

Comprehensive Strategies Report

**Improving Access, Safety, and Mobility
around Griffith Park & the Hollywood Sign**

**Commissioned by:
Los Angeles Council District 4**

**January 2018
Dixon Resources Unlimited**

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Acknowledgements

City

Los Angeles Council District 4
Department of Recreation and Parks

Stakeholders

Beachwood Canyon Neighborhood Association
Friends of Griffith Park
Griffith Park Advisory Board
Hollywood Chamber of Commerce
Hollywood Hills West Neighborhood Council
Hollywood Knolls Community Club
Hollywood Sign Trust
Hollywood United Neighborhood Council
Hollywoodland Homeowners Association
Lake Hollywood Homeowners Association
Los Feliz Improvement Association
Los Feliz Neighborhood Council
The Oaks Homeowners Association

Introduction

Background

Beginning in the Summer of 2015, Dixon Resources Unlimited (DIXON) worked with the Los Angeles Department of Recreation and Parks (RAP) to develop the Griffith Park Transportation and Parking Action Plan. The project focused on circulation improvements that would reduce congestion and improve access in and around Griffith Park, while protecting the natural environment. In addition to community stakeholders, the project team worked extensively with Los Angeles Department of Transportation (LADOT) Transit Services DASH and Metro to expand a shuttle service into the Park. Due to popularity and demand, the schedule has expanded to provide daily service carrying visitors from the Red Line to the Greek Theatre and the Griffith Observatory. The change in traffic patterns has improved traffic flow and access, allowing DASH to provide reliable service. Paid parking was also implemented near the Griffith Observatory in the Spring, and it is anticipated that the generated revenue could fund RAP's goal to implement a parkwide circulator.

In March of 2017, the Los Angeles City Council approved Councilmember David Ryu's request for a comprehensive study for improving access, safety, and mobility in and around Griffith Park and around the Hollywood Sign. Based on DIXON's existing project with RAP in Griffith Park, Councilmember Ryu's office reached out to DIXON to inquire of services for the comprehensive access and mobility study. As such, DIXON was retained and completed an initial site visit to the neighborhoods within District 4 and Griffith Park on July 3rd, 2017. An overview of the study's components is summarized below.

Data Analysis Report

In conjunction with this Comprehensive Strategies Report (CSR), DIXON completed a separate Data Analysis Report. The Data Analysis Report discusses the data collection methodologies and includes the data analysis results from each round of data collection. Some of the data analysis results are referenced in this CSR to support the recommended strategies. An overview of the data collection efforts is outlined below:

Data Collection: Round 1

DIXON procured the services of National Data & Surveying Services (NDS) to complete the data collection. Round 1 data collection consisted of a two-week period in September 2017. Week 1 comprised Friday, September 1st through Monday, September 4th, and Week 2 comprised Friday, September 15th through Monday, September 18th. Data collection included average daily traffic (ADT) volume counts, on- and off-street vehicle occupancy counts, and pedestrian and bike counts. The study areas are outlined below:

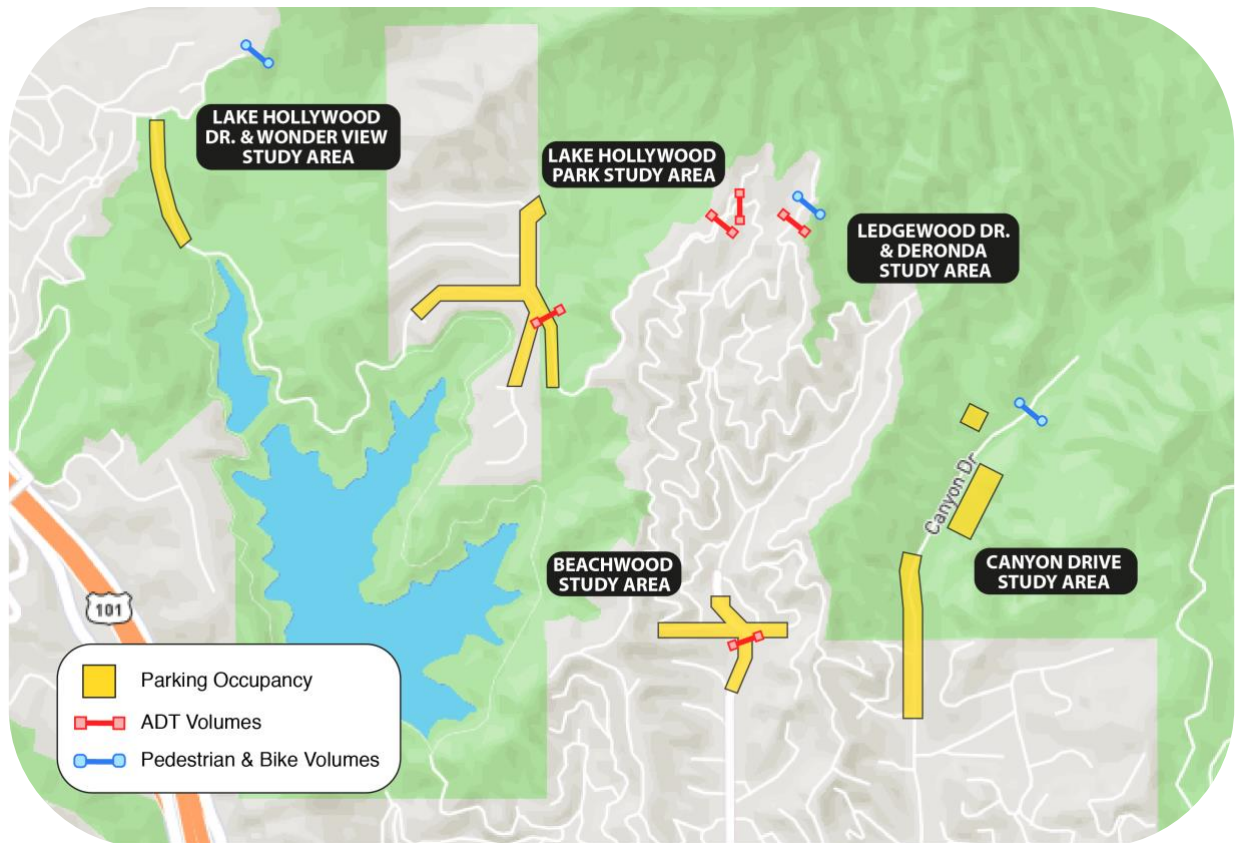


Figure 1. Data Collection Study Areas and Types: Round 1

Stakeholder Meeting

The Los Angeles District 4 stakeholder meeting was held on November 11, 2017. This meeting included participants representative of the community and nearby Griffith Park including residents, business owners, and community organizations. Attendees were invited to be updated and briefed on the progress of the project, the results of data collection efforts, and solicited for feedback on proposed short-term recommendations. It was widely agreed among stakeholders, that a comprehensive approach is needed to address the issues facing the hillside neighborhoods directly, so that problems do not migrate to other areas.

Much of the group discussion focused on wayfinding, Preferential Parking Districts (PPDs), street classifications, and cellphone service. Stakeholders agreed that wayfinding would be a useful tool in mitigating many of the neighborhood's parking and mobility issues that arise from tourists visiting the Hollywood Sign. A wide range of PPD opinions were expressed. Several stakeholders wished to extend coverage and hours of PPDs, while others were completely opposed to PPDs altogether. One stakeholder wished to see any proposed changes to PPDs in the neighborhoods justified with data to demonstrate how they would mitigate both vehicular and pedestrian traffic.

A key theme that surfaced in the stakeholder meeting was the need for additional data collection efforts before determining final recommendations. Several participants

promoted the idea of conducting an intercept survey. This survey would be designed to identify details like from where tourists visited, their chosen mode of transport, and identify how they located their destination. Stakeholders suggested an additional survey of potential recommendations distributed to a wider audience of residents to gauge interest in each proposed recommendation. Finally, there was consensus among many in the group about the need to collect more average daily traffic (ADT) data in additional locations.

Meeting participants provided feedback on preliminary recommendations and presented various other recommendations to DIXON and District 4 Staff. Potential recommendations discussed will be considered moving forward with the project. Finally, stakeholders were encouraged to reach out to DIXON to discuss any recommendations and concerns via email.

Stakeholders were supportive of:

- Developing a comprehensive **Wayfinding Plan** that identifies sign locations, ideal vista and photo opportunities, and rideshare pick-up/drop-off zones. Such a plan would also create a recognizable Hollywood Sign brand, installing digital messaging to redirect drivers, and with special attention to how pedestrians can safely enter and exit the neighborhood.
- Developing a dedicated **Hollywood Sign website** drafted by the community that contains information about parking access, sign history, and other relevant visitor information. This website would ideally be promoted on other travel sites.
- **Implementing or extending PPD hours** at certain locations including Deronda Drive and Tahoe Drive. Some stakeholders also wished for a way to visit neighboring areas without the need for a guest pass.
- **Tailoring recommendations to different groups.** Participants that there are two distinct groups of visitors who pass through their neighborhoods - those viewing the Hollywood Sign, and those visiting Griffith Park.
- **Replicating the Hollywood Sign** on the Burbank-facing hillside of Griffith Park and installing smaller signs at different locations. These signs would draw visitors to other locations and provide additional photo opportunities.
- Developing the **Vista Site at Lake Hollywood Park** for visitors to include restroom facilities and parking meters, possibly staffed with a full-time LADOT officer during the summer months. Parking meters could be a source of revenue for neighborhood improvements projects.
- **Relocating access points** to share visitor traffic across the area. One location promoted for alternate trail access was the top of Beachwood Drive south of the current gate.
- **Adjusting the service of the Griffith Park Circulator (DASH)** to alleviate residents' concerns about pedestrian safety and congestion. Several stakeholders suggested extending service to Canyon Drive, N Beachwood Drive, and possibly Ledgewood Drive.
- Presenting recommendations in list form based on **impact versus cost**.

Data Collection: Round 2

Round 2 of data collection consisted of a one-week period in December 2017 commencing Thursday, December 14th through Monday, December 18th. The locations selected for this round of data collection were based upon stakeholder feedback and potential report recommendations. During this round of data collection, a combination of pedestrian and bike counts, ADT volume counts, and intercept surveys were collected. The intercept surveys were meant to discover where visitors are traversing from, how they traveled to each location, their purpose for visiting, how they found out about it, and how long they planned on staying. The following map outlines the data collection locations:

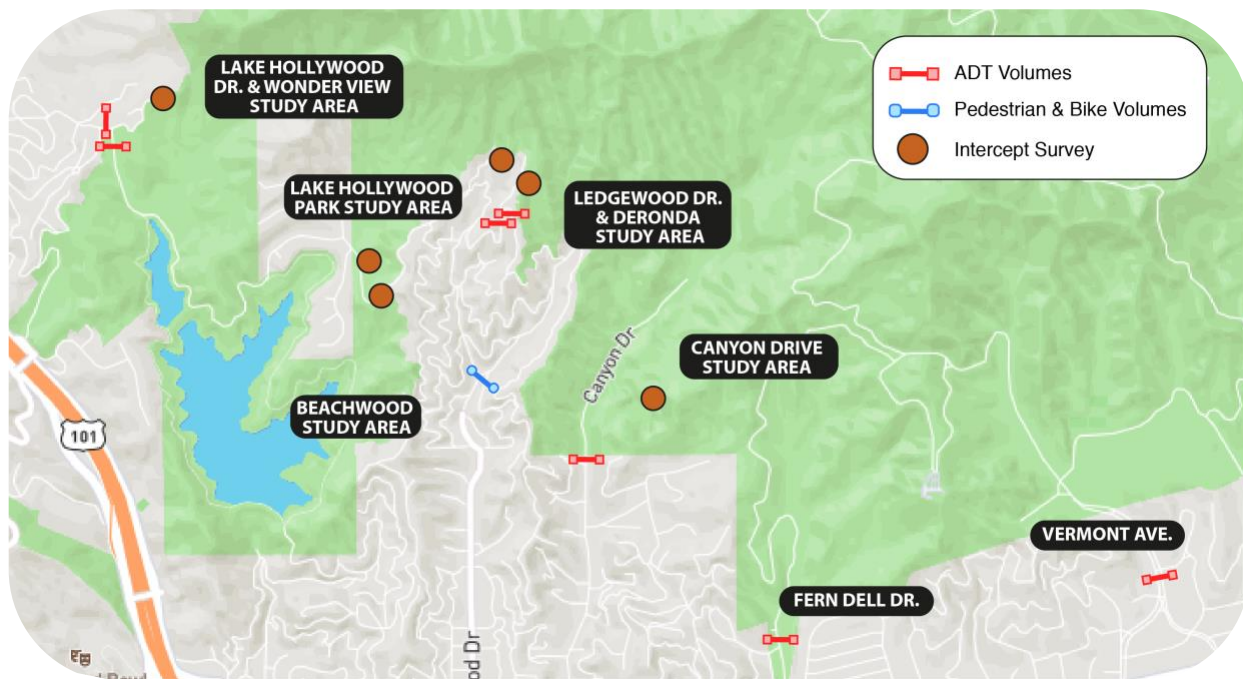


Figure 2. Data Collection Study Areas and Types: Round 2

Report Overview

The CSR is organized based on seven main goals (Figure 3). These goals are not ranked in any particular order. The goals have been identified by the project team, and together they are meant to improve access, mobility, and safety in and around Griffith Park and the Hollywood Sign. For each goal, there are several potential strategies for consideration. These strategies each include a suggested implementation timeline, organized into short-, mid- and long-term steps. The implementation steps are meant to be realistic and

actionable. It is important for the City to take a comprehensive approach to implementing recommendations; In many cases, the strategies will complement one another for improved effectiveness. There are also steps that the City can take in the short-term to adequately prepare for some of the longer-term solutions.

The strategies are each assigned either low, medium, or high priority. The relative cost is also identified for each strategy from \$ to \$\$\$\$\$. There are many factors that will influence cost and there may be different levels of ongoing expenditures. The relative cost attempts to compare the strategies to each other, and does not identify a particular dollar amount or range. Their prioritization is based upon the estimated costs versus the potential benefits. This has been gauged through a mix of extensive stakeholder outreach, data analysis, industry best practices, and prior experience. The prioritization in this report is not a definitive guide for the City. Public and City Council review, environmental analyses, engineering evaluations, and cost appraisals, among other factors, will ultimately influence whether a strategy is viable, the prioritization, and a feasible timeline for implementation.

This report's discussion of possible environmental or CEQA requirements is for idea generation, and is not a definitive statement of required environmental compliance.

