REQUEST FOR PROPOSALS

CITY OF SANTA MONICA
PLANNING AND COMMUNITY DEVELOPMENT DEPARTMENT
STRATEGIC AND TRANSPORTATION PLANNING DIVISION

Lincoln Neighborhood Corridor Plan (“The LiNC”). Outreach, Schematic Design, Business Improvements, Beautification and Transit, Parking and TDM Strategies

Proposals must be received by: Friday, April 25, 2014 by 12:00PM
Interviews with Selected Finalists will be Held May 20+21, 2014

1. INTRODUCTION

The City of Santa Monica is requesting proposals from qualified professional firms, consultant teams, and/or individuals (“Consultant”) to provide business and community outreach, urban design, transportation and planning services for the development of a neighborhood corridor plan that includes detailed streetscape designs, transit enhancement and vehicle flow recommendations, parking and transportation demand management (TDM) strategies including the opportunity for shared parking, property beautification program guidelines, a business improvement toolkit, and a long-term funding and financing plan for the Lincoln Neighborhood Corridor Plan project (“Project”) which encompasses over a mile of roadway between the I-10 Freeway and the City limits at Ozone Avenue. The overall goal of the Project, guided and supported by Santa Monica’s award-winning 2010 Land Use and Circulation Element (LUCE), is to improve vehicular flow, and transition this important regional north/south thoroughfare to a more pedestrian-friendly and local-serving neighborhood boulevard based on community and stakeholder input. The Project will aim to enhance the quality of the pedestrian environment through streetscape improvements and new land uses, improve mobility for all users through right-of-way enhancements, increase vehicular and pedestrian safety at all times of day and night, enhance diversity of local-serving land uses, improve the character of the public realm and ground floor spaces, and reflect community values for sustainability, public art, and economic viability. The final products should be integrated with existing City of Santa Monica planning efforts to include a) phased plans for physical treatments such as sidewalk, street, and crosswalk improvements, lane configurations, landscaping, potential urban runoff mitigation opportunities, street furniture, gateway design, and wayfinding, b) a balanced on- and off-street parking plan that may include shared parking, c) a business improvement toolkit to enhance the
quality of local-serving commercial uses along the boulevard for the local community, d) a beautification program to enhance the character of the boulevard, and e) recommendations for enhancing Transit services on Lincoln Blvd., including the consideration of a dedicated bus lane. The budget is fixed at $360,000.

2. BACKGROUND
Santa Monica is comprised of 8.3 square miles with diverse, vibrant commercial districts and distinctive residential neighborhoods. The City is situated on the westside of Los Angeles County, bordered by the City of Los Angeles on three sides and the Pacific Ocean on the west. The 2010 US Census put Santa Monica's population at 89,736, or about 10,800 persons per square mile.

Lincoln Boulevard serves as a regional north/south vehicular artery, guiding high volumes of regional vehicular traffic through Santa Monica to the neighboring communities of Venice, Marina del Rey, Playa Vista and Westchester, as well as traffic routed to Pacific Coast Highway and LAX. Lincoln Blvd. starts at San Vicente Boulevard in Santa Monica, and extends southward as a residential street before becoming a four lane thoroughfare south of Wilshire Boulevard where it stretches over eight miles to terminate near Los Angeles International Airport. The portion between the Santa Monica Freeway (Interstate 10) and its southern terminus at Sepulveda Boulevard is designated as part of State Route 1. Lincoln Blvd. is notorious for high levels of auto traffic carrying between 46,000-59,000 vehicles per day. Peak period demand and operation creates periods of congestion that can influence cut-through traffic on alternate residential streets (e.g. 4th and 11th Streets). The primary zoning in the study area is General Commercial (GC), with some areas on large parcels or at transit crossroads designated as Mixed-Use Boulevard Low.

