

V. Master Plan Development

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A. Master Plan Development Summary

Master Plan Methodologies

The Draft Master Plan is a guiding framework for future development, accommodating both current facility needs and the site's capacity for potential facility expansion in the future. These two methodologies are commonly referred to as 'need-based' and 'capacity-based'. Both methodologies contribute to the success of a master plan. The capacity-based methodology establishes the long-term development possibilities for the campus, illustrating potential future facility locations, neighborhoods, access, services, and supporting infrastructure. Within this larger, capacity-based plan are the need-based facilities representing the more immediate structures envisioned for the GLA Campus. Together, the capacity-based and need-based methodologies provide a vision for the campus, accommodating current needs, and guiding future potential development.

Need-Based Master Plan Methodology

Need-based methodology, based on the demand analysis described in Section II, identifies immediate demand to provide housing, and services to those Veterans in most need, those who are chronically homeless, severely disabled, female Veterans, and elderly. Addressing the short-term needs analysis is the first step in providing realistic, targeted solutions for implementation. Doing so would result in a welcoming, vibrant, and sustainable community where all Veterans identified as the need-base cohort are the first group to benefit from and feel comfortable accessing, living, interacting, recreating, and socializing with one another, their families, VA personnel, and visitors in the new environment created through the recommendations of the Draft Master Plan. Initial phase implementation strategies have been developed around the need-based methodology.

Capacity-Based Master Plan Methodology

The capacity-based methodology establishes a guiding framework for the long-term development of the campus. The facility capacity for the Draft Master Plan is established through analysis of governing planning controls, environmental impacts, physical site features, existing infrastructure, historic and cultural assets, and the surrounding context.

B. Master Plan Framework

Framework Plan

The Draft Master Plan is one of a series of steps toward revitalization of the GLA Campus for Veterans' use, and represents a commitment to restore and improve the site to play the role for which it was historically established. It states the guidelines and principles for development, and regeneration, offers in broad concepts recommendations for improvement and advancement, and identifies a variety of projects contemplated for implementation.

The Draft Master Plan recommends alternative uses for several areas of the GLA Campus. Throughout the implementation process, there will also need to be due diligence and planning for various elements of the campus, and for specific site areas within it. As each individual project is undertaken, there will need for further due diligence, such as for example, more detailed site plans, refined development strategies, architectural designs, and utility, environmental, and historic preservation due diligence.

The road to a revitalized GLA Campus takes true shape with the Draft Master Plan presented here. It is grounded in the Veterans' housing and services requirements presented in Section II,

supplemented here with consideration of the site and its characteristics, context, and capacities. The basic rules of land management, roads and circulation, land use, and sustainability are established within the Draft Master Plan. It also presents a recommended approach for phasing.

Figure V-1: Aerial View of Existing Campus



Open Space Armature

Natural Setting

Open space is a key component of the campus Draft Master Plan to frame the beauty of the campus and have a positive impact on quality of life and Veterans' health and well-being. The site's relatively low-density development yields an abundance of open space throughout the campus today. It is the Draft Master Plan's intent in developing the site to conserve the existing open space and to enhance it in a concentrated and meaningful way. Outdoor space can be preserved to accommodate outdoor activities, recreation, walking paths, and gardens and to contribute to the overall beauty and natural tranquility of the site. It would also conserve the site's existing natural features to maintain and call attention to their role in environmental quality management. The general vision for the campus landscape is to relieve the site of its institution-like structure. The site has great natural features that can be restored and maintained, to capitalize on the varying topography and mature trees throughout the site. This would help create a softer setting for the Veteran community.

Open Space Connectivity

The Draft Master Plan defines a belt of green space that borders the majority of the campus. The Grand Lawn is connected to the northern recreational open space and the Golf Course through a landscape buffer that runs along the western edge of the campus and includes the Arroyo. This band is repeated on the eastern Bluff and separates the more secure areas of the north campus from the more public areas of the campus. The ring of open space can feature restored natural landscape as well as walking and bike paths that can be used for leisure as well as ways of circulating through the campus. Inside the loop of open space will be the thriving heart of the campus.