- 
- 1. Enhance Pedestrian Safety**
 - 2. Improve Traffic Flow and Reduce Congestion**
 - 3. Improve Access to Griffith Park and Trailheads**
 - 4. Improve Emergency Vehicle Access**
 - 5. Increase Parking Efficiency and Compliance Rates**
 - 6. Expand Transit Opportunities**
 - 7. Actively Manage and Provide Optimized Visitor Opportunities**

Figure 3. Report Goals

1. Enhance Pedestrian Safety

Strategy #1. Install Sidewalk Bulb-Out Along Beachwood Drive

Category: Pedestrians
Priority: High
Cost: \$\$
Considerations: Traffic flow, spillover parking, construction impacts

Overview

People often stand in the middle of the street along Beachwood Drive to take a picture with the view of the Hollywood Sign. To address the **pedestrian safety concerns** along Beachwood Drive, the City should consider implementing a sidewalk bulb-out. A bulb-out on the east side of Beachwood Drive near Glen Holly Street would allow pedestrians to stand on the projecting sidewalk to **safely take a picture of the Hollywood Sign** without standing in the travel lane. The sidewalk bulb-out would also have the added advantage of **traffic calming**, which could help make the intersection safer. Upon further analysis, if there is not space for the bulb-out, the City could also consider installing a traffic circle. This would allow pedestrians to stand in the traffic circle out of the way of traffic, but it would still require photo seekers to cross the street for access at a designated crosswalk.

Time limits can be an effective way to regulate visitor behavior. The City should also consider converting some parking spaces and clearly identifying this location, near the bulb-out, to **short-term, 5-minute parking spaces** to give visitors a space to park for a quick photo. Locating the 5-minute spaces on the same side of the street as the bulb-out would minimize the number of people crossing the street, therefore improving safety. The spaces on the opposite side of the street would then likely be utilized by longer-term parkers such as the residents. This can be achieved through the use of signage and curb paint to indicate the applicable areas.



Figure 4. Beachwood Drive Sidewalk Bulb-Out

Benefits

- Gives visitors a safe location to take a picture
- Reduces the number of traffic obstructions and improves traffic flow
- Traffic calming effect would likely improve safety
- More sidewalk space promotes walkability

Implementation

Short-Term

1. Conduct a traffic engineering study to determine the feasibility of implementing a sidewalk bulb-out along Beachwood Drive.
2. Develop construction specifications and plans.
3. Construct sidewalk bulb-out and repaint travel lanes.
4. Install 5-minute time limit signage on the same side of the road as the bulb-out.
 - a. Coordinate construction and time limit conversion with the potential PPD extension.

Strategy #2. Implement Traffic Calming Measures in Problem Areas

Category: Pedestrians
Priority: Medium
Cost: \$
Considerations: Traffic flow, visual impact, increased vehicle noise, increased emergency vehicle response time

Overview

Cars speeding or missing stop signs on residential streets can cause a **pedestrian safety issue**. Adding speed humps or radar speed signs to problem areas may help to slow down traffic. The City should also consider adding crosswalk striping or flashing lights at intersections to improve visibility. However, flashing lights are not recommended in residential areas due to the light pollution they can cause.



Image 1. Tahoe Drive and Canyon Lake Drive Intersection

One potential location to consider for traffic calming measures is the intersection of Tahoe Drive and Canyon Lake Drive. The crosswalk is unmarked here, and there is a view of the Hollywood Sign that may be distracting for some drivers. The City should **solicit resident input** on the type of traffic calming measures that would be appropriate for this location, if any. It should also be considered that **speed humps can reduce emergency vehicle response times**. The City's Department of Transportation has Speed Hump Evaluation Guidelines¹ that must be considered when evaluating potential locations. Feasibility relies on factors such as street type, roadway grade, drainage, and traffic volume.

Another location to consider is along Canyon Drive within the Park next to the playground. There is currently a marked crosswalk, but it lacks striping. This may make it less noticeable to drivers. The City should also consider painting the word 'SLOW' on the roadway at this location as a reminder to drivers. Signage could also be included to

¹ LADOT, "Request Speed Hump": <http://ladot.lacity.org/how-do-i/request-speed-humps>

in and around locations like Lake Hollywood Park to communicate walking distances to popular destinations and hikes.

Benefits

- Encourages visitors to walk and provides helpful information
- Outreach opportunity for the City

Implementation

Short-Term

1. Create a comprehensive list of popular destinations in and around Griffith Park
2. Develop City-branded walkability signage, or work with WalkYourCity to develop and install walkability signage throughout the community.
 - a. Visit walkyourcity.org for more information.
3. Use QR codes to promote desired information about the City and/or Park.



Image 3. San Francisco Walkability Signage

Strategy #4. Install a Sidewalk Along Canyon Drive

Category: Pedestrians
Priority: Medium
Cost: \$
Considerations: Visual Impact, roadway width

Overview

Currently there is no sidewalk leading towards the Canyon Drive Gate or continuing through the park, which impacts the ability of pedestrians to safely enter the park and utilize the playgrounds and access the Brush Canyon Trailhead. The City could consider installing a sidewalk along one or both sides, depending on roadway width. Initially, the City could install the sidewalk **from the Park gate to the playgrounds**. As a longer-term solution, Council staff could work with the City's **Bureau of Engineering** (BOE) to install a sidewalk leading up to the Park gate on the east side of the street.

Benefits

- Improves walkability and pedestrian safety

Implementation

Short-Term

1. Recreation and Parks (RAP) should install a sidewalk from the Canyon Drive Park entrance to the playgrounds.

Mid-Term or Long-Term

1. Work with BOE to install a sidewalk leading to the Park gate on Canyon Drive.



Figure 5. Proposed Canyon Drive Sidewalk

2. Improve Access to Griffith Park and Trailheads

Strategy #1. Implement an Electric Shuttle Service Connecting Nearest Metro Station with Beachwood Drive Park Entrance

Category: Park Access
Priority: High
Cost: \$\$
Considerations: Traffic flow, staffing, route impacts

Overview

The recent closure to pedestrian access at the Beachwood Gate limited one access point to the Hollyridge Trail in Griffith Park. Because the City still maintains rights to the easement road north of the Beachwood Gate, an electric shuttle could be used to **transport visitors through the gate to the Hollyridge Trail**. This shuttle route would allow the City to transport visitors to the Hollyridge Trail **without requiring any roadway or trail reconfigurations**. The shuttle could originate from a nearby Metro station, and there is also an opportunity for a shuttle to connect locations like the Hollywood and Highland Center or Hollywood and Vine. The shuttle could also have a stop within the residential area near the Beachwood Gate to allow nearby residents easier access to the trail.

The Beachwood shuttle could play a **narration of the history of Hollywoodland** and the Hollywood Sign as it travels to the Gate. This would be similar to the narration by Jeopardy's Alex Trebek on the shuttle that carries visitors to Hearst Castle. This would be a method to improve the overall visitor experience.

Benefits

- Opens another access point to the Hollyridge Trail
- Encourages the use of public transit
- Minimal environmental review likely required
- Does not require the level of construction as proposed in the Alternative Access Trail Plan (See Strategy #2)

Implementation

Short-Term

1. Determine shuttle route and stops, route frequency, and cost.
2. Dedicate adequate turn-around space at the end of the route within the Park.
3. Begin education and outreach process about upcoming shuttle program.
 - a. Outreach should focus on nearby residents and visitors.
 - b. Information about the shuttle cost, route, frequency, operating hours, and the Hollyridge Trail should be included in outreach materials.
4. Purchase shuttle vehicle(s) based upon estimated ridership levels and desired route frequency. Ideally, the shuttles should be small, electric vehicles to ensure minimal environmental impact.
 - a. If desired, develop a Hollywoodland narration to be played on the shuttle(s).
5. Identify and allocate necessary staffing for the management of the shuttle program.

Mid-Term

1. Implement shuttle route along with posted signage.
- Assess ridership levels to determine any necessary program adjustments.

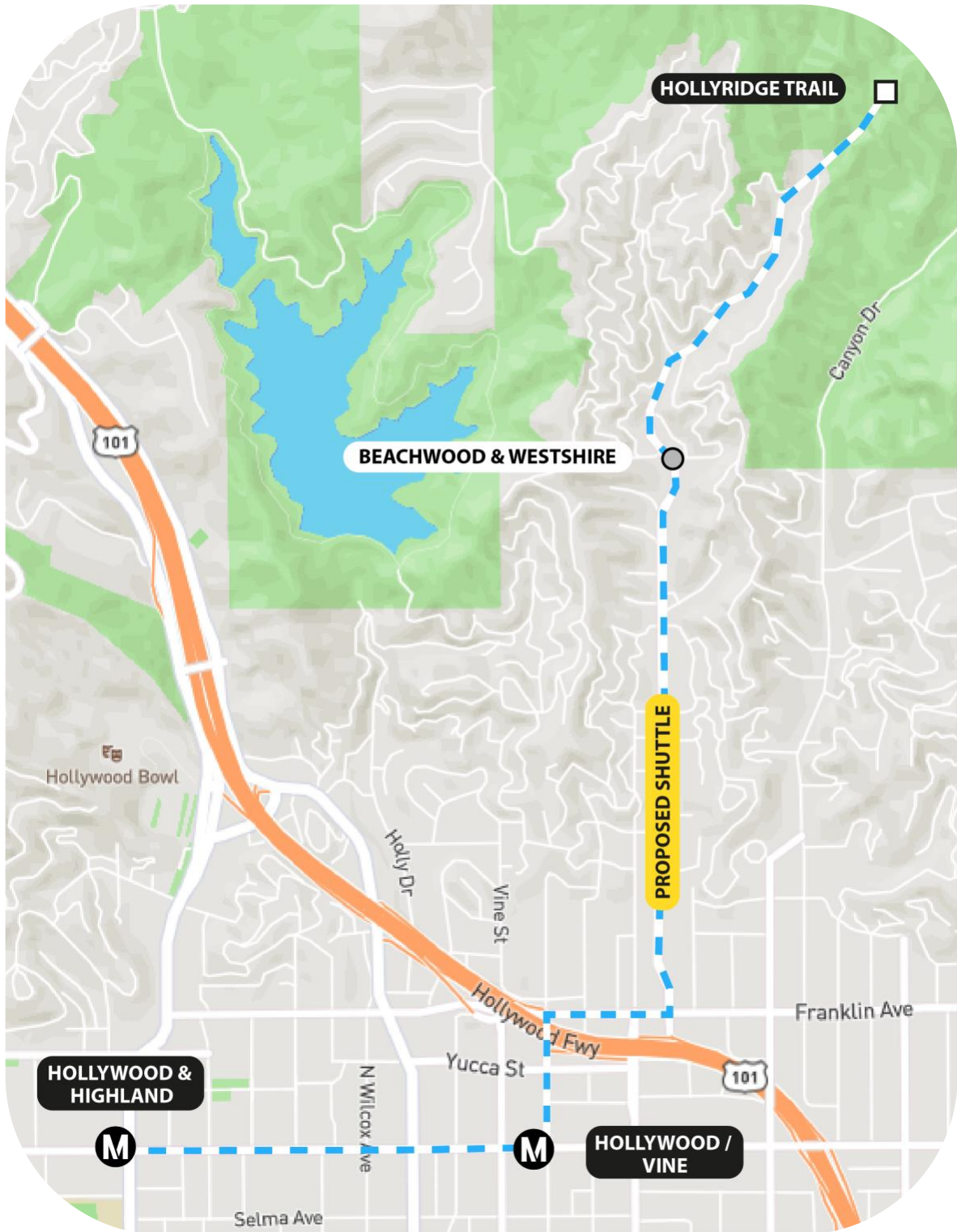


Figure 6. Proposed Shuttle Route for the Hollyridge Trail

Strategy #2. Implement the Alternate Access Trail Plan at Beachwood Drive

Category: Park Access
Priority: Low
Cost: \$\$\$\$
Considerations: Environmental Impact, engineering/construction demands, maintenance and upkeep, pedestrian flow, current litigation

Overview

As stated above in Strategy #1, the recent closure to pedestrian access at the Beachwood Gate limited one access point to the Hollyridge Trail. While **Strategy #1 is recommended as the ideal solution**, Strategy #2 is another potential solution for the City to consider. The Alternative Access Trail Plan has been proposed by stakeholder groups. This proposal suggests bypassing the existing gate to Sunset Ranch with a new, nearby gate. The proposed access point would require **removing a panel of the existing fence** near the gate.

Drawbacks

Due to the **steep elevation**, the proposed trail would likely have switchbacks, possibly with stairs, to bypass the Sunset Ranch gate and connect the hill with the Hollyridge Trail. A **significant amount of engineering and construction work** would be required to assess and implement this option. This proposal will also require **environmental review** to ensure compliance with CEQA regulations. This would likely be a **lengthy and expensive process** for the City. There could also be significant **litigation costs** incurred by the City from ongoing or future lawsuits. The amount of time and resources required to assess the alternative access plan means that this plan **should not be considered as a short-term solution**.

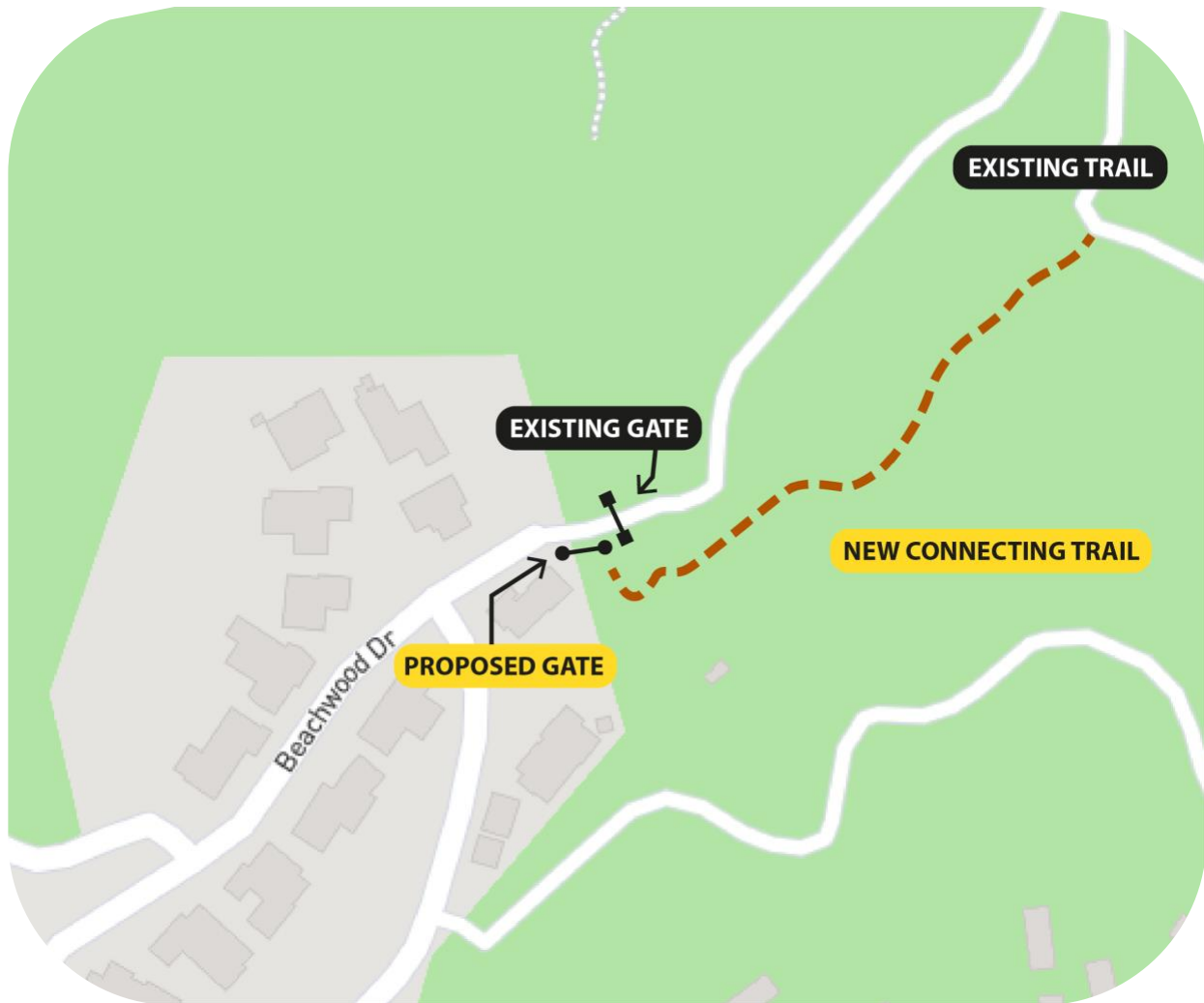


Figure 7. Alternative Access Plan for the Hollyridge Trail

Benefit

- Opens another access point to the Hollyridge Trail

Implementation

Short-Term

1. Pursue strategy #1 as the ideal short-term solution for access to the Hollyridge Trail.

Mid-Term

1. Conduct the necessary engineering, construction, and environmental assessments to determine the feasibility of the Alternative Access Plan.
 - a. This plan will likely require an Environmental Impact Report (EIR) per CEQA regulations.
2. Litigation issues will need to be addressed.