The current building stock is predominantly low-rise and auto-oriented, and lacking in a coordinated streetscape or landscaping pattern that would promote walking or strolling for leisure. Existing land uses include a mix of auto-related businesses and miscellaneous retail/services laid out in a pattern of strip commercial and drive-in facilities that require direct auto access via curb cuts across the sidewalk. This access pattern further discourages pedestrian activity, limits on-street parking and interrupts traffic flow, all of which negatively impact the urban character of Lincoln Boulevard. Many of the businesses fronting on Lincoln Boulevard feature blank, windowless walls or large surface parking lots ringed by steel fencing that do little to engage the public realm, and a lack of building maintenance, illegal signage and property upkeep is often cited as a community nuisance. Limited parcel sizes (sometimes no deeper than 25 feet) discourage meaningful reconstruction of properties along Lincoln Blvd. and suggest the need for development guidelines to help attract new businesses and investment to existing structures (adaptive reuse). There are a few large parcels that are both wide and deep, with parcel edges abutting adjacent residential zones, and in some segments of the boulevard steep inclines further challenge development opportunity.

Major intersections serve as hubs of activity, particularly where these areas are also points of transfer for transit users, such as at Pico Boulevard. These ‘nodes’ are important because they each have unique identities that can encourage distinct streetscape design types around and near the nodes.

The land use and transportation policy adopted in the Land Use and Circulation Element (LUCE, 2010) emphasizes walkable connections to transit, neighborhood services, housing and jobs. This approach to community livability strives to enhance the quality of life within the residential neighborhoods, and to create a more environmental, economic and socially sustainable environment in the major transportation districts and boulevards. Reflecting these goals, the LUCE described the opportunity to effect change on Lincoln Blvd. south of the I-10 Freeway in order to transition the boulevard to a more pedestrian-oriented environment and to better link the Sunset Park, Ocean Park and Pico neighborhoods through streetscape improvements that could be brought about by coordinated efforts in this Request for Proposals.

Interest in the reimagining of Lincoln Boulevard has been recently stimulated by the historic relinquishment of the boulevard to the City of Santa Monica from CalTrans, which has resulted in a great deal of discussion about its future. Neighborhood groups from the Ocean Park Association, Friends of Sunset Park and the Pico
Neighborhood Association, as well as several local interest groups have come forward to provide guidance at the community level on revitalization efforts. Volunteer taskforces, such as the Lincoln Boulevard Taskforce and a non-profit artist group called Beautify Earth, both of which are staffed by energetic community members (residents, artists, local businesses) voluntarily contribute their time to advocate for elevating the Boulevard’s image and have instigated a series of clean-up efforts, and mural programs along Lincoln Blvd. to date. The Lincoln Boulevard Taskforce has conducted a survey to identify preferences among residents and businesses for improvements to the street, land uses, and circulation (see links).

In consideration of adopted City documents and grass roots involvement from the community, plans must further the goals of the community, including efficient use of existing infrastructure, streetscape improvements for multi-modal access, universal pedestrian access, provision of daily uses within walking/biking distance, superior bicycle facilities and amenities where feasible, and the cultivation of the creative businesses and industries.

3. PROJECT DESCRIPTION

The Lincoln Neighborhood Corridor (LiNC) project is meant to provide a comprehensive framework for the overall enhancement of the Boulevard, and will artfully weave together phased physical design improvements to the streetscape and right-of-way with policy and program level recommendations for improving vehicle flow and creating a more functional, aesthetically pleasing pedestrian experience that is supported and/or managed by the local business community and property owners. Envisioned to be a mixed-mode and livable street environment for pedestrians, transit and vehicles, the ability for bicycles to coexist with other modes on this busy boulevard should also be explored.

Once complete, the Plan is intended to be implemented incrementally as funding allows to create a high quality streetscape and pedestrian environment that removes existing barriers, expands accessibility, increases safety, and improves public health among all non-motorized travelers. The Plan is also intended to provide a foundation for ongoing collaboration between various City Departments and stakeholders in reviewing and addressing long-term management issues affecting the Boulevard, including the development of targeted educational and outreach programs.

