programming

- ❖ Regional, General and community plan elements are regularly updated, actively implemented and adhered to.
- ❖ Collaborative regional groups help coordinate regional policies, planning and implementation.
- ❖ Communities actively identify and communicate their respective needs, concerns and goals.
- ❖ Best practices are implemented, and governance for local services is provided at the most efficient and appropriate level.
- ❖ San Fernando Valley sub-areas, sub-regions and districts are formed in all appropriate categories.
- ❖ Technology provides access, interaction and communication between residents, leadership and governance.
- ❖ Special assessment districts, e.g., Business Improvement Districts (BIDs), offer a tool for businesses to cooperate and to manage and improve public spaces.
- ❖ Community improvement efforts are strengthened with tools to incentivize compliance in community overlay districts, particularly for “grandfathered” uses.
- ❖ Civic organizations act as liaison and coordinate between community and educational leadership.
- ❖ A funding collaborative is established to support infrastructure and public serving facilities. This involves government, civic, business and community leadership.
- ❖ Policymakers promote renewal and redevelopment through their support of market-driven projects, which meet community needs.
- ❖ State statutes and policies are enacted to discourage fiscalization of land uses (e.g., development of retail, solely for the sales tax it will return).

- ❖ Residents, businesses and developers engage at early stages to encourage and facilitate vision-friendly projects.
- ❖ Civic initiatives and strategies for facilitation and implementation are created.
- ❖ Government leadership and support is provided.
- ❖ Civic and community advocates are able to implement the vision.
- ❖ Burdens on business, such as taxes, wage and benefit standards are competitive.
- ❖ “Neighborhood Associations” and Neighborhood Improvement Districts (NIDs) are an available tool to assist older neighborhoods in working to improve their quality of life.
- ❖ Town Councils, Business Improvement Districts Merchants’ Associations and Homeowner Associations provide guidance and oversight for sub-areas, nodes and Town Centers.
- ❖ Public Advocates’ (Ombudsman) offices exist in all levels of local government. These work independently from elected leaders providing information and representing the interests of consumers, businesses, residents and taxpayers before councils, boards and commissions.

## **Vision2020**

- ❖ Vision2020 evolves under the aegis of the Economic Alliance of the San Fernando Valley, with the cooperation and support of all of the strategic partners, participants and community groups represented in the original process.
- ❖ A commitment is made to implementation of the principles embodied in the Vision2020 plan document.
- ❖ Issue champions proceed to the next phase, establishing working groups to develop long-term strategies to achieve the goals and objectives of Vision2020.

## **V. Appendices**

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- A. Glossary
- B. Strategic Plan: Land Use, Town Centers & Housing
- C. Strategic Plan: Education & Workforce
- D. Strategic Plan: Transportation & Infrastructure

## Glossary – Vision2020

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Defined terms as used in the Vision2020 process.

**Academies** – Public and private educational institutions that offer career-oriented programs focusing upon particular fields or endeavors, which prepare students for work in those fields.

**Best practices** – Those strategies, activities or approaches that have been shown through research and evaluation to be most effective; when consensus is built around the efficiency and desirability of performing a function in a particular way.

**Brownfields** – Abandoned, idled, or under-utilized industrial and commercial facilities, where expansion or redevelopment is complicated by real or perceived environmental contamination. Proper remediation allows the land to be used for new purposes.

**Business Improvement Districts** – Business Improvement Districts (BIDs), work with government and businesses to provide for benefit assessment districts, and to manage and improve public spaces adjacent to businesses.

**Charter Schools** – Public schools that are directly chartered by the state, which are virtually autonomous and in control of their own budgets; usually created by a group of teachers, parents and community leaders and sponsored by an existing local public school board or county board of education. Charter schools are exempt from many laws governing school districts. They may not charge tuition to students, and their goals and operating procedures are detailed in an agreement between the sponsoring board and the charter organizers.

**Clean Commercial** – Refers to businesses and industries that offer quality jobs and opportunities with little or no impact to the environment and surrounding communities.

**Clean Fuels** – Fuels that generate low emissions, such as natural gas, and electricity, and have little or no impact on the environment.

**Conservation Zones** – Public or private areas designated by law or otherwise dedicated to the protection of natural resources, flora and fauna, e.g. Chatsworth Reservoir and Griffith Park.

**Envelope Entitlements** – Pre-approved development permits that provide by-right standards to allow growth within bounds for targeted

projects based on a set of criteria. Discretionary developmental processes are kept to a minimum, with some flexibility in configuration.

**Flyaways** – Methods of transportation, usually buses or vans, to and from local and regional airports, i.e. the Van Nuys Flyaway transports commuters from the Valley to LAX.

**Grandfathered uses** – In planning and zoning this term refers to a land use that predates a law or restriction and therefore compliance with such standards cannot be enforced.

**Green Building** - A "green" building can be defined as any building that is sited, designed, constructed, operated, and maintained for the health and well being of the occupants, while minimizing impact on the environment.

**Governance**– The cooperative activities of government and civic leaders to influence and enact policies, and to make decisions concerning public life, economic and social development.

**Hard Science** – The results of scientific studies completed by recognized and reputable research groups with sound scientific backing.