3. Finalize plans.
4. Solicit community feedback.

Long-Term

1. Construct connecting trail and replace fence panel with a new pedestrian gate.

Strategy #3. Relocate the Wonder View Trailhead and Install a Pedestrian Gate on Lake Hollywood Drive

Category: Park Access
Priority: Medium
Cost: \$\$\$
Considerations: DWP easement, environmental impacts, traffic and pedestrian flow

Overview

The existing Wonder View Trailhead is located along a residential portion of Wonder View Drive. This narrow stretch of steep road is precariously impacted with blind turns and it sometimes can be congested with cars, pedestrians, and large shuttle busses or vans. Congestion in this location is a **safety issue** for pedestrians and for emergency vehicle access. Down the hill, along Lake Hollywood Drive, there may be an opportunity to create a new access point and **connecting trail near the Toyon Tanks**. This would be a more accessible location for visitors and would help to reduce congestion along the upper end of Wonder View Drive.

There are **two potential trail routes** that may be considered (See Figure 8). Further north, Option A is located closer to the majority of the parking spaces along Lake Hollywood Drive. It also would create a trail that has a similar distance to the existing Wonder View Drive route. Additionally, it may minimize the environmental impact by limiting the amount of impacted land. On the other hand, Option B would utilize a portion of existing trail which could reduce construction costs for the City. Both proposed locations may extend through the Department of Water and Power's (DWP) parcels B and C. If necessary, the City should **work with DWP** to determine the viability of extending the trail through their property. An **environmental review** to ensure compliance with CEQA regulations will also likely be required.

If the City proceeds with the relocation plan, the **existing gate should be closed** to minimize congestion along Wonder View Drive. A new gate or fence would have to be

constructed to effectively close this access point. Additionally, a **marked crosswalk** may improve pedestrian safety leading up to the gate across Lake Hollywood Drive:



Image 4. Proposed Crosswalk Location for Relocated Trailhead

Benefits

- Would likely reduce the number of vehicles and pedestrians traversing up Wonder View Drive
- Because there are no residences located along Lake Hollywood Drive near the proposed entrance, this could become an ideal location to promote to visitors
- This area may be able to safely handle more congestion and parking demand in comparison to other access points to the Park
- More accessible location for shuttle and tour buses to drop-off and pick-up passengers than Wonder View Drive

Implementation

Short-Term

1. Develop project specifications and begin environmental analysis to determine project feasibility per CEQA regulations.
 - a. Determine optimal trail route.

Mid-Term

1. Construct the trail.
2. Close off the existing gate and install a new access gate for the trail extension.
3. Post signage.
4. Relocate any existing ridesharing zones and/or shuttle stops (see pages 21 and 26) closer to the new entrance point.



Figure 8. Potential Relocations of the Wonder View Trailhead

3. Expand Transit Opportunities

Strategy #1. Extend DASH lines or Shuttle Routes to and from Highly Congested Areas

Category: Traffic & Congestion
Priority: High
Cost: \$\$
Considerations: Traffic flow, staffing, route impacts, parking space reductions

Overview

In certain Hollywood Sign viewing and hiking locations, there is limited accessibility by public transportation. The City should consider conducting a traffic engineering evaluation to determine the viability for DASH service extensions or shuttle routes. Some of the **underserved locations have limited roadway space**, which means that any DASH extension would likely require engineering and environmental review, depending on the impacts. This means that **shuttle routes may be the optimal solution to minimize construction and environmental impacts**. Smaller shuttles could allow for easier access to areas with less turn-around space. The City could treat the shuttle route similarly to a bus route, including designated shuttle stops for ease of understanding and use.

When determining any route additions, the City should consider that the success of public transportation routes will depend on a number of factors including route convenience, frequency, reliability, ridership levels, and cost. The City is planning to expand the DASH operating hours from 6 to 7 days per week.

Wonder View Trailhead

During the December 15-18 data collection, over 2,000 cars were counted each day along Lake Hollywood Drive near Wonder View Drive. There is currently no public transportation route that services this location. LA Metro Bus 222 stops along Barham Boulevard at the Lake Hollywood Drive intersection. This route can be accessed from the Hollywood and Highland Center. Unfortunately, this bus stop is approximately a 0.7 mile walk to the Wonder View Trailhead. Typically, between 0.25 and 0.5 miles is considered a reasonable walking distance for public transportation use. To improve access by public transit to the Wonder View Trailhead, the City could consider extending a shuttle route from this Metro bus stop to Lake Hollywood Drive closer to Wonder View Drive (See Figure 9).

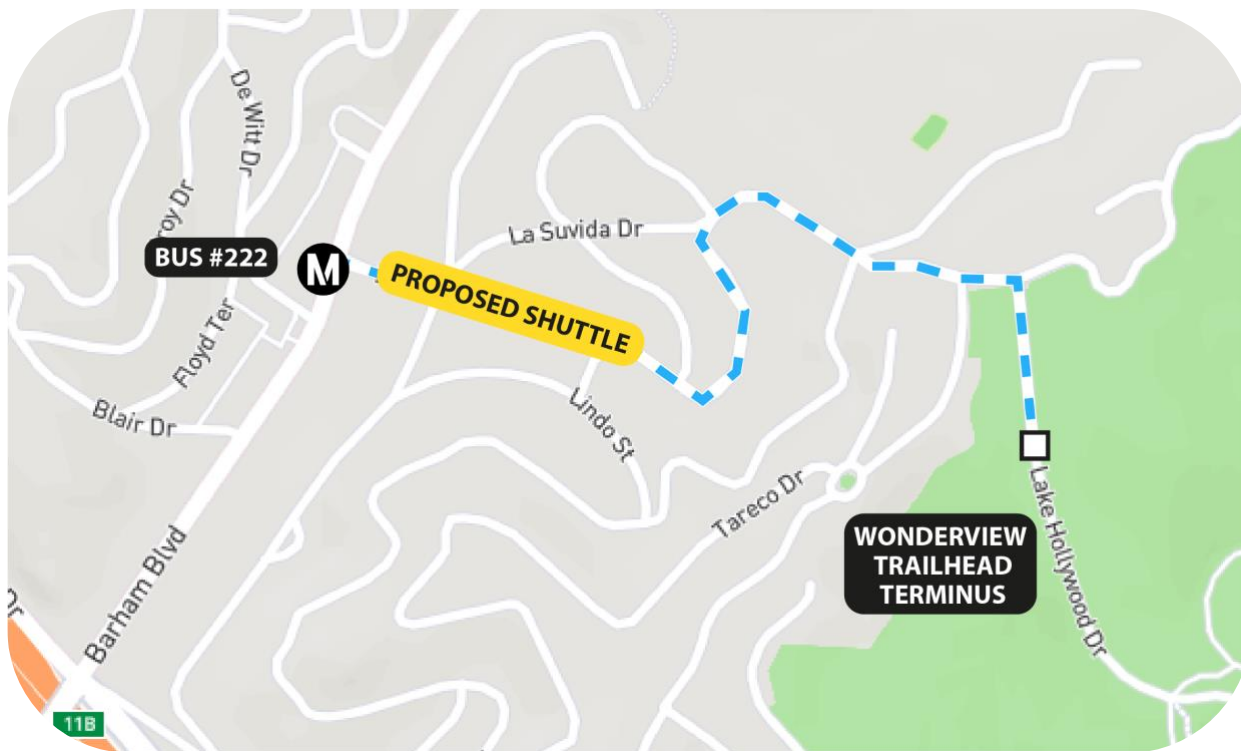


Figure 9. Proposed Wonder View Trailhead Shuttle Route

Ideally, this bus stop should include a shelter or overhang for shade, along with a bench. This would improve the visitor experience for those transferring at this location to the shuttle. Additionally, if the City proceeds with the proposed relocation of the Wonder View Trailhead (Page 18) there may be an opportunity to locate a shuttle stop near the new entrance. A traffic engineering study may be required to determine route feasibility.

Brush Canyon Trailhead

There are no public transit stops located within reasonable walking distance to the Canyon Drive Park entrance and Brush Canyon Trailhead. The Hollywood DASH route stops at the intersection of Franklin Avenue and Bronson Avenue, a block before Canyon Drive. This stop is approximately a 1 mile walk from the Canyon Drive Park entrance. Also, the Beachwood Canyon DASH stops at Beachwood Drive and Westshire Drive, which is approximately the same distance from the Park.

The City may want to consider extending a shuttle route from one of these nearby DASH stops to service the Canyon Drive Park entrance. Currently there is minimal roadway width to accommodate a turn-around area along Canyon Drive. One solution could be to dedicate a portion of one of the Canyon Drive parking lots for shuttle use. While this would eliminate a number of parking spaces, the shuttle route could potentially reduce the parking demand. During the December 15-18 data collection, over 300 cars were typically counted in each direction at Canyon Drive (north of Carolus Drive) each day.

Beachwood Drive

The City should consider extending the existing DASH line or a shuttle route further north along Beachwood Drive. Currently DASH goes along Beachwood Drive until Westshire Drive. There may be an opportunity to implement an electric shuttle route to access the Hollyridge Trail. It is recommended that this shuttle originate from a nearby Metro station. This recommendation was described in more detail on page 13.

Ford Theatre Trail

With the upcoming implementation of the Ford Theatre Trail, the City should consider adding a DASH or shuttle stop near the new trailhead. See page 52 for more information on the Ford Theatre Trail.

Griffith Park Transit Hub

See Page 27 for more information on the recommended development of a Griffith Park Transit Hub.

Benefits

- Congestion reduction
- Encourages the use of public transportation and may reduce Single Occupancy Vehicle (SOV) trips
- Improves access to Griffith Park and/or Hollywood Sign viewing locations
- Improves public safety

Implementation

Short-Term

1. Conduct a traffic engineering study to determine the viability of extending public transit lines and/or implementing shuttle routes to and from highly congested areas.
 - a. Any locations that would require roadway reconfigurations for turnaround space may require environmental review to be compliant with CEQA regulations.
2. Finalize upcoming route and bus/shuttle stop locations, operating hours, and frequencies.
3. Distribute outreach and marketing materials about upcoming DASH or shuttle routes.
4. Determine fleet and staffing requirements.

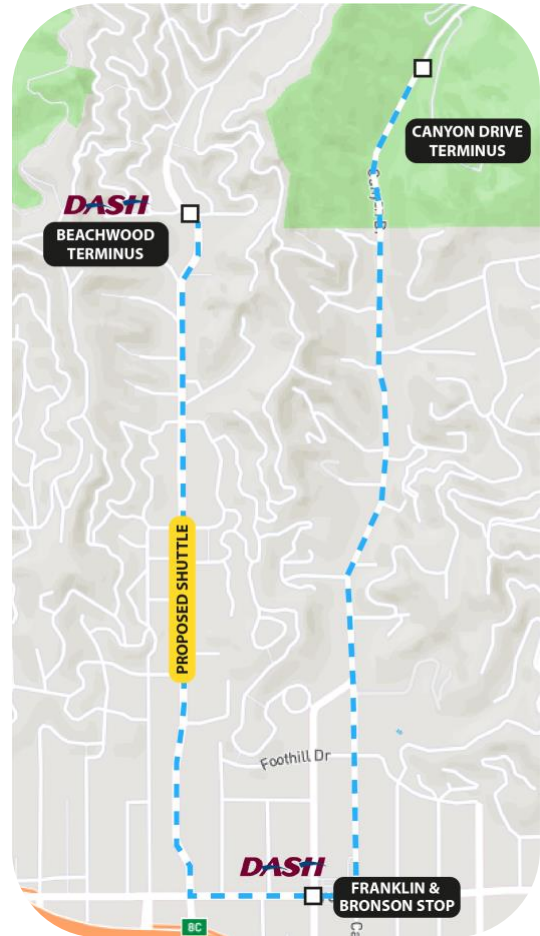


Figure 10. One Potential Shuttle Extension

Mid-Term

1. If necessary, procure additional fleet vehicles.
2. Develop a staffing schedule and allocate the required staff.
3. Install bus/shuttle stops and signage.

Long-Term

1. Consider conducting periodic ridership counts to determine any necessary route adjustments including stop locations, operating hours, and frequencies.
2. If the City develops the recommended Griffith Park Transit Hub (page 27), the City should extend bus and shuttle routes to service this location.

Strategy #2: Implement Ridesharing Zones

Category: Traffic & Congestion
Priority: High
Cost: \$
Considerations: Reduction of parking supply, difficulty of enforcement, longer walking distances for users

Overview

There are several popular destinations throughout Hollywood that are being accessed with ridesharing applications. Ridesharing applications can supplement public transportation routes, providing an efficient alternative to underserved locations. Alas, ridesharing vehicles sometimes stop in the middle of the road or in no parking zones, and drivers also can be seen queuing up, waiting for passengers. While parking demand can be eased by the number of ridesharing vehicles, they can also have a negative impact on roadway congestion and traffic.