A. Project Boundaries: The project boundaries are from the I-10 Freeway (including the bridge overpass) to Ozone Avenue, approximately 1.25 miles long. The project boundaries include the vehicular right-of-way, as well as the public sidewalk and the ground floor of the buildings that front Lincoln Blvd.
B. **Project Issues:** Following is a list of key issues, identified by the community in the visioning process for the LUCE and subsequent outreach efforts, to be addressed by the Project:

1. **Traffic and Congestion:** Due to limited north/south travel routes and freeway access points, many motorists use Lincoln Blvd. as a primary commuting corridor resulting in high volumes of vehicles during peak hours and throughout the day, which can lead to congestion and delays. When not congested, vehicles tend to move quickly down the corridor, resulting in a perception that the Boulevard is not safe for pedestrians and cyclists.

2. **Limited Land Uses Serving Daily Needs:** Auto-oriented uses, strip commercial, and drive-ins are heavily featured on Lincoln Boulevard, whereas pedestrian-oriented uses such as restaurants, cafes, markets and neighborhood services are limited.

3. **Barriers to Pedestrian and Bicyclist Access:** Narrow sidewalks and limited crossings restrict pedestrian movements, particularly across the Boulevard. No bicycle facilities currently exist within the right of way, and many cyclists ride on the sidewalks or alternate streets. High traffic volume and speeds inhibit pedestrian and bicyclist comfort.

4. **Safety:** Occasional conflicts between vehicles and pedestrians occur, some resulting in major injury or fatalities.

5. **Freeway Overpass and Ramps:** Congested and unsightly interchange points between Lincoln Blvd. and the I-10 Freeway, where Lincoln Blvd. enters the Downtown, creates a barrier to access. On- and off-ramp movements create conflict between vehicles and pedestrians, and large freeway infrastructure has resulted in “no man’s land” effect.

6. **Poorly Maintained Facades and Public Realm:** Aging buildings, shallow lots, code violations and a general lack in “pride of ownership” over the public realm has created a visually unappealing boulevard character.

7. **Minimal Landscaping and Tree Canopy:** Widely spaced trees with limited canopy, very limited parkway or private landscaping detract from a quality pedestrian environment.

8. **Homelessness and Human Services:** Many residents are concerned with the downstream effects that the Boulevard’s homeless population have on local businesses, boulevard appearance and character.

9. **Lack of Cohesive Business Community:** Businesses on Lincoln Boulevard currently do not participate in any formal or informal merchant association, and therefore do not benefit from coordinated marketing campaigns, events, advocacy groups, etc.

C. **Project Components:** The project requires coordination across a range of disciplines that must touch on the following work products in order to yield a comprehensive approach capable of realizing the long term goals for Lincoln Boulevard.

- **A Comprehensive Streetscape Plan:** to identify opportunities to support increased pedestrian activity through improved sidewalks, curb ramps, traffic signal improvements, crosswalks, furniture and signage, as well as to identify sustainable opportunities related to landscaping, LED street lighting,
and urban runoff mitigation strategies, and to improve vehicular, bicycle and transit flow through improvements within the right-of-way.

- **Business Improvement and Beautification**: to stimulate both an immediate and incremental change to the aesthetic of the Boulevard through more coordinated private and public investment, and to create a distinctive commercial corridor that is enhanced by building detail, refreshed facades, gateway treatments, murals, and/or stand-alone art pieces. To address building maintenance issues, illegal signage, and a general lack of investment in buildings and “pride of ownership” of street level amenities, landscaping and other ground level furnishings.

- **Strategies to Form a Cohesive Business Community**: to enhance partnerships and collaboration between existing and new uses to unify and better serve the adjacent neighborhoods. Potential consideration of a Business Improvement District (BID).

- **Parking and TDM Considerations**: to provide a balanced on- and off-street parking system that services corridor businesses, and which coordinates with aspirations for shared parking and transit enhancements like a potential dedicated peak-hour bus lane.

- **Transit Enhancements**: to improve north/south connectivity through improvements and connections to the Big Blue Bus and Expo transit services, including possible peak-hour dedicated bus lanes and cross-municipality collaboration along Lincoln Blvd.