**HOV/HOT Lanes** – High Occupancy Vehicle and Toll lanes describe a network of limited-access lanes designed to promote ridesharing thereby decreasing the amount of vehicles on the highways at any given time. These lanes provide relatively uncongested paths for buses and transit vehicles, emergency vehicles, carpools, and, in the case of High Occupancy Toll (HOT) lanes individual drivers willing to pay for uncongested travel.

**Industry Cluster** – Grouping of allied businesses within a common geographic area that benefit from shared resources and a common pool of talent.

**Incentivize** – To offer incentives or an incentive to act in a certain way.

**ITS** – Intelligent Transportation System includes: advanced traffic management through operation centers, signal synchronization, ramp meters, alternative route, traffic and weather condition information, demand responsive transit services, “smart bus,” etc.

**Jitneys** – Small buses or small multi-passenger vehicles running on shared lanes within the general thoroughfare system that operate on fixed routes, but not fixed schedules.



**Livable Cities/Communities** – Areas accommodating added capacity while minimizing environmental and infrastructure impacts. This includes the development of mixed-use centers and higher capacity housing situated near centers and transportation lines. Key to growth accommodation is planning for jobs-housing balance and adequacy of amenities. Educational capacities are increased and innovative approaches are taken in the development of new facilities.

**Livability** – Refers to the quality of life, availability of amenities, community safety, health, environment, and resources within a community.

**Mixed-use** – Usually describing two or more uses in a single facility. Incorporates planning for more dense use of land, and use of development from existing standards. Refers to the mixing or combining of land uses in an attempt to reduce dependency on the automobile and increase sense of community. It is achieved by placing housing, jobs, services and recreational land uses closer together or on different stories of the same building, and is often within walking distance of public transit.

**Multi-Point Destinations** – A trip destination that involves more than one purpose or activity, such as combinations of shopping, dining, entertainment, recreation, services or enrichment.

**Neighborhood Associations/Improvement Districts** –“Neighborhood Associations” and Neighborhood Improvement Districts (NIDs) are an available tool to assist existing neighborhoods in working to improve their quality of life. They can enforce covenants written by the developer to maintain the original character of the neighborhood, control types of land use and aesthetics, help control the maintenance of streets, provide for refuse collection and provide services when local governments lack the necessary funding.

**Open Spaces** – May be passive and natural areas or developed open spaces such as parks.

**Ombudsman** – An official, supported by the government, who acts as an advocate for citizens. They work independently from elected leaders providing information and representing the interests of consumers, businesses, residents and taxpayers before councils, boards and commissions.

**Pedestrian-Oriented District** – Area where pedestrians can move about safely and easily and have access to commercial, entertainment and recreational activities.

**Pocket Parks** – Small parks on small plots of land that maximize the amount of open space in any given area.

**Public Art** – Art commissioned by cities, and created with the public in mind, to add beauty and character to the area. In some cases the art takes note of a unique event or feature of a city, to give special meaning to the area.

**Public Spaces** – Streets, sidewalks, parks, that are open to the public and offer convenience and a sense of place; they may be public or private commercial property.

**Regional Centers** – Around the clock pedestrian friendly areas attracting residents and tourists, linked to the region and major destinations by a comprehensive transportation system. e.g., Van Nuys, Warner Center and the Downtowns of Burbank and Glendale.

**ROCs and ROPs** – Regional Occupational Centers and Programs (ROCs/ROPs) are preparation programs that provide hands-on training in various careers to develop and enhance the employability of their students, thereby contributing to the economic growth of an area.

**Runaway Production** – When films formerly produced locally move production to another area, local jobs are lost, thereby negatively affecting local economy.

**Smart Growth** – A compact, efficient, and environmentally sensitive pattern of development employed to accommodate added capacity while minimizing environmental and infrastructure impacts. This includes the development of mixed-use centers in each community and higher capacity housing situated near centers. Transportation lines are developed and consideration is given to jobs-housing balance and ready availability of amenities.

**Sprawl** – A term in urban planning used to describe the negative affects of outward growth of urban development from the central core. The effects of sprawl include traffic congestion, overloading of infrastructure, increased public costs, loss of sense of place and decline in environmental quality. Open space is fragmented or eliminated along with agricultural areas and wildlife habitats.

**Signal Synchronization** – Refers to the computerized timing of a series of signals to allow for a more efficient flow of traffic.

**Smart Shuttles** – Shuttles that can be summoned to arrive at your convenience, thereby reducing wait times.

**Stakeholders** – People of all interests, walks of life and income levels, who have an interest in, and are affected by, community issues.

**Transit Hubs/Centers** – Stations that offer access to various forms of transportation with optimal schedules. Ideally they are situated in and near Regional and Town Centers.

**Town Centers** – Multi-point, 18-24 hour a day destinations with mixed-uses and creative themes that reflect the unique culture and markets of surrounding communities. Town Centers offer a balance of amenities: shopping, dining, entertainment, recreation, services and enrichment—all found within walking distance of one another. Town Centers showcase unique local arts, character and culture, and locally owned businesses, which strengthen the sense of place and heighten community spirit.







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