The City should take a **proactive approach** to managing the impact of ridesharing throughout Hollywood and Griffith Park by designating drop-off and pick-up zones for ridesharing companies, including taxis, in popular destinations. Unfortunately, it can be difficult to enforce parking regulations such as red curb violations for ridesharing vehicles, because they only remain at their drop-off or pick-up location for a short period of time. Drivers and passengers are also not incentivized to utilize ridesharing zones if it will extend the length of their session, due to the cost of the service. Most ridesharing applications also rely on a rating system for reviewing their drivers, so drivers will often favor efficiency and convenience for their passengers, over utilizing a designated ridesharing zone. That is why it is important for any ridesharing zones to be **conveniently located** in order to encourage their use. The main goal of having ridesharing zones should be to ensure that there is **adequate space available for safe drop-offs and pick-ups**. Without ridesharing zones, high parking occupancy rates may lead drivers to drop

off or pick up their passengers in the travel lane, which can cause issues with traffic congestion.

Ridesharing companies have a track record of working closely with cities to address their ridesharing concerns and issues. For example, Lyft recently worked with the City of Las Vegas to develop a parking solution for the Life is Beautiful Festival. The festival was located in the heart of Downtown Las Vegas, with approximately 150,000 attendees. Lyft worked with the City to establish drop-off/pick-up zones to service the festival, as well as appropriate queuing areas. Service features like in-app geo-fencing, signage, and marketing channels can sometimes be used to improve event planning and management. Drivers can also be incentivized to service certain areas of a city. The City should work with popular ridesharing companies like Lyft and Uber to **request trip data** for impacted destinations. This will allow the City to better **understand the impact** of ridesharing on congestion throughout the City.



Image 5. LAX Ride Service Pick Up Sign

The City could consider carrying over the **design of the LAX ride service signage** into any ridesharing zones implemented throughout the City. Many visitors utilizing ridesharing applications to get around the City may have first used it upon their arrival at the airport. By carrying the signage design throughout the City, the zones may become more recognizable and understandable for visitors. The City could also work with nearby hotels to encourage the establishment of hotel drop-off and pick-up zones for ridesharing. This will allow visitors to more easily utilize ridesharing services throughout their stay.

Lake Hollywood Park

Lake Hollywood Park is a common destination due to an ideal view of the Hollywood Sign. At times, ridesharing vehicles can be seen stopping in the travel lanes or u-turning along Canyon Lake Drive and Mullholland Highway. The Intercept Survey data shows that between 10% and 13% of those surveyed at Lake Hollywood Park and the Mullholland Highway Vista utilized a ridesharing application to get there. The simplest solution would be to **convert a number of existing on-street parking spaces** along Canyon Lake Drive into ridesharing drop-off and pick-up zones that incorporate no idling and no stopping regulations and signage.

Parking occupancy rates around Lake Hollywood Park did not reach 85% during the September data collection. This could be a result of high turnover rates, or the use of ridesharing to access this location. Ridesharing vehicles dropping off or picking up passengers were not counted towards the parking occupancy numbers during this study if the driver did not exit the vehicle to park. The highest rates observed along Canyon Lake Drive were from Arrowhead Drive to Mulholland Highway, which peaked at 77% at noon. Therefore, there may be space to substitute a number of parking spaces with designated ridesharing zones on each side of the street. However, **spillover parking** in

the neighborhoods is still a potential impact, which is why a PPD zone has been suggested for consideration in this location (see page 40).

Canyon Drive

Another location to consider for a ridesharing zone is near the Brush Canyon Trailhead. One or two parking spaces either on- or off-street could be converted for use by marked ridesharing vehicles, including taxis. This would give drivers a convenient place to drop off and pick up passengers when parking spaces may otherwise be full. This would also give drivers a safe area to turnaround without obstructing traffic. On Thursday of the December data collection, 20% of those surveyed at the Brush Canyon Trailhead indicated that they used a ridesharing application to get there.

Lake Hollywood Drive

The City should also consider implementing a ridesharing zone along Lake Hollywood Drive near the entrance to Wonder View Drive. The Intercept Survey results showed that on Thursday, 5% respondents utilized a ridesharing application to access the Wonder View Trailhead, increasing to 12% on Saturday. A ridesharing zone would allow passengers to conveniently access the Wonder View Trailhead, but it would hopefully discourage the ridesharing drivers from continuing up the hill along Wonder View Drive. With an easy to notice ridesharing zone, drivers may be more likely to utilize the designated space. During the September data collection weeks, on-street parking occupancy along Lake Hollywood Drive (between Wonder View Drive and the gated DWP area) did reach above 85% in the morning during Week 2. However, due to the proximity of the Wonder View Trailhead, the parking was likely more heavily occupied at the top of the hill. Therefore, a designated ridesharing zone may be beneficial for ridesharing and taxi accessibility.

Griffith Park Transit Hub

See Page 27 for more information on the recommended development of a Griffith Park transit hub.

Benefits

- Potential for improved traffic flow
- Safer drop-off and pick-up locations available
- Improves public safety

Implementation

Short-Term

1. Work with popular taxi and ridesharing companies, such as Uber and Lyft, to request ridership data at popular destinations, including Lake Hollywood Park.
2. If possible, collaborate with the ridesharing companies to establish designated drop-off/pick-up zones at Lake Hollywood Park, Lake Hollywood Drive and Canyon Drive as described above.

- a. Determine locations that are convenient and easy to notice. Ideally, the designated zones should be immediately adjacent or within a short walking distance to encourage compliance. A traffic study may need to be conducted to determine viable locations.
 - b. If possible, the ridesharing application should automatically direct drivers to the designated zones.
 - c. When users request a ride, they could be instructed through the app to meet their driver at the designated zone like at the LAX airport.
3. Implement a significant fine for violating the ridesharing regulations. This fine amount should be posted on signage.
4. Install signage and road markings to indicate the drop-off/pick-up zones.
 - a. Consider designing signage to be consistent with the ride service pick up signage at LAX.

Mid-Term

1. Utilize any provided or collected data to determine any necessary adjustments to drop-off/pick-up zones. Additionally, the City should continue to implement ridesharing zones in impacted locations.

Long-Term

1. Integrate ridesharing opportunities with any future development of a Griffith Park Transit Hub (see page 27).

Strategy #3. Supplement the Griffith Park Circulation System with an Aerial Tram

Category: Tourism, Traffic & Congestion
Priority: Medium
Cost: \$\$\$\$
Considerations: Construction impacts, environmental concerns, traffic flow, maintenance and upkeep, partially obstructs Hollywood Sign view

Overview

Many of the Hollywood Sign viewpoints are in fairly inaccessible locations. Visitors often wander into residential neighborhoods in search of a good photo of the Hollywood Sign. The narrow residential streets cannot always safely accommodate the resulting level of congestion. But, the City cannot legally close these streets to public access – Instead, the City must encourage visitors to seek their photos elsewhere. The best way to encourage them may be to give them an option for a significantly better view. Currently, there is not an up-close view of the front of the sign, which leaves many visitors disappointed. Many

visitors also find themselves confused or uninformed about the best and legal locations to view the Hollywood Sign or hike in Griffith Park.

If the City were to construct a **Griffith Park Transit Hub**, there would be opportunities to expand **multi-modal access** to serve various areas of the Park. This could include an aerial tram, which would allow the City to create an improved viewpoint of the Hollywood Sign that does not interfere with the residential areas. The aerial tram would become part of the broader circulation system of Griffith Park. A Transit Hub and aerial tram would give the City the ability to promote this centralized location as the ideal way to access Griffith Park and view the Hollywood Sign. It would be easier to understand and navigate for visitors, and it would allow the City to promote alternative modes of transportation.

Currently, there is a significant amount of underutilized land in Griffith Park near the **Martinez Arena**. This area is **conveniently positioned next to the CA-134 Freeway** exit 4, which leads to Forest Lawn Drive. Sitting across from this plot of land is the Department of Water and Power's (DWP) **Headworks Reservoir**. In a partnership with the DWP, the City could evaluate the feasibility of constructing the Griffith Park Transit Hub at this location. There would be sufficient space for a park and ride lot, loading zones, transit connections, and amenities. There could be connections at this location to Metro bus routes, DASH, community buses like Glendale's Beeline Bus and the BurbankBus, shuttles and tour buses, bike-share, ridesharing zones, and potentially an aerial tram. From this location, visitors would have easy access to information about the Park and City, and there could be connections to some of the Hollywood Sign viewing locations and popular hiking trails. As explained on page 54, this location could also be considered for a **Hollywood Sign Visitor Center**. Depending on the location of the Visitor Center, it should provide transportation or access to the aerial tram.

The City could consider installing an **aerial tram**, originating from the north or northeast side of the Park, that would travel towards the base of Mount Lee. Potential origins to consider are²:

- the proposed Griffith Park Transit Hub near the Martinez Arena,
- near the Los Angeles Zoo, or
- near the Wilson & Harding Golf Courses

The aerial tram route could also reach a viewing platform to allow visitors to spend time outside to take their photos with the Hollywood Sign. From this location, visitors would have the **best possible photo opportunity** of the Hollywood Sign. Providing this viewpoint may ultimately have the greatest impact on visitor behavior, and it has the potential to significantly decrease the level of congestion in some of the residential streets

² Outside locations such as Universal City, have been suggested by a number of stakeholders. However, the route from this location would not be entirely over RAP property. Ideally, the aerial tram should not pass over private property to avoid jurisdictional limitations.

south of Griffith Park. This approach could also relocate the majority of the traffic to the opposite side of the Park. By identifying this as the primary access point, wayfinding signage and freeway exit signs could be adapted to direct visitors to this location.

Even with the potential construction of the aerial transit system, the City should not abandon other public transportation options. Instead, the aerial tram should be developed to supplement the Griffith Park circulation system. A more comprehensive and efficient set of multi-modal options will help reduce the number of drivers in and around Griffith Park.

Extensive environmental analysis and engineering work will be required to determine the feasibility of constructing a Griffith Park Transit Hub and an aerial tram. The City should consider conducting a study to evaluate the potential of these recommendations.

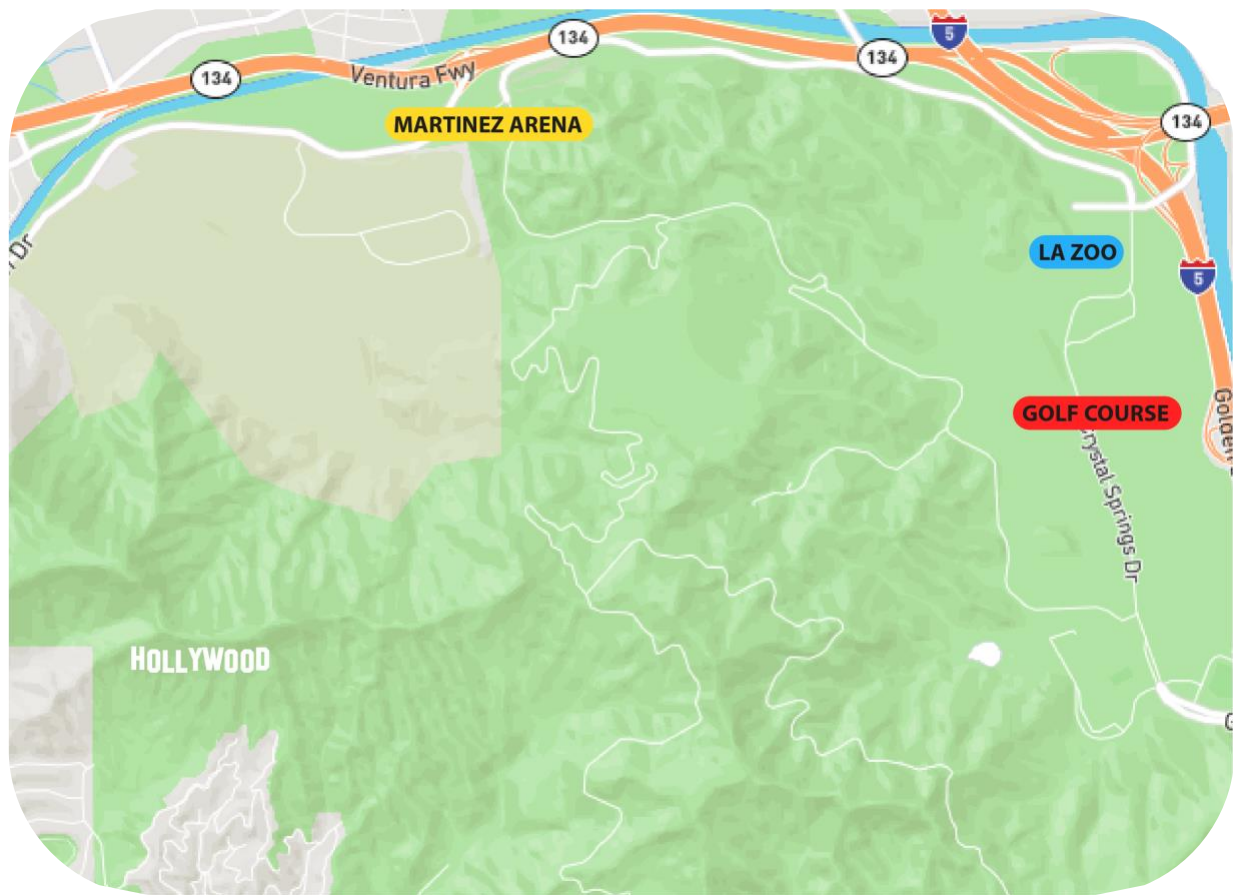


Figure 11. Potential Aerial Tram Origins

Benefits

- Would encourage the use of public transportation in and around Griffith Park
- The Griffith Park Transit Hub could include connections to a variety of transit options for multi-modal use
- An aerial tram and viewing platform for the Hollywood Sign would likely decrease neighborhood congestion by becoming the optimal viewing point and experience
- A Griffith Park Transit Hub could be easily promoted to visitors as the preferred way to access the Park and Hollywood

Implementation

Short-Term

1. The City should consider conducting a study to evaluate the feasibility of a Griffith Park Transit Hub and aerial tram.
 - a. Environmental impacts will need to be assessed to ensure compliance with CEQA regulations.
 - b. An engineering assessment will be required to determine structural viability.
2. If feasible, the study should determine the ideal Transit Hub location and aerial tram route.
 - a. The route should not interfere with the cemeteries or any nearby residential areas.
 - b. If necessary, the City should work with DWP to ensure feasibility of building around the underground Headworks Reservoir.

Mid-Term

1. After a rigorous evaluation process, the project designs should be finalized. This should include plans for sufficient parking, loading zones, transit connections, and amenities.
 - a. The City should work with nearby communities like Burbank and Glendale to identify potential public transportation route additions or adjustments for the Transit Hub.