D. **Project Orientation**: To serve as a local-serving neighborhood commercial corridor that balances regional vehicle network demands, it is anticipated that streetscape improvements will need to be complemented by a supportive framework that helps transition land uses and manage long-term investment along the Boulevard. Plans and concepts should be oriented to designing a streetscape facility and associated recommendations for business support, parking and TDM, and transit enhancements that will better link local residents to adjacent neighborhoods, schools, shopping areas, and transit connections. Careful consideration should be given to attracting new pedestrian-oriented uses to existing tenant spaces and encouraging all businesses to participate in improving the general aesthetic of the Boulevard through facade enhancements, public art and landscaping. Long-term maintenance and ease of maintenance should also be factored into any streetscape improvements.

Upon completion of the Project, the City expects to have detailed, technically-vetted, preliminary engineered, community-supported, and Council-approved plans based on extensive community and stakeholder input. Construction level plans and construction of the facility will be initiated as a subsequent, separate project pending construction funding.

For more information on guiding City policy, adopted City Plans, and neighborhood efforts affecting this project, please visit the following websites.

**City of Santa Monica Project Website:**
- LiNC Project Website (formerly “Envision Lincoln”):
  [http://www.smgov.net/Departments/PCD/Plans/Streetscapes/Lincoln-Neighborhood-Corridor-Plan-(The-LiNC)/](http://www.smgov.net/Departments/PCD/Plans/Streetscapes/Lincoln-Neighborhood-Corridor-Plan-(The-LiNC)/)

**Adopted City Plans:**
- The website of the Land Use and Circulation Element (LUCE) at [www.shapethefuture2025.net](http://www.shapethefuture2025.net)
- The Sustainable City Plan: [http://www.smgov.net/uploadedFiles/Departments/OSE/Categories/Sustainability/Sustainable-City-Plan.pdf](http://www.smgov.net/uploadedFiles/Departments/OSE/Categories/Sustainability/Sustainable-City-Plan.pdf)
- The Urban Forest Master Plan at [http://www.smgov.net/portals/urbanforest](http://www.smgov.net/portals/urbanforest)
- Ocean Park Boulevard Complete Green Street: [http://www.smgov.net/Departments/PCD/Plans/Streetscapes/Ocean-Park-Boulevard-Complete-Green-Street/](http://www.smgov.net/Departments/PCD/Plans/Streetscapes/Ocean-Park-Boulevard-Complete-Green-Street/)
• Michigan Avenue Neighborhood Greenway: 
  http://www.smgov.net/Departments/PCD/Plans/Streetscapes/Michigan-Avenue-Neighborhood-Greenway/

Current City Planning Initiatives that Interact with LiNC:
• The Pedestrian Action Plan: http://www.smgov.net/Departments/PCD/Plans/Pedestrian-Action-Plan/
• SaMo Safe Routes Improvements:  http://www.smgov.net/Departments/PCD/Plans/Samohi-Safe-Routes-Improvements/

Neighborhood Associations and Interest Groups:
• Ocean Park Association (Lincoln Boulevard Taskforce Resident Survey lives here): http://www.opas-sm.org
• Friends of Sunset Park: http://www.friendsofsunsetpark.org/
• Pico Neighborhood Association: http://pnasantamonica.org/
• Beautify Earth Website: http://beautifyearth.org/

Related City of Los Angeles Planning Initiatives:
• Lincoln Boulevard Community Design Overlay District Report: 
  http://cityplanning.lacity.org/Code_Studies/LincolnBlvdCDO/LincolnCDOTxt.pdf

4. SCOPE OF WORK

The purpose and intent of the Project is to conduct extensive outreach to the local business community and adjacent residential neighborhoods to develop detailed streetscape plans and associated recommendations for a high-quality neighborhood commercial corridor. The Project will focus on improving mobility, access, safety, sustainability and aesthetic quality while recognizing the value of the project improvements and program recommendations in terms of economic opportunity, equity, and environmental protection.

The Consultant is tasked to develop and implement an 18 month process that engages and informs key stakeholders, the community, the City Council and Boards and Commissions about project components such as appropriate street design, parking and TDM strategies, sustainability, public art and transit benefits. The outreach should be accompanied by an informative design process in which options for streetscape design and business improvements, for example, are thoroughly vetted by residents, property owners and members of the business community, as well as City staff from a variety of departments. Coordination with Los Angeles Department of Transportation, Metro, and Councilmember Mike Bonin’s office may be required for further reaching transit concepts that improve ridership and efficiency of the Big Blue Bus and Metro.