Long-Term

1. The City should construct and implement the Griffith Park Transit Hub and the aerial tram. These should be integrated with the overall Griffith Park circulation system.
2. Public transportation routes should be implemented to service this location.
3. Extensive education and outreach should be conducted to promote this Transit Hub as the ideal location to access Griffith Park and view the Hollywood Sign.
4. Ideally, the Hollywood Sign Visitor Center should be located near the Transit Hub. See page 54 for more information.

4. Improve Traffic Flow and Reduce Congestion

Strategy #1. Obscure Views of the Hollywood Sign from the Smaller Vista Points Along Mulholland Highway

Category: Traffic & Congestion
Priority: High
Cost: \$\$
Considerations: Visual impact, maintenance and upkeep

Overview

Mulholland Highway, from Lake Hollywood Park to Durand Drive, is often congested with cars and pedestrians. Due to the view of the Hollywood Sign traveling along Mulholland Highway, some drivers stop their car in the roadway illegally to capture a quick photo, **blocking traffic or causing a safety hazard**. Some visitors even drive their cars onto the dirt vistas.

To improve the traffic flow, the City should **plant the smaller vistas** to obscure the Hollywood Sign view from vehicles that are traveling southbound along Mulholland Highway. **Native plants**, such as the Tecate Cypress or the Tipuana Tipu Tree, should be used to ensure minimal upkeep and watering requirements. The Tipuana Tipu Tree has the added benefit of a full and fast-growing canopy. The City should also consider installing **fencing** to physically prevent vehicles from entering the dirt vista points. This is a more immediate solution to address the issue. However, the plants are still recommended to obscure the view.



Image 6. Tecate Cypress in Cleveland National Forest, Source: nathistoc.bio.uci.edu

Many visitors also walk up the road from Lake Hollywood Park to access the dirt vista points for photo opportunities slightly closer to the Hollywood Sign. With only a small dirt path, some pedestrians choose to walk in the street to traverse to the vistas. This can cause further congestion, and it is a safety concern. Additionally, some pedestrians wander further up into the neighborhood in search of better photo opportunities. If the views of the sign are obscured along Mullholland Highway, this may reduce the number of people walking up Mullholland Highway into the residential areas.



Image 7. Tipuana Tipu Tree in San Diego, Source: Four Seasons Tree Care

Benefits

- Improved traffic flow and safety
- Possible reduction in the number of pedestrians wandering into the neighborhood up the hill

Implementation

Short-Term

1. Install fencing.
2. Hire a landscape planner to determine the appropriate native plant(s) to adequately obscure the Hollywood Sign from vehicles driving southbound on Mullholland Highway.
3. Consider any potential environmental impacts.
4. Ensure that the chosen plants will require minimal watering and upkeep.
5. Determine the appropriate plant positions.
6. Determine any upkeep requirements.
7. Plant the vistas once the landscape design is finalized and the plan is approved.

Mid-Term and Long-Term

1. Continue to maintain the landscaping.



Figure 12. Proposed Planting Locations

Strategy #2. Implement a District-Wide Wayfinding Strategy

Category: Traffic & Congestion
Priority: Medium
Cost: \$\$
Considerations: Visual Impact, traffic flow, maintenance and upkeep

Overview

Inconsistent signage throughout the neighborhoods can be confusing to visitors. Some signage is **inaccurate or misleading**. There is no consistent brand or message and it can be complicated for visitors to follow along with the limited existing signage or discern particular routes. The City should take a **comprehensive approach** to developing a wayfinding strategy. The goal is to minimize the number of drivers that are wandering, lost, or confused and to promote a positive experience.

The strategy should include the development of a **consistent and recognizable brand**. Ideally, the signage should be consistent with the wayfinding design implemented in downtown Hollywood. However, the design may be tweaked slightly between the locations to distinguish between the various interest points. For example, the wayfinding signage for viewing the Hollywood Sign could incorporate design elements related to the Hollywood Sign. A consistent brand helps ensure reliable messaging for easier understanding.

To develop a wayfinding strategy, the primary interest and vista points, as well as the common routes that drivers traverse to access these locations, should be identified. Once the common and preferred routes are identified, it will be important to outline the **road jurisdictions** to determine the appropriate groups that will need to be involved for implementation. Signage should be posted along main arterials and in easy to notice locations along the routes. The City can also determine routes that may be able to handle more congestion relative to others. Finally, wayfinding signage can be used to direct visitors to the desired routes. This will impact certain neighborhoods more than others based on prioritization of routes and the identification of ideal locations.

Digital messaging signage can also be an effective tool for the City to promote real-time wayfinding and traveler information. Digital signage can also be more noticeable than typical wayfinding signage. **In-ground vehicle counters** can relay real-time traffic data and allow the City to promote certain routes during peak congestion periods. Traffic data would also allow the City to better understand traffic impacts and determine any necessary adjustments to the wayfinding approach. The City could also better determine when temporary soft road closures are needed in certain locations to address safety concerns. More information on temporary road closures can be found on page 37.

Benefits

- Potential for improved traffic flow
- Ability to influence driver behavior and direction of travel
- Consistent signage and messaging may be more noticeable and effective
- Recognizable brand could be beneficial for education and outreach campaigns

Implementation

Short-Term

1. Consider hiring a branding consultant to develop the signage and brand. Ideally, the design should be consistent with the design implemented in downtown Hollywood. This will allow the comprehensive wayfinding signage system to have a unified and consistent brand that is easily recognizable.
 - a. This branding should be utilized on all directional wayfinding signage related to the Hollywood Sign, and it can be used in any relevant marketing or outreach material.
2. Identify the ideal Hollywood Sign viewing locations throughout the City that will be the least impacted by congestion issues relative to others.
 - a. The City should also identify the neighborhoods that do not have access to Hollywood Sign views or hikes to adequately deter visitors.
3. Identify the ideal locations to install signage where drivers will notice the signs and have enough time to react and influence the direction of travel.
4. Install branded wayfinding signage to direct visitors away from inaccessible areas to encourage optimal Hollywood Sign viewing locations.
5. Determine the appropriate locations for digital messaging signs based on peak demand periods. Locations that are heavily impacted with congestion during peak demand periods can benefit from digital messaging that discourages drivers from visiting these locations.
6. Purchase and install the signage.
7. Consider installing in-ground vehicle counters to collect real-time traffic data. This data can be referenced for digital sign messaging purposes.
8. Signage should be utilized during peak demand periods based on historical data and real-time information.

Strategy #3. Discourage Illegal Maneuvers along Mulholland Highway

Category: Traffic & Congestion
Priority: Medium
Cost: \$
Considerations: Visual impact, enforcement, maintenance and upkeep

Overview

Some cars turn around illegally along Mulholland Highway near Lake Hollywood Park, which can block or slow down traffic during congested periods. Some ridesharing vehicles likely turn around after picking up or dropping off passengers, and other drivers may turn around after capturing their photos of the Hollywood Sign. 'No U-Turn' signage could be posted along Mullholland Highway and Canyon Lake Drive to discourage drivers from u-turning. Additionally, the signs could **include the fine amount to encourage compliance**. Enforcement would be difficult, but the signage could serve as a helpful deterrent to drivers. Another issue along Mullholland Highway is that some drivers pull their car directly onto the dirt vistas. As discussed on page 31, fencing can be installed in these locations to physically prevent this issue.

Benefits

- May improve traffic flow
- May improve safety

Implementation

Short-Term

1. Install fencing to block drivers from entering the dirt vista points along Mullholland Highway.
2. Install 'No U-Turn' signage along Mullholland Highway and Canyon Lake Drive.
 - a. Signage should include the fine amount to encourage compliance.

Strategy #4. Collaborate with Google and Waze to Communicate Accurate and Helpful Information

Category: Traffic & Congestion
Priority: Medium
Cost: \$
Considerations: City versus company priorities, user base

Overview

Google and Waze are common navigation applications that visitors use to access Griffith Park, hiking trails, and a variety of Hollywood Sign viewing locations. In the past, there have been instances of **erroneous information** displayed through these applications. Additionally, some of the routing choices may increase congestion to certain neighborhoods.

The City should consider designating a staff member to periodically work with Google Maps and Waze staff to ensure that information is accurate and reflective of current conditions. The staff member should be responsible for checking the District 4 area details posted on Google Maps and Waze at least once per month. This routine verification process will help ensure consistency and allow the City to contact Google/Waze to resolve potential issues more promptly. Ideally, the applications should not direct drivers to at-risk areas, including roads that may be temporarily closed on red flag days. More information on the potential for temporary road closures can be found on page 37. **Road closure information** can be utilized to re-route drivers before they get close to the closure site. The City may also consider sharing up-to-date information and data with Google and Waze for problem areas. For example, Waze's **Connecting Citizens Program** may allow the City to have more input about the routing offered. Shared parking restriction data may be helpful to promote parking regulations and information to drivers.

Benefits

- Visitors using Google or Waze for navigation or trip planning could be provided with helpful information to improve access, safety, and efficiency
- A strategic partnership between the City and Waze/Google could be beneficial to systematically address traffic and transportation issues

Implementation

Short-Term

1. Designate a staff member to check the District 4 conditions on Google Maps at least once per month.
 - a. Add the task to the staff member's schedule to ensure consistency and allow the City to contact Google/Waze to resolve potential issues.
 - b. Consider increasing the number of staff checks to once per week during peak demand times such as during the Summer or Spring Break.
2. Consider applying to join Waze's Connecting Citizens Program.
 - a. Once involved, the City can choose to share and receive relevant data.

5. Improve Emergency Vehicle Access

Strategy #1. Temporarily Close Narrow Streets with the Highest Safety Risks During Peak Periods

Category: Safety
Priority: High
Cost: \$
Considerations: Traffic flow, reduction in parking, enforcement

Overview

Due to the roadway width and configuration, congestion can become more of an issue on certain streets during peak weekends and holidays, which inhibits emergency vehicle access. **The City cannot permanently restrict public access to any public streets** per the California Vehicle Code. However, temporary street closures due to safety concerns may be permitted. Due to the **legal complexities** of the California Vehicle Code, the City will need to assess the legality of any potential street closures. At a minimum, the City may be able to close roads that are impacted on **red flag days**. However, some of the peak congestion times may not occur on red flag days. Any further road closures related to safety may require an amendment to the California Vehicle Code.

In 2014, the City of San Francisco temporarily closed Lombard Street, known as the “Crooked Street” on Saturdays and Sundays from June 21st through July 13th, and on Friday, July 4th. This street is a popular destination and its congestion has caused safety hazards for motorists, residents, and pedestrians. For the pilot, SFMTA closed the street to all public vehicle access; only residents, taxis, and emergency vehicles could access the street on the restricted days. The **City Attorney should be consulted** regarding this option to determine viability in Los Angeles.

Benefits

- Improves emergency vehicle access by reducing congestion
- Improves public safety

Implementation

Short-Term

1. The City Attorney should be consulted regarding permissible temporary road closures with relation to safety.

- a. Any allowable road closures will be dependent on the California Vehicle Code.
 - b. At a minimum, red flag day closures should be pursued to improve emergency vehicle access during days with high fire risk.
2. The City should identify and allocate the necessary staffing resources to manage road closures and enforcement.

Strategy #2. Convert Some Narrow Two-Way Streets to One-Way Streets

Category: Safety
Priority: Medium
Cost: \$\$
Considerations: Traffic flow, pedestrian access

Overview

The City should consider studying the feasibility of converting overcrowded two-way streets into one-way streets, with an emergency vehicle lane. **Traffic impacts would have to be thoroughly assessed** in a traffic engineering study to determine the impact on the surrounding neighborhoods in any considered locations. A **temporary adjustment or pilot** may be required to determine the impact on traffic flows. By converting an existing two-lane road to a one-way road, the remaining lane could allow for emergency vehicle access. This may improve emergency vehicle response times significantly. The lane could be blocked off with **retractable bollards** that would provide emergency vehicle drivers the ability to lower them on-demand. **Bollards could also be lowered during non-peak congestion hours** however, depending upon on scheduling and coordination this could cause confusion.

Another benefit of roadway conversions is the improved level of pedestrian safety and walking space. By blocking one of the travel lanes from traffic, this emergency vehicle lane could be safely **utilized by pedestrians** as well. This would be particularly beneficial in areas that do not currently have sidewalks, or where existing sidewalks are narrow.

Benefits

- Emergency vehicle access improved
- Improves pedestrian access and safety
- Eliminates the ability for cars to U-turn

Implementation

Short-Term

1. The City could conduct a traffic engineering study to identify and assess potential roadway conversion locations.
 - a. Any location should be thoroughly assessed to determine the impact on the surrounding neighborhoods and traffic flow.
 - b. Stakeholder outreach should ideally be a significant component of this study.

Mid-Term

1. Any potential locations identified in the traffic engineering study, with the support of the impacted stakeholders, could be trialed or piloted with temporary cones and signage. This would allow the City to measure traffic congestion patterns and levels before and after the roadway reconfigurations.
 - a. The locations to be permanently converted to one-way streets should be finalized.

Long-Term

1. Update roadway paint, install retractable bollards, and updated signage.
 - a. Bollards could be lowered during non-peak congestion periods.
2. Continue to assess traffic flow impacts to determine any necessary adjustments.

6. Increase Parking Efficiency and Compliance Rates

Strategy #1. Adjust Existing Preferential Parking District Time Limits and Days of Operation

Category: Parking
Priority: Medium
Cost: \$\$
Considerations: Enforcement needs, spillover parking, guest parking impacts

Overview

Data analysis shows that, in some locations, current PPD restrictions do not span all **peak demand periods**. Some locations may benefit from permit restrictions that apply 365

days per year. The PPD adjustments recommended in this report should not be implemented without the support of the impacted residents. Recommended adjustments are based on **Average Daily Traffic (ADT)** volume counts, stakeholder feedback, and proposed recommendations that may impact residential parking availability. It is important to take a comprehensive approach to parking management to ensure that parking resources are adequately and efficiently managed for all uses.

PPD 192

Average Daily Traffic (ADT) volume counts were conducted along Deronda Drive just south of Mt. Lee Drive during September. Total ADT peaked at 579 vehicles on Sunday, September 17th, but the preceding Friday was not significantly less, at a total of 544 vehicles. Additionally, 333 vehicles counted on Monday, September 4th and 405 on the Monday the 18th. In addition to the ADT counts, pedestrian counts were conducted at the Deronda Drive Trailhead. In both weeks, more pedestrians were observed on Monday than on Friday. Pedestrian counts peaked at 467 on Sunday, September 17th. The high ADT volumes and pedestrian counts indicate that the residents around Deronda Drive could benefit from the expansion PPD 192 to **include weekday restrictions and enforcement**.

PPD 195

In September, ADT volume counts were also collected along Mullholland Highway within PPD 195. ADT peaked on Saturday, September 16th at 992 vehicles, but there were still a significant number of vehicles counted on the weekdays of data collection. For example, the day before on Friday, September 15th, there was an ADT volume count of 785. With the amount of traffic passing through this area, PPD 195 may benefit from **weekday restrictions**.

Lake Hollywood Park

The recommendation to replace some parking on Canyon Lake Drive with ridesharing zones could increase the on-street parking occupancy rates in the surrounding residential streets. Additionally, if the City decides to implement paid parking around Lake Hollywood Park, this **may cause further spillover parking**. Based on data collection results, there may be sufficient supply to handle this issue as it is today. However, the City and nearby residents may decide to take a **proactive approach** to managing spillover parking. The residential streets near Canyon Lake Drive may benefit from PPD restrictions. These streets include Innsdale Drive, Lake Hollywood Drive, Tahoe Drive, and Arrowhead Drive. During September data collection, on-street occupancy rates in this area were higher on Sunday than Friday and Monday during Week 2, but during Week 1 (Labor Day Weekend), Monday experienced the highest parking occupancy rates. This data indicates that the residential areas around Lake Hollywood Park may benefit from **weekend and holiday** PPD restrictions.

Canyon Drive

If the City proceeds with the suggested implementation of paid parking near the Brush Canyon Trail (page 44), there could be spillover parking impacts in the surrounding

residential streets. Currently there are no PPD restrictions along Canyon Drive or the surrounding streets.

Benefits

- Safeguards the neighborhoods from spillover parking and the influx of visitors during peak periods
- May prepare residential areas for the potential impact of proposed recommendations

Implementation Guide

Short-Term

1. Engage impacted residents about potential PPD boundary and operating hour adjustments to get community feedback and solidify a plan.
2. Identify proper enforcement resources for expanded hours of operation.
3. Implement updated PPD regulations.
 - a. Install updated signage.

Long-Term

1. Continue to assess parking occupancy rates in impacted residential areas to determine any necessary adjustments.

Strategy #2. Consolidate Preferential Parking District Regulations

Category:	Parking
Priority:	Low
Cost:	\$
Considerations:	Enforcement adjustments, signage, determining optimal operating hours

Overview

Existing PPD zones have a variety of operating hours and days. The inconsistent policies are more difficult for drivers to understand and it **complicates parking enforcement**. The City could consider consolidating PPD zone restrictions so that operating hours are consistent. With the current program, permit holders are also restricted to parking within one zone only. Residential permit policies could be enhanced to allow residents to **park within any PPD** restricted area rather than being restricted to a single PPD zone. This could allow residents to **bypass the need for a guest permit** when visiting other residential areas. For consistency, PPD restrictions could apply 7 days per week in all

locations. However, depending on the severity of spillover parking and tourism impacts, each location could have a **different level of enforcement** on weekdays versus weekends to address the peak demand periods. The option of converting all PPD zones to one type of permit would need to be thoroughly vetted with the City and with the residents.

Benefits

- Simplified PPD restrictions are easier to understand and enforce
- Potentially more convenient for residents
- May allow residents to bypass the need for guest permits in other PPD zones
- Standardized signage
- May be easier to adjust PPD boundaries when necessary

Implementation Guide

Short-Term

1. The City should engage in stakeholder outreach to determine whether residents would prefer existing or consolidated PPD restrictions.
2. Residents should be involved in deciding on potential standardized PPD restrictions.
3. Upon agreement, the City should identify the areas that will be impacted and will require updated signage.
4. The City should update any necessary parking ordinances to streamline PPD regulations.
5. Impacted residents should be notified about upcoming program adjustments.
6. Parking enforcement beats should be adjusted to accommodate updated PPD restrictions and operating hours.

Mid-Term

1. Updated PPD signage should be created and installed where necessary.
2. Enforcement beats should be adapted to ensure consistent enforcement.
3. The City should continue to solicit resident feedback to assess the new program and identify any potential areas for improvement.

Long-Term

1. Continue to assess parking occupancy rates in impacted residential areas to determine any necessary adjustments.

Strategy #3. Implement Paid Parking and/or Time Limits in Popular Tourist Destinations

Category: Parking
Priority: Medium
Cost: \$\$
Considerations: Traffic flow, enforcement, revenue allocations, spillover parking

Overview

Paid parking can be an **effective management tool** to encourage parking space **turnover** in impacted areas. Additionally, paid parking may encourage some visitors to utilize alternative modes of transportation. The industry standard for the **target occupancy rate is 85%**. At this level, there are typically enough vacant parking spaces to minimize congestion from drivers searching for a space. At the same time, the 85% rate ensures that a location is not providing too much parking supply, which can be considered an inefficient and costly use of valuable land. Occupancy rates have effectively been managed using paid parking programs. Paid parking revenue can be an opportunity for cities to invest monies directly within the impacted community and provide program enhancements. For District 4, **paid parking revenue could be dedicated** for neighborhood mitigations, and it could help support projects or programs that improve access, mobility, and safety in and around Griffith Park and the surrounding neighborhoods.

Single-Space vs. Multi-Space Meters

The **convenience and ease of use** of single-space meters is what makes them effective for dense, high-turnover areas. Smart single-space meters accept credit card (and therefore debit card) payments and are enabled with back office tools and **real-time access** to information and data. This would allow the City to monitor the meters and be notified of any maintenance issues. The selected equipment must meet the **Payment Card Industry (PCI) security standards** for credit card transactions to make sure only the last four digits of each card number is stored. Additionally, all payment information can be tracked and audited to ensure proper revenue reconciliation during collections. Most single-space meter vendors offer meter management systems to edit the display screen, manage rate structures and run reports. Smart single-space meters range in price from around \$400 to \$600 per meter mechanism plus approximately \$250 to \$400 for the meter housing and pole (not including shipping). There is an ongoing \$6 to \$8 per meter per month for data management in addition to transaction fees.

Multi-space pay stations, depending on configurations, are approximately \$8,500 per unit with monthly data management fees of approximately \$70.00 per pay station per month. This pay station rate estimate does not include installation and freight. The City should consider including the optional added features such as a motion-controlled light bar and

a tilt board security feature with a siren. The typical pay station vendor also provides a meter management system that provides **real-time access** to pay station information and maintenance support requirements. Additionally, following year one, the City should budget approximately \$30.00 per month for each pay station warranty. While not required, the warranties are recommended to safeguard the program and ensure equipment performance and system uptime. Pay stations typically **support 7 to 12 on-street parking spaces**, depending upon geographic conditions. A typical off-street surface lot requires 1 to 4 pay stations, depending upon the configuration and number of access points.

There are three main operational configurations for multi-space pay stations: pay and display, pay by space, and pay by plate:

- **Pay and Display:** The driver parks, purchases parking session time at the pay station, and then returns to their vehicle to display the receipt on their dashboard.
- **Pay by Space:** The driver parks in a numbered space, and then pays at the pay station using the parking space number. The driver is not required to return to their vehicle because their payment is electronically tied to their space number. Parking enforcement is able to use a web application to verify payment status by parking space number.
- **Pay by Plate:** Similar to pay by space, but the driver enters their license plate number at the pay station to record their payment. This method does not require drivers to return to their car as well and, similarly, parking enforcement verifies payment status by license plate using a web application.

Canyon Drive

The City could consider implementing paid parking near the entrance to the Brush Canyon Trail within the Park on Canyon Drive and within the two parking lots. The City could implement pay stations that allow visitors to pay a small hourly fee or pay a maximum daily rate, like the Griffith Observatory parking lot, to park for the day while hiking. A pay by plate configuration would require visitors to enter in their license plate number, and the pay stations can be integrated with law enforcement for added security. Paid parking revenue could be used for **enhanced security**. Ideally, the surrounding neighborhoods should be safeguarded with PPD restrictions to prevent spillover parking. More information on PPD recommendations can be found on page 39.



Figure 13. Paid On-street Parking: Canyon Drive

Lake Hollywood Park

Another location to consider for paid parking is surrounding Lake Hollywood Park. Parking meters could be a source of revenue for investment in **neighborhood improvement projects**. Paid parking may increase **spillover parking** into the surrounding residential streets, which is why a PPD has been recommended for this area (page 40). Based on the parking occupancy data collected in September, there is likely sufficient parking supply to handle spillover parking for now, but if this becomes a problem, PPDs restrictions could be added. Additionally, the recommendation to replace some parking on Canyon Lake Drive with **ridesharing zones** could raise the on-street parking occupancy rates in the surrounding area (page 24).

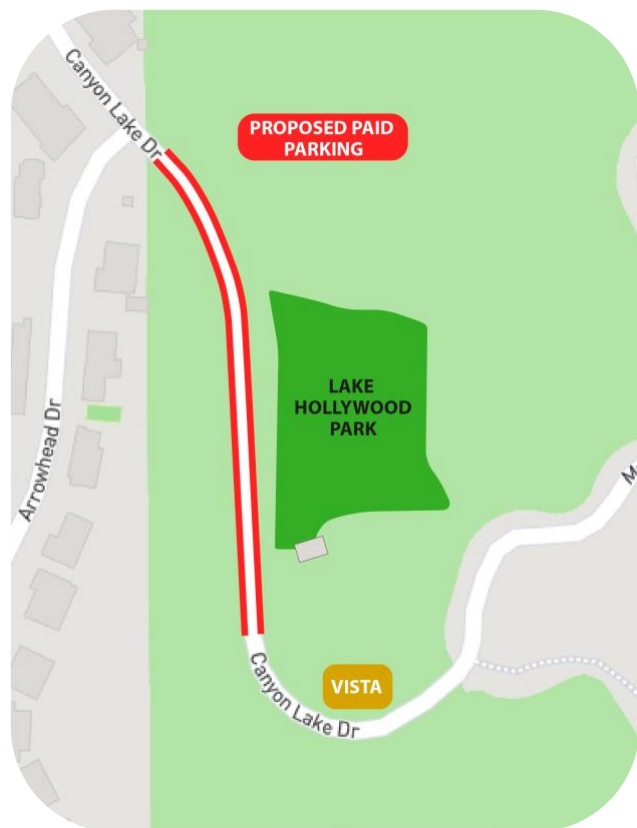


Figure 14. Paid On-Street Parking: Canyon Lake Drive

Beachwood Drive

Paid parking or time limits could also be considered along Beachwood Drive **near the proposed sidewalk bulb-out** (page 8) and surrounding the Beachwood Market. The average parking occupancy for the Beachwood Study Area during data collection was approaching 85% at certain points during the day. Beachwood Drive from Woodhaven Drive to Belden Drive, and from Westshire Drive to Glen Oak Street came under the heaviest strain in terms of parking availability. Both street segments exceeded 85% occupancy during the 9:00am and 12:00pm time periods. Additionally, Belden Drive from Beachwood to Woodshire Drives is another location where parking availability should be monitored. At certain times occupancy at this location came close to exceeding 80%. With the proposed installation of a sidewalk bulb-out, parking spaces will likely be lost. Marked **5-minute time limited spaces** are recommended that are adjacent to the sidewalk bulb-out to provide photo-takers a place to park for a short amount of time. Ideally, these time limited spaces should be on the same side of the road as the bulb-out to minimize the number of pedestrians crossing the street. In addition, the City could consider implementing **2-hour time limits** immediately surrounding the commercial area to promote turnover and **create more availability for patrons**.

Benefits

- Paid parking can create a revenue stream for the communities for investment in program and community enhancements
- May promote parking space turnover and efficient utilization
- Could encourage more public transit, ridesharing, or carpooling use

Implementation

Short-Term and Mid-Term

1. Based on parking occupancy data, stakeholder feedback, and the proposed recommendations, the City should identify the location(s) for paid parking and/or time limits.
2. Begin education and outreach about the upcoming implementation of paid parking and/or time limits in the identified location(s). This should include notification of the planned rate structure and how to use the paid parking equipment.
3. Consider a paid parking pilot program. Parking technology vendors typically offer municipalities a 60-day pilot to test their equipment solutions. The upfront costs would include shipping, installation, training, paper (if applicable) and software fees. If the pilot is successful, the City would have the opportunity to purchase the paid parking technology at a discounted rate, or begin a 3-year leasing agreement.
4. Draft and issue a Request for Proposal (RFP) for paid parking technology. Equipment should primarily accept credit/debit card only and pay stations should be in the 'Pay by Plate' configuration. The vendor solicitation should be a turnkey solution that includes the following services:
 - a. Communications testing,
 - b. Installation,
 - c. Level 2 maintenance support,
 - d. Signage, and
 - e. System testing
5. Parking technology should be installed.
 - a. A thorough assessment by the selected vendor should be conducted to determine the specific locations for the pay stations or single space poles. Safety and accessibility should be considered in the evaluation.
 - b. Ground preparation: When choosing the equipment locations, the level of traffic, customer accessibility, and safety should be considered. The pay stations should also be mounted on concrete with appropriate anchoring.
 - c. Accessibility: In order for the paid parking equipment to be ADA compliant, they must have a clear floor space of at least 30" x 48" for wheelchairs.

Strategy #4. Increase Citation Amounts in High-Impact Tourist Locations

Category: Parking
Priority: Medium
Cost: \$
Considerations: Enforcement, legislative ability

Overview

By increasing citation fine amounts, the City may be able to achieve **higher compliance rates with parking, driving, and smoking regulations**. Instead of raising fine amounts for the whole City, there may be an opportunity to update the ordinances to apply a higher amount only to certain **high-impact locations**, like moving violations in a freeway construction zone. This should be considered based on the level of safety impacts that may result. Additionally, because certain areas are impacted more heavily by tourism, the **citation revenue** differential could be allocated to fund **additional enforcement resources**. Even if the risk of being caught is low, some drivers and pedestrians may be less likely to take risks if the fine is higher, especially if the fine amount is included on posted signage as a deterrent. The City should consider raising the citation amount of violations such as red curb violations, no u-turning, and no smoking regulations.

Benefits

- Improved compliance with posted signage
- Improved public safety
- Citation revenue resulting from high-impact locations could fund increased enforcement resources or program enhancements in impacted areas

Implementation

Short-Term

1. Work with the City Attorney to determine the viability of establishing high-impact tourist zones to be eligible for higher citation fine amounts.
2. Determine appropriate fine amounts that will properly encourage compliance.
3. Identify and establish high-impact zones based on factors like the level of tourism, congestion, and public safety risks.

Mid-Term

1. To encourage compliance, posted signage should indicate citation fine amounts for the adjusted fees.

Strategy #5. Increase Parking Enforcement in Impacted Areas

Category: Parking
Priority: Medium
Cost: \$\$
Considerations: Staffing and equipment needs

Overview

Most of the visitors driving into the neighborhoods and congesting the streets are doing so to try and find the best photo opportunities of the Hollywood Sign. Any parking or standing restrictions that are put in place within the neighborhoods are ultimately difficult to enforce. This is because visitors may just pull over their car to take a photo for a short amount of time. Without having enforcement officers posted on every block throughout the day, many visitors will have a minimal chance of being caught. The City could increase parking enforcement staff resources or assign existing staff directly to impacted areas during peak times. Part-time staff could be utilized primarily during weekends and holidays to provide additional resources.