Conceptual Timeline

A.  PROJECT MANAGEMENT & COORDINATION

Close coordination between the Consultant and City staff will be critical to creating an engaging process and successful Project outcome. At the start of the project, Consultant will hold a kick-off meeting with key City staff to review the work plan and timeline; establish a list of internal contacts and stakeholders; establish a list of available documents and information to be collected; and identify key upcoming meeting dates and milestones. Over the course of the project, Consultant will hold bi-weekly progress meetings with City staff to ensure that the project is progressing as planned, with additional meetings in advance of key project milestones. Consultant will develop monthly status reports, including budgeting and invoices, to track all ongoing project tasks and deliverables that clearly identify the task and responsible staff person for each task item. Status reports will be distributed to City staff in advance of each meeting so that the progress on all tasks can be discussed. Additional meetings or conference calls will occur on an as-needed basis, particularly in advance of major events or project deadlines. Status reports will include a description of tasks completed during the prior month and a schedule of upcoming events, meetings, and deliverables for the upcoming month.

### Ongoing Project Management & Coordination Expected Deliverables

- Kick-off meeting with City staff
- Finalized work plan and schedule
- List of internal contacts and stakeholders
- List of available documents, data and information to be collected
- Monthly status reports
- Bi-weekly progress meetings, additional meetings as required for project milestones
- Interdepartmental Check-Ins
- Additional meetings on an as-needed basis
- Identification of additional data needs

B.  MEETINGS AND PUBLIC OUTREACH

As part of this project, the consultant should describe an outreach program that is highly interactive, engaging and tailored to reach both residents and the local business community. Outreach should be considered an integral part of the design and plan formation process, using group feedback and stakeholder input as a means for vetting ideas and generating support for key concepts or assessing prevailing attitudes towards Plan recommendations.

1.  Meetings and Events. As the backbone of the outreach process, this required task involves designing, preparing, and staffing community events such as public workshops, festivals, “music crawls,” presentations, and stakeholder interviews. Consultant’s proposal should indicate an estimated number of meetings and provide a thorough noticing protocol that establishes contact with boulevard businesses and neighborhood organizations including neighborhood groups, residents, property owners, businesses, and other stakeholders; and identify community locations to post meeting notices. Anticipated meetings and public outreach efforts include, but are not limited to:
   a.  **Staff Meetings.** Meetings with interdepartmental City staff working group to establish long-range priorities and to balance interests. Additionally, staff meetings with Fire, Police, Building and Safety, Public Works and Maintenance will establish project constraints for streetscape design.
   b.  **Council Meetings and Boards and Commissions.** Meetings to periodically check-in with City Council and Planning Commission to review concept development and receive guidance on Plan development leading to adoption.
c.  **Stakeholder Interviews and Focus Groups.** One-on-one or group interviews with local businesses to understand concerns and issues related to the future of the Boulevard, and to establish a positive relationship between City staff and Lincoln Blvd. businesses and property owners. Focus group events may focus on key topics, such as signage and code compliance, outdoor dining and display of merchandise, landscape maintenance, or other public realm and process issues that Lincoln Blvd. businesses often cite as concerns. Focus groups may also be convened to vet concept plans and/or business improvement strategies.

d.  **Community Workshops, Festivals and Events.** Large scale inclusive workshops/events will be mandatory for this project, and consultant teams are challenged to propose fun, interactive and “out of the box” formats that engage a traditionally indifferent business community. To the extent possible, proposed workshops/festivals could be coordinated with scheduled events such as the “Venice Music Crawl ([http://venicemusiccrawl.com/](http://venicemusiccrawl.com/)),” which occurs on Lincoln Boulevard approximately twice a year. A minimum of three workshops/events should be included in the proposal.