The following map highlights the areas where parking citations were issued in 2016 (Figure 15). 17,432 citations were issued in 2016 for the area shown in the map. While it is valuable to see where citations were commonly issued, it is important to consider that this data is based upon the enforcement staffing and routes utilized in 2016. Any adjustments to the enforcement operation could impact which areas receive a higher volume of citations. Furthermore, the lack of citations in certain areas does not necessarily indicate that there was parking compliance. There could have been violations occurring that were not captured. An increased frequency of beats/routes in impacted areas throughout the neighborhood could be considered. Locations to consider include Beachwood Drive, Deronda Drive, Ledgewood Drive, Canyon Lake Drive, Mullholland Highway, Wonder View Drive, and Lake Hollywood Drive. Enforcement areas should be prioritized based on safety concerns.

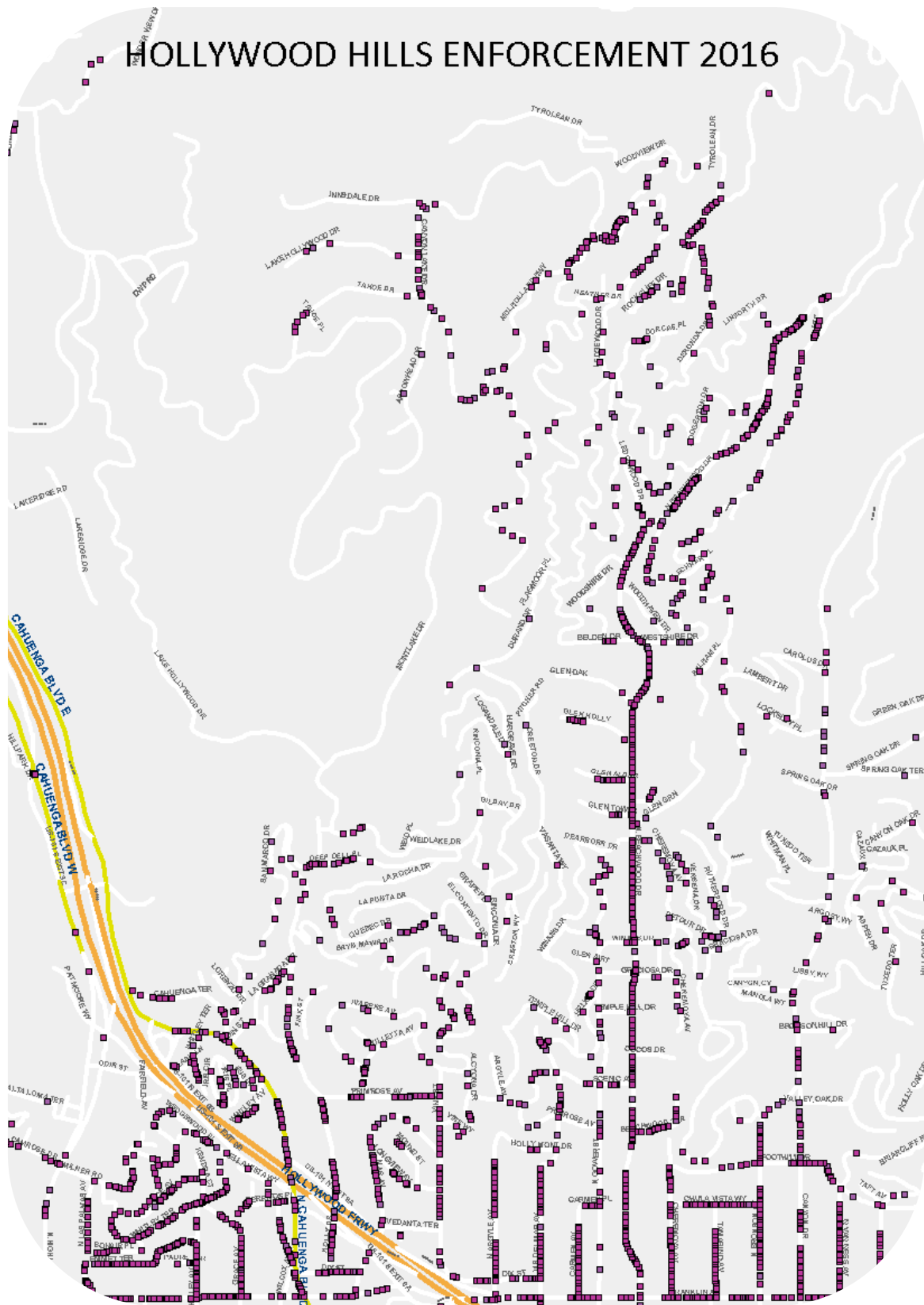


Figure 15. Citation Issued in 2016

Benefits

- Higher compliance rates
- Increases in citation revenue
- Improves public safety

Implementation

Short-Term

1. Existing enforcement staff beats/routes can be evaluated to determine any adjustments that would increase the level of enforcement in impacted areas.
 - a. Areas that are considered for increased enforcement should be prioritized based upon safety and congestion levels.
 - b. The City should also consider how program changes, based upon the recommendations in this report, may impact the need for enforcement in certain areas.

Mid-Term and Long-Term

1. If the City proceeds with the implementation of paid parking in the locations recommended in this report (page 43), a portion of the paid parking revenue could be allocated for additional enforcement staff.
2. The City should continue to evaluate citation data to determine any necessary adjustments to enforcement routes/beats.

7. Actively Manage and Provide Optimized Visitor Opportunities

Strategy #1. Enhance the most Accessible and Safe Hollywood Sign Viewing Locations and Hikes

Category: Tourism
Priority: High
Cost: \$\$
Considerations: Traffic flow, education and outreach, access and congestion

Overview

Many visitors wander through the neighborhoods in search for Hollywood Sign photo opportunities. An effective way to reduce congestion in the neighborhoods may be to

motivate the visitors to capture their pictures elsewhere, therefore **dispersing the impact of tourism**. Rather than trying to prohibit certain locations, which can be difficult to enforce, **influencing behavior with positive experiences** could be more effective. The ideal locations for hiking to and taking photos of the Hollywood Sign should ultimately be determined by the City based on accessibility, safety, and parking availability. Then, the focus can be on making sure that these designated locations will be attractive and safe for visitors.

Visitors can be influenced to take their photos of the Hollywood Sign and hike in certain areas using **art installations** that will improve the photos and make them into their own recognizable destinations. Each designated location could have a different theme or style. Some potential installations could be a large frame for the Sign or colorful pedestals for guests to stand on. For example, the Black Sun sculpture within Volunteer Park in Seattle is a popular destination to take a picture of the Space Needle. This is because the sculpture, from the right angle, frames the Space Needle from afar.

The proposed wayfinding strategy could also provide a method for the City to direct drivers to desired locations. More information on the wayfinding strategy can be found on page 33.

Lake Hollywood Park

There is a view of the Hollywood Sign from Lake Hollywood Park and the vista point where Canyon Lake Drive transitions into Mullholland Highway. This is a common location that to take photos of the sign. There are ways to enhance this location with amenities that will improve the visitor experience (see page 62). The recommendation to plant the smaller vistas could improve visitor safety and reduce the impact of tourism on the residential areas up the hill (page 31).

Brush Canyon Trail

Canyon Drive leads to the Brush Canyon Trailhead, where hikers have another opportunity to reach views of the Hollywood Sign. This hike is considerably longer than some of the other hiking locations mentioned in this report. The City should consider enhancing this area, potentially with permanent restroom facilities (page 62) and a sidewalk (page 12). Additionally, the recommended implementation of paid parking may encourage turnover and allow the City to fund security and safety improvements (page 44).

Wonder View Trail

From the Wonder View Trailhead, hikers can reach a view of the backside of the Hollywood Sign only. This location is more accessible than others because of the amount of parking spaces along Lake Hollywood Drive. Unlike in other destinations, paid parking is not suggested along Lake Hollywood Drive. With the proposed relocation of the Wonder View Trailhead (page 18), this becomes one of the more accessible and safe locations for hiking. Lake Hollywood Drive, at this location, is not a residential street, which minimizes the impact on the residents.

Griffith Park

Next to the Griffith Observatory, in Griffith Park, there is an iconic view of the Hollywood Sign, and it should be promoted as among the best locations to view the sign. This location does not require a hike and is easily accessible. It is also already supported by the existing DASH shuttle system that connects with the Metro's Sunset/Vermont stations, as well as ridesharing locations. Viewing the sign in this location provides the added appeal of visiting the Griffith Observatory in the same trip, which also provides some of the best views of the City basin. By promoting the Griffith Park experience, this may encourage some visitors to avoid the surrounding residential streets.

Ford Theatre Trail

Council District 4 is currently working with County Supervisor Sheila Kuehl's office on funding the development of a new hiking trail. The Ford Theatre Trail project will provide spectacular views of the Hollywood Sign, Hollywood Reservoir, Griffith Observatory, Hollywood Bowl, Downtown Los Angeles, and the Pacific Ocean, among many other landmarks. A portion of the trail will be ADA accessible and facilities will include shaded rest areas, ADA compliant restrooms, and parking.

Hollywood and Highland Mall

It is important that this location is 'picture worthy' to compensate for the fact that it is a further distance from the Hollywood Sign than the neighborhood streets. There should be a focus on the complete visitor experience at this location, with more to attract visitors than just a viewing area. Artistic installations and unique food and art vendors at the location could help make it a desirable destination to view the sign. It will be important for the City to promote this location online, through travel organizations, at the airport, and in flyers.

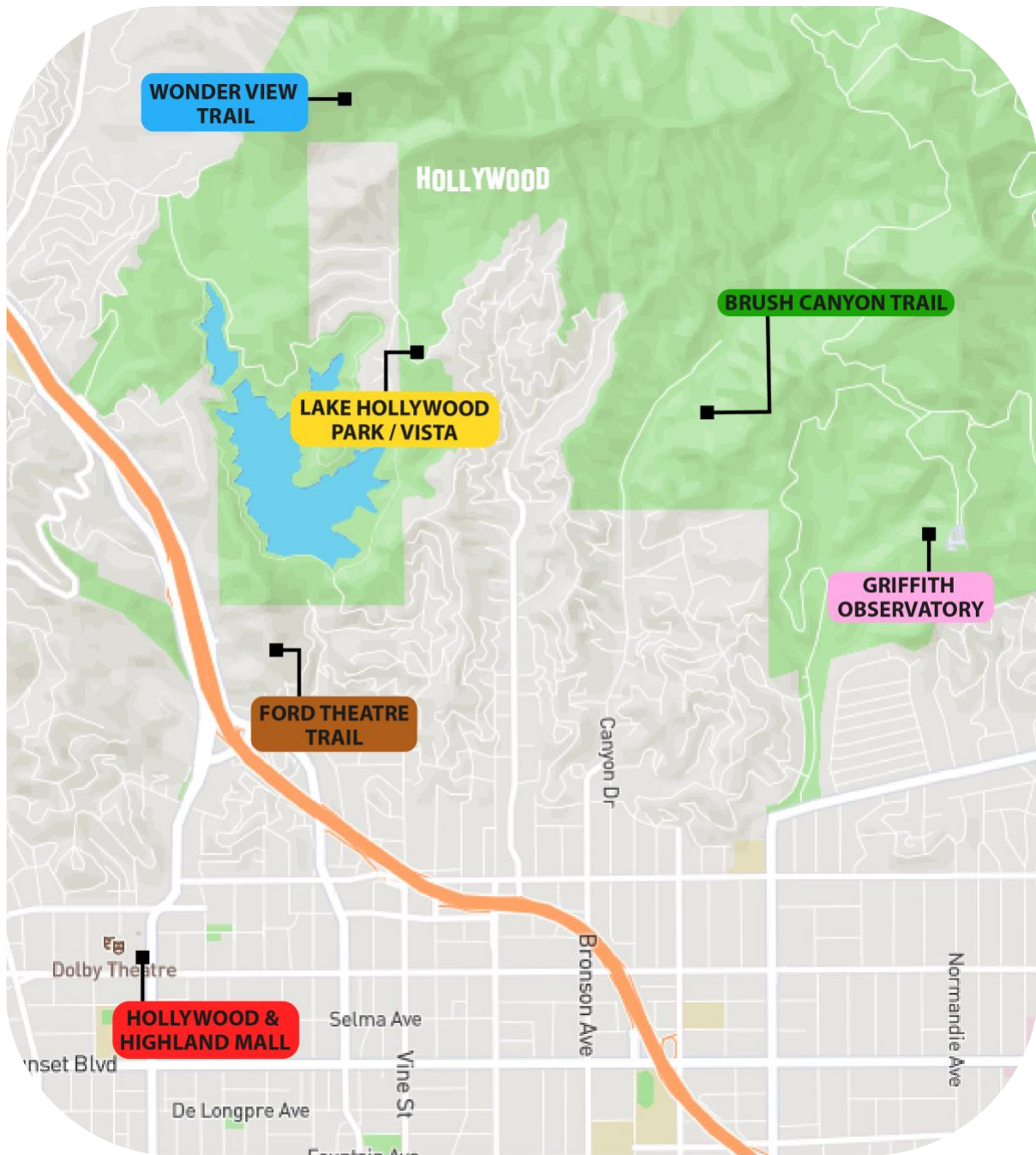


Figure 16. Hiking and Hollywood Sign Viewing Locations to be Enhanced

Benefits

- Could reduce the demand for some problem areas
- Amenities and strategies could improve visitor safety
- Viewing the Hollywood Sign could become a more positive experience

Implementation

Short-Term

1. Implementation steps are dependent on the City's identification of ideal hiking and Hollywood Sign viewing locations. The City should work to enhance a variety of locations to improve accessibility, safety, and improve the visitor experience.
2. Safety enhancements should be prioritized in the short-term.
3. The City could hire local artists to develop design plans for any artistic installations that may enhance visitors' photos.

Mid-Term

1. Continue to implement amenities, safety enhancements, and art projects.

Strategy #2. Develop a Hollywood Sign Visitor Center

Category: Tourism
Priority: Medium
Cost: \$\$\$
Considerations: Construction, environmental impacts, staffing, upkeep, access, traffic flow

Overview

Currently there is not a visitor center where tourists can visit to learn about the Hollywood Sign and the history of the area. A Hollywood Sign Visitor Center should ideally have a view of the Hollywood Sign, but at a minimum, it should include an option to take a shuttle to view the Hollywood Sign. Binoculars could be provided for an up-close look. The Visitor Center should be designed like an **information center** or museum with information about the **history of the Hollywood Sign** and the community. **Interactive exhibits** could be provided for children. Brochures, maps, and information about Los Angeles and Griffith Park shuttles should be available in multiple languages. The Visitor Center could have a small admission fee.

One location that could be considered as a short-term solution is **near the Hollywood and Vine Metro Station** near the Vine Street Garage. There is a vacant storefront and the DOT parking garage has 5 levels. This location could be ideal because of its proximity to Griffith Park, and the nearby public transportation routes. The **existing bus loading zones** could also be utilized for a shuttle route from this location. When determining a

location, the City should also consider proximity to downtown, the Walk of Fame, Metro transit lines, and hotels.

A shuttle could be utilized to connect the Visitor Center with a future aerial tram route. This would allow for a more comprehensive and connective transportation system that ties in the visitor center and aerial tram. If the City proceeds with the recommended development of a Griffith Park Transit Hub near the Martinez Arena (page 27), this could eventually become the ideal location for the Visitor Center.

Benefits

- Promotional opportunity for the City to educate and inform visitors.
- May decrease the number of visitors entering the neighborhoods to see the Hollywood Sign
- Revenue from the Visitor Center could be allocated to support community mitigations.

Implementation

Short-Term

1. Identify and secure a location for a Hollywood Sign Visitor Center.
2. Develop center layout designs, informational content, and interactive exhibits.

Mid-Term

1. Construct the Visitor Center and hire/train staff.
2. Begin education and outreach campaign about the Visitor Center, as well as public transportation and/or shuttle route opportunities.

Long-Term

1. Eventually, the Visitor Center should be tied into any future aerial tram system (page 54). This would likely be a shuttle that patrons can utilize to reach an aerial tram access point. This would give visitors the ability to view the Hollywood Sign up close, while connecting them to a broader transportation network.

Strategy #3. Build a Hollywood Sign Viewing Platform

Category: Tourism
Priority: Medium
Cost: \$\$\$
Considerations: Environmental impacts, maintenance and upkeep, traffic flow

Overview

Currently there is no formalized location for the City to promote as the ideal Hollywood Sign viewing spot. Unfortunately, some of the best views of the Hollywood Sign can be found within residential neighborhoods, located along winding narrow streets. This causes an issue with neighborhood congestion, which inhibits emergency vehicle access and causes a safety concern. The City should consider constructing a Hollywood Sign viewing platform that can be promoted to visitors.

One location to consider is along **Mount Hollywood Drive**. The Recreation and Parks Department previously opened a portion of Mt. Hollywood Drive to traffic, and had mixed reactions from the public. The Department should consider the impacts that a viewing platform in this location may have on **bicyclists, pedestrians, and traffic congestion**. This viewing platform could be an exciting experience for visitors, and could help encourage more people to view the Sign from within the Park rather than within the residential areas. While this would be an expensive project, it could help mitigate traffic impacts and improve the visitor experience. Any revenue resulting from a viewing platform could be allocated to support neighborhood mitigations.

Another option to consider is that the viewing platform could be constructed in conjunction with the proposed **aerial tram** (page 27). This could be a tremendous asset for the City to promote to visitors, therefore decreasing neighborhood congestion. The aerial tram could give visitors the ability to exit their pods onto a viewing platform to take pictures and enjoy the view of the sign. This route and platform would not be accessible by foot, and it should be positioned to not interfere with the nearby residential areas.

Benefits

- Could become a draw for the Park and it could help mitigate the impact of tourism in the neighborhoods
- The City has the opportunity to allocate revenue from the viewing platform for program enhancements and neighborhood mitigations for tourism

Implementation

Short-Term

1. The City should conduct the necessary environmental and engineering analyses to determine the feasibility of constructing a viewing platform in either of the two proposed locations.

Long-Term

1. If the City proceeds with the recommendation to build an aerial tram, a viewing platform should be constructed as part of this plan. Otherwise, the City could consider constructing the viewing platform elsewhere in the park, such as along Mount Hollywood Drive.

Strategy #4. Implement a Hollywood Sign Art Program

Category: Traffic & Congestion
Priority: High
Cost: \$\$
Considerations: Visual impact, community outreach, neighborhood support, traffic flow

Overview

A significant amount of the visitors traveling through the neighborhoods are in search of a picture with the Hollywood Sign. This results in increased neighborhood congestion, therefore reducing safety and limiting emergency vehicle access. The City could consider establishing a Hollywood Sign Art Program to implement several Hollywood Sign replicas at selected locations. Similar to how the iconic “I Amsterdam” monument was installed at the Amsterdam Airport, additional Hollywood Signs replicas would allow visitors to take up-close pictures with the Sign in other locations, thus reducing the amount of traffic for the original Sign. These Hollywood Signs could be **decorated by local artists**, with the designs possibly **voted on by the community**. The City’s Department of Cultural Affairs could potentially administer the program. Signs could be installed in popular tourist destinations such as the LAX airport, Hollywood Boulevard, the Farmer’s Market, Los Angeles County Museum of Art, Hollywood Bowl, and within local parks.

Benefits

- Opportunity to promote local neighborhood attractions, culture, and local artists
- Would give visitors more options for photos with a Hollywood Sign, which could decrease the amount of congestion surrounding the original sign
- Visitors would have opportunities to take up-close photos with sign replicas

Implementation

Short-Term

1. Council Office staff should collaborate with the City’s Department of Cultural Affairs, or another relevant department, to develop a Hollywood Sign Art Program.
2. Determine Hollywood Sign replica installation locations.
3. Engage with local artists to develop potential Hollywood Sign designs.
4. Through a public review process, the final designs should be selected.
 - a. Each community could have their own set of potential designs, to be assessed through an online poll.

Mid-Term

1. Blank replica Hollywood Signs should be developed for the winning artists to decorate.
2. Decorated signs should be installed in their respective locations.
3. An education and outreach campaign, including social media outreach (see page 60) should be utilized to promote these alternative sign locations.

Strategy #5. Replicate the Sign on the Other Side of the Mountain

Category: Traffic & Congestion
Priority: Medium
Cost: \$\$
Considerations: Visual impact, community buy-in, traffic flow, wayfinding, environmental impacts

Overview

Neighborhood congestion results in areas with a view of the Hollywood Sign from visitors seeking a photo opportunity. Not only is congestion a nuisance for the residents, but it also inhibits emergency vehicle access and reduces pedestrian safety. Currently, the best views of the sign are in impacted locations, typically along narrow residential roads. For example, 72% of those surveyed at the Mullholland Highway Vista were there to capture a photo of the Hollywood Sign, and this vista point can only be accessed by traversing through residential areas. Visitors sometimes walk along narrow roads with blind turns to access the viewpoints, and some popular areas lack sidewalks or the appropriate pedestrian infrastructure. Tour vans also have difficulty navigating the roads and turning around at dead ends.

The City could construct another Hollywood Sign on the north side of the park or on the LA Zoo side of the Park. The backdrop behind the sign would still look similar to the original if it is located on the mountain. This would give the City the opportunity to promote the replica sign viewpoints as **more accessible locations for photos** than in the residential neighborhoods south of the Park. One downside of this strategy is that it would take away from the history of the original Hollywood Sign and Hollywoodland. For educational and historical purposes, it may make the most sense to maintain only the original sign. An additional sign is proposed as a strategy to consider because of its potential to improve safety and reduce neighborhood congestion.

Benefits

- An additional sign could spread out the impact of photo-seekers to both sides of the park
- Could decrease congestion on some of the impacted neighborhood streets

Implementation

Short-Term

1. A replica Hollywood Sign location should be identified to minimize community impact.
 - a. Environmental impacts should be evaluated.
2. The City should solicit public feedback and stakeholder input about the potential of constructing a second Hollywood Sign.

Long-Term

1. If the City decides to proceed with a second Hollywood Sign, the Sign should be constructed in the longer-term, along with an education and outreach campaign.

Strategy #6. Support a Dedicated Hollywood Sign Website

Category: Tourism
Priority: Medium
Cost: \$
Considerations: Developing a cohesive message and comprehensive strategy, management and upkeep

Overview

For information on how to view the Hollywood Sign, visitors solicit a variety of websites, which have a mix of information. Sometimes this information is inaccurate or it can direct visitors through residential streets, further intensifying the safety and congestion issues that the City is aiming to combat. When visitors search for how to view the Hollywood Sign, the top result on the common search engines should ideally be a website that provides **accurate, up to date, and reliable information**. This could be a City-managed website, or an existing website, such as the Hollywood Sign Trust website, which could be improved and promoted. The City should **work with travel sites** to provide a link to the website.

Benefits

- This would create a consolidated place for helpful information related to the Hollywood Sign
- The website could help reduce the number of visitors in certain locations by promoting ideal routes and viewing points
- Opportunity to involve residents and stakeholders in defining content

Implementation

Short-Term

1. Determine the appropriate City department or external group to manage a Hollywood Sign website.
2. The City should work with stakeholders to determine priorities and develop website content.
 - a. Content should be available in several languages.
3. A web designer should be hired to incorporate the City's wayfinding brand and the appropriate outreach information. The website should be easily navigated and the display should adapt to a variety of viewing platforms including mobile phones.

Mid-Term and Long-Term

1. Advertising monies could be dedicated to ensure the Hollywood Sign website is a top search result on the common search engines.
2. Content should continually be reviewed and refreshed to ensure that information is up-to-date and consistent with the City's safety and mobility goals.

Strategy #7. Implement a Social Media Marketing and Outreach Campaign

Category: Tourism
Priority: Medium
Cost: \$\$
Considerations: Traffic flow, increased tourism in certain areas

Overview

Recently, **social media and online blogs** have started to play a significant role in how visitors plan their trips. Often times, these sites promote information that may not coincide with the City's goals and objectives for access, safety, and mobility. The City could use this platform as an opportunity to reach a wide audience of visitors and provide helpful travel information and tips. The Intercept Survey confirmed that social media and blogs

had a significant role in how visitors learned about each of the destinations. On Saturday, the majority (42%) of visitors that were surveyed at the Wonder View Trailhead heard about the location from social media. Additionally, on Thursday at Lake Hollywood Park, 19% of those surveyed learned of the location from social media, and an additional 11% heard about it from a blog or YouTube.

Many large brands retain social media bloggers to feature their products as a marketing tactic. The City could consider setting aside a portion of paid parking revenue for Hollywood Sign access and viewing **marketing**. Part of this fund could be used to **pay local bloggers to feature the recommended viewing areas** on their websites, YouTube channels, or social media accounts. Additionally, any alternative sign locations per the recommended Hollywood Sign Art Program (page 57) should be incorporated into the social media outreach campaign. This could be done partly through a hashtag campaign to gain visibility.

Benefits

- Will allow the City to educate more visitors during their trip planning process
- Could allow the City to better promote ideal viewing locations
- Would allow the City to reach a broader audience of visitors

Implementation

Short-Term

1. The City should consider allocating a portion of marketing dollars towards a social media and marketing outreach campaign.
2. Marketing staff should work to identify social media bloggers and influences with large following bases that could feature Griffith Park hikes and Hollywood Sign viewing locations through their platforms.

Mid-Term

1. Marketing staff should begin outreach to identified social media bloggers and influencers.
 - a. Staff should collaborate with them to develop marketing and outreach plans. Staff should consider the hikes and/or Hollywood Sign viewing locations to be featured.
 - b. Bloggers should be instructed to discuss and recommended safety tips, parking regulations, and/or public transportation routes.
 - c. Appropriate compensation rates should be identified and proposed.
2. Any alternative sign locations per the recommended Hollywood Sign Art Program (page 57) should be incorporated into the social media outreach campaign.

Long-Term

1. Continue to collaborate with social media bloggers and influences to reach a broader audience for education and outreach purposes.

- a. Any future strategies that are implemented could be enhanced with a social media campaign.

Strategy #8. Install Restroom Facilities at Key Locations

Category: Safety
Priority: High
Cost: \$\$
Considerations: Vagrancy, cleaning and upkeep, environmental impact

Overview

Currently there are no permanent restroom facilities located at **Lake Hollywood Park** or near the **Brush Canyon Trail**. These areas have proven to be popular destinations and in the past there have been issues with public defecation. To improve the visitor experience and **address sanitation and health concerns**, the City should consider installing permanent restroom facilities in these locations.

During the December Intercept Surveys, 80% of those surveyed on Thursday and Saturday at the Brush Canyon Trailhead indicated that they were planning to stay at the location for more than an hour. This is likely due to the length of the hiking trail. This highlights the need for a restroom facility in this location. At Lake Hollywood Park, of those surveyed on Thursday and Saturday, 57% said they were planning to stay between 15 minutes and an hour. This indicates that many of the Park visitors want to stay and enjoy the park, rather than just snapping a quick photo and leaving. Amenities like a restroom facility could improve their visit.

To reduce the impact, the restroom facilities can be designed to use solar power. **Sustainable restrooms** would allow the City to conserve water and energy. Ideally, the system should be low flow, and use a limit amount of water per flush.

Some City officials have expressed concern about illicit behavior in bathrooms, which is why the facilities should be designed to deter drug use. Fluorescent blue lighting is sometimes used in public restrooms to discourage injection drug use by making it difficult for drug users to see their veins. Additionally, bathroom stall doors should offer minimal privacy. While this is not ideal, it is better to offer **semi-private** restrooms than none at all. The City should also make sure to **secure the restroom facilities at night** when the Parks are closed.



Figure 17. Green Flush Technologies Sustainable Restroom Design

Benefits

- Improvement to the visitor experience
- Will help address sanitation and safety concerns

Implementation

Short-Term Steps

1. Identify a location that can accommodate the utilities and sewage requirements in Lake Hollywood Park and in Griffith Park near the Brush Canyon Trailhead.
2. Begin the facility design process. It is recommended that the restroom facility in the Observatory parking lot be considered as an example for process and design.
3. Consult with City planners to confirm if an Environmental Impact Report (EIR) will be required to meet CEQA guidelines. If environmental analysis is required, the City should proceed with the review process straightaway.

Mid-Term Steps

1. Finalize restroom facility designs.
2. Complete any necessary environmental analysis required for each location.
3. Begin construction.
4. During construction, the City should identify the necessary staffing resources for cleaning and maintaining the additional facilities. Additionally, staff should be allocated for locking and unlocking the restrooms for security purposes.

Conclusion

The seven goals presented in this CSR are intended to improve access, mobility, and safety in and around Griffith Park and around the Hollywood Sign. The outlined strategies were developed based upon a series of site visits, extensive stakeholder feedback, data analysis results, and industry best practices.

The feasibility and prioritization of the strategies will ultimately be dependent on the City's ongoing review, public feedback, environmental impacts, engineering viability, and estimated costs.

In the coming weeks and months, Councilmember Ryu and DIXON will be meeting with City officials and departments to discuss the viability of the various strategies presented in the CAP, as well as next steps. In addition, the City will continue to seek input and feedback from the community.