2.  **Technology and Social Media.** Recent outreach efforts in the City of Santa Monica have embraced the use of technology and social media or other public participation platforms to access new constituencies within the City. As part of this Planning project, staff has developed a project website to engage stakeholders and to post project materials, staff reports and other documentation to preserve transparency. The consultant should consider other technology tools that can be managed by the consultant team and recommend public participation platforms for transparency and community engagement, such as:
   a.  Facebook
   b.  Twitter
   c.  Pinterest
   d.  Instagram
   e.  Mindmixer
   f.  Urban Interactive Studio
   g.  Delib
   h.  Crowdbrite
   i.  Open Town Hall
   j.  MetroQuest

The City is interested in innovative outreach strategies that truly connect with the residents of the neighborhood and the local business community and the various public that will use the facility including: pedestrians, shoppers, students, residents and motorists.

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<tr>
<th>Public Outreach Expected Deliverables</th>
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<tbody>
<tr>
<td>▪  Noticing Protocol and Contact Database</td>
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<td>▪  Website Content and Ancillary Outreach Technologies</td>
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<tr>
<td>▪  Stakeholder Meetings</td>
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<td>▪  Focus Groups</td>
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<td>▪  Community Workshops/Festivals</td>
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**C. NEIGHBORHOOD CORRIDOR CONCEPTS AND RECOMMENDATIONS**

The core effort for the Lincoln Neighborhood Corridor Plan project is to identify a preferred detailed and technically accurate streetscape configuration that is complemented by a range of innovative strategies for improving the character and functionality of the Boulevard. In concert with the LUCE vision for a more
pedestrian-oriented and aesthetically pleasing neighborhood corridor, future plans should incorporate recommendations for stimulating the local business community and Lincoln Blvd. property owners and residents into a partnership for revitalizing the Boulevard through a range of strategies including, but not limited to, façade improvements, landscaping, and event programming. Of equal importance will be the need to identify parking, access and transit solutions that meet demand. The following project elements are required, and proposals should describe the method in which the outreach process will engage each category.

1. **Detailed Streetscape Design.** This primary task involves identifying a preferred streetscape design that helps transition Lincoln Boulevard to a more pedestrian-friendly local commercial corridor that meets community expectations for a greener and more sustainable Boulevard that incorporates low-impact development techniques and improves the safety and comfort of the walking experience. It is also imperative that the preferred streetscape design consider improvements to the right-of-way that address the flow of vehicles and public transit services, overcome existing obstacles to circulation and access for all users, and promote unification of area businesses. The final product should provide schematic-level detail, and should be ready to move into the next stage of design/development and construction documentation.

The consultant should identify potential phased streetscape enhancements that include, but are not limited to, new and/or enhanced crosswalks and signals, ADA accessibility, sustainable landscaping and lighting, permeable surfaces, parkway runoff infiltration strategies, parklets, sidewalk modifications and/or medians, street furniture, signage/banner/wayfinding enhancements, intersection or travel lane modifications including designated Portland Cement Concrete (PCC) bus lanes, streetlight circuit upgrades from series to multiple, streetlight upgrades to LED as well as opportunities to eliminate existing curb cuts and fencing that detract from the pedestrian experience. Streetscape design concept alternatives should:

a. Meet established design criteria determined by the Fire, Police and Maintenance staff.
b. Coordinate with other local or regional transportation and streetscape plans.
c. Incorporate, where feasible, stormwater retention or infiltration facilities.
d. Identify connections and linkages for pedestrians, bicyclists, motorists and transit riders to key destinations, including the future Downtown Expo Light Rail station at 4th Street and Colorado Blvd. Consultant should refer to adopted networks that intersect with Lincoln Blvd. and strengthen points of intersection.
e. Include a pro/con matrix listing the tradeoffs/benefits of each project element.
f. Be tested for benefit to the Citywide circulation network using the City’s Transportation Demand Forecasting (TDFM) model, and/or micro-simulation analysis of proposed roadway segments.
g. Include illustrations in plan view, street cross sections, diagrams, and sketches and/or photo simulations, when appropriate.
h. Provide a long-term funding and financing strategy for implementing the streetscape improvements.

### Conceptual Streetscape Deliverables

- Opportunities and Challenges Report
- Preliminary Streetscape Elements
- Streetscape Design Alternatives
- Preferred Streetscape Plan
- Traffic Study(ies) Related to Proposed Streetscape Enhancements that are Supported by Transportation Demand Forecasting Model (TDFM) Results
- Final Streetscape Plan
- Implementation and Financing Strategy
2. **Parking and TDM Strategies.** This task involves identifying a range of concepts to balance on- and off-street parking demand, encourage pedestrian-oriented land uses, and to reduce, where possible, vehicle dependence and single-occupancy vehicles. This effort should complement the streetscape design process and Business Improvement Toolkit as a series of policy level, program or regulatory recommendations that are grounded in an analysis of existing conditions and opportunities that exist along the Boulevard. Parking and TDM Strategies should:

   a. Be guided by a comprehensive evaluation of the existing on- and off-street parking inventory, including occupancy rates, management of private spaces, and operational models.
   
   b. Evaluate the potential for shared parking facilities to service employees of local businesses and/or visitors, and identify locations where shared parking would make the greatest impact.
   
   c. Explore the opportunity for modified parking requirements to stimulate conversion of auto-oriented businesses to new local-serving uses like restaurants, markets and cafes.
   
   d. Identify aggressive trip reduction strategies and implementation measures (see Dedicated Bus Lanes).

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<tr>
<th>Parking and TDM Deliverables</th>
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<tbody>
<tr>
<td>Parking Inventory Report</td>
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<td>Utilization and Occupancy Report</td>
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<td>Locations and Implementation Strategy for Shared Parking</td>
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<tr>
<td>Parking Program Requirements Recommendations and Incentives</td>
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<td>TDM Strategies Matrix</td>
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3. **Business Improvement Toolkit.** This task involves identifying a range of common-sense strategies to form a more cohesive and collaborative business community on Lincoln Boulevard that supports and implements Plan recommendations over time. This essential task will focus on both short-term, easily implementable strategies, as well as long-term initiatives to bring together a patchwork of small businesses and property owners to collaborate on improving the character and quality of the built environment, and in actively raising the visibility of their businesses through improved facades, landscaping, signage and possibly event programming. Strategies should be grounded in a healthy review of current zoning and sign code to identify process streamlining opportunities, or incentives. Business Improvement Toolkit concepts should consist of:

   a. **Short-Term** common-sense strategies and tactics to effect immediate positive change to local business’ facades, signage, landscaping, window transparency, and other features that produce “curb appeal.”
   
   b. **Long-Term** initiatives to provide continuous support and advocacy for businesses on Lincoln Boulevard, such as:
      
      i. The potential for Lincoln Blvd. merchants to participate in a business improvement district (BID) that includes self-assessment of annual fees to support business improvement, marketing, event and beautification efforts.
      
      ii. Existing funds, grant opportunities or other funding sources to support business improvement, façade renovation, landscaping, sign enhancements and public realm maintenance.
      
      iii. Strategies to attract desired uses/new businesses and means of monitoring implementation.
      
      iv. Other recommendations for successful small business development.
   
   c. Reference case studies and precedents that illustrate ways to enhance Lincoln Blvd.’s image through marketing and making visible the businesses that front onto it. Local examples that have the potential to integrate with City efforts to revitalize Lincoln Blvd., such as the existing
Lincoln Blvd. businesses in Venice that have formed an informal merchant group called “The Linc” should be explored.

d. Evaluate need for additional ground floor standards and guidelines ensure that development along Lincoln Boulevard reflects the overall vision of a cohesive, pedestrian-friendly and vibrant commercial boulevard and that storefronts and building facades cater to pedestrians and maintain visual continuity through transparency, appropriate signage, and increased architectural and landscape detailing. This task may involve:
   i. Review of existing Zoning Ordinance Update document and Guidelines.
   ii. Creating flexible design guidelines and standards that provide direction for design articulation without mandating architectural style or form.

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**Business Improvement Toolkit Deliverables**

- Precedents and Case Studies
- Short-Term Common Sense Strategies
- Long Term Initiatives, including Funding Sources
- BID Assessment
- TDM and Shared Parking Opportunities
- Ground Floor Standards and Guidelines
- Strategies for Transitioning Land Uses
- Final Business Improvement Strategies

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4. **Beautification Program.** This task, which could be coordinated with the Business Improvement Toolkit, involves exploring the opportunity to improve the aesthetic condition of Lincoln Boulevard through a variety of techniques and initiatives that may include façade painting, public art installations and murals, creative signage, banners and volunteer programs to clean-up, beautify and maintain the Boulevard. Building upon the grassroots movements started by the Lincoln Boulevard Task Force and Beautify Earth, the consultant team should identify case studies and exemplary management structures for beautification programs where low-cost and community led beautification programs have been used as a catalyst for change in a commercial corridor. The Beautification Program effort should:
   a. Research and analyze national models applicable to Lincoln Boulevard.
   b. Define parameters for a supportive framework that marries the community’s desire for a consistently high quality level of building facades, public art and mural pieces, and landscaping with artistic freedom and ability to maintain this movement at the grassroots community level.
   c. Identify locations for priority investments
   d. Working with the Business Improvement Toolkit team, develop policy alternatives for programs that support investments for beautification-related projects.
   e. Identify implementation and funding strategies, as well as incentive and awards programs.

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**Beautification Program Deliverables**

- Case studies and Examples
- Implementation and Funding Strategies
- Final Beautification Program Recommendation

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5. **A. Transit Network Enhancements (Required).** This task involves identifying opportunities for enhancing the ridership growth potential and efficiency of the public transit system, namely the Big Blue Bus along the Lincoln Boulevard catchment area (a top three ridership area within the City). This task shall involve:
a. Exploring strategies for improving the visibility, usability and comfort of BBB stops through integrated planning with the Streetscape Design concepts.
b. Opportunities for including enhanced wayfinding, e.g. user friendly maps of the commercial district with key destinations, walk times, etc.
c. Identification of locations for multi-modal “mobility hubs” where transit, pedestrian and bike facilities seamlessly connect.
d. An examination of potentially providing dedicated bus lanes within the metered parking lanes at peak hour times based upon the following:
   i. Utilization rates of metered parking spaces at peak hours.
   ii. Availability of alternate parking spaces at peak hours to serve needs of local business employees and their customers.
   iii. Level of expressed support from local businesses
   iv. Potential, based on geometric constraints and political will, for dedicated bus lanes to extend past City of Santa Monica borders into Los Angeles.

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<thead>
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<th>Transit Network Enhancements Deliverables</th>
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<tbody>
<tr>
<td>▪ Map of transit network enhancements</td>
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<tr>
<td>▪ Report with Strategies for Improving BBB Service</td>
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<tr>
<td>▪ Conceptual Plans and Scope for Mobility Hubs</td>
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<tr>
<td>▪ Report of Feasibility for Dedicated Lanes</td>
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6. **B. Transit Network Enhancements (Potential Scope Enhancement Pending Results from 5A).** This unfunded task involves further examining the feasibility to implement peak hour dedicated bus lanes (operating within the metered parking lane), including the potential to extend dedicated lanes beyond Santa Monica’s borders into neighboring communities. Consultants are advised to include a separate section in their proposals listing the following items to address this potential future task:
   a. A detailed description of sub-tasks associated with feasibility testing for Dedicated Bus Lanes, including, but not limited to:
      i. More detailed design concepts.
      ii. Additional traffic modeling using the City’s proprietary TDFM model.
      iii. Meetings with City Staff, Boards and Commissions, local businesses, and Los Angeles Department of Transportation, Metro and Councilmember Mike Bonin’s office.

**D. COORDINATION WITH CITY REQUIREMENTS & PLANS**

The Lincoln Neighborhood Corridor Plan must be consistent with all applicable City public works, building requirements and transportation standards. The streetscape must also maintain consistency with General and Citywide policy plans, future plans for bus stops and amenities (Big Blue Bus) and the Urban Forest Master Plan.