While the landscape buffer does not act as a literal barrier around the campus, it differentiates the GLA Campus from its surrounding urban context. The landscaped outer ring acts as a marker that tells community members, Veterans, and passersby that the campus is a distinctive space. As the majority of open space defines the campus edge, it is the area where public interface is most visible and effective. Veterans Park, (formerly known as Barrington Park), the Japanese Garden, the northern recreational facilities, the Golf Course, the Grand Lawn, and Wadsworth Park would serve the recreational and park needs of Veterans and can have controlled access for Veteran residents of the surrounding community.

Legacy Open Space Features

There are a number of historical landscape features that were considered in the development of the Draft Master Plan. The plan accommodates many of the mature trees on campus, particularly eucalyptus groves located in the Grand Lawn, along the western arroyo and lining Bonsall Avenue along the eastern bluff. There are many mature Moreton Bay Fig trees located in the recreational space on the north side of campus as well. These trees can be preserved in the development of recreational areas.

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Roads, Circulation, and Access

Connecting Segments

This historic road network that survives on the campus reflects the site's incremental development over time and presents at least eight different "grids" or systems of traffic circulation. Each of these different grids helps to define the neighborhood of buildings that it serves, but presents significant issues of connectivity among the neighborhoods, and contributes to difficult wayfinding within the campus. Rather than introduce yet another circulation element into this system, the Draft Master Plan proposes shorter segment connections between them, filling in the missing links within the circulation system and forming a more systematic network throughout. Importantly, the proposed road concept (Figure V-2) builds upon the existing roadway infrastructure, adding segments for purposes of connection as the need for those connections arises. This process would improve some existing segments for character and capacity, and allow for removal or de-commissioning of some segments, to promote and improve internal neighborhood pedestrian circulation.

Porosity and Redundancy

A major issue in the improvement of the road network is that of through-circulation. Historically, there have been several points of access to the campus from the surrounding public streets. In recent years, these access points have been closed due to security considerations, and concerns among Veterans that these access points would encourage the community at large to use the site as a short-cut or pass-through. As a result, circulation within the site has been severely constrained by the lack of points of egress, and by concentrating site access to one primary point at the crossing of Bonsall Avenue and Wilshire Boulevard. The existing road system thereby lacks options for movement and the sort of network redundancy that allows for a more level distribution of traffic within the site. The plan recommends a more porous approach to traffic distribution and access to the site, with more points of entry and more choices for egress. This is established by re-instating existing connections to the public road network. These connections are proposed on the west side at Bringham Avenue between Wilshire and Montana, at two locations on Barrington Avenue (one a low-volume driveway at Barrington Place, the other a road outlet immediately south of the existing Barrington Park parking lot). South of Wilshire, the Draft Master Plan recommends two new connecting roads from Federal Avenue into the site, and two new connecting roads from Ohio Avenue. These latter connections would help to distribute incoming and outgoing traffic for the medical center to multiple points, providing some relief to the Wilshire/Bonsall intersection. On the Ohio Avenue end, one extension of the roadway at the far easterly side of the site would allow for a direct egress connection to Beloit Avenue, which extends south to become an on-ramp to the southbound I-405.

Figure V-2: Existing and Proposed Roads



Access and Control

The Draft Master Plan recognizes that the GLA Campus must be leveraged as an opportunity to draw in members of the Veteran community and provide them with efficient and user-friendly access to a range of resources using a customer-service oriented approach. The Draft Master Plan proposes a welcome/information center at each portal as well as a concierge-type service to facilitate navigation of the campus is suggested.

At the same time, the Draft Master Plan recognizes that there will be times when civilian access via from the public roads may need to be controlled for reasons of security, convenience or otherwise. Public connections should be made to allow operable gates, bollards, or manned control points be put in place when circumstances dictate.

Area Definition

Finally, besides serving the circulation requirements for movement through and within the campus, the road system serves as the framework through which neighborhoods are defined and development parcels delineated. The parcel delineation implications are discussed at greater length in the land use section below. At present, Bonsall Avenue runs through it, dead-ending at the extension of Vandergrift Avenue. The Draft Master Plan proposes that Bonsall Avenue be restored to its original alignment along the top of the easterly bluff, behind Buildings 208 and 209. This would allow for the segment of Bonsall Avenue that passes through the secured area currently to be reduced in scale (and possibly gated), permitting traffic to by-pass the secured housing area.

LA County Metropolitan Transportation Authority Purple Line Subway Project

LA County is pursuing a 9 mile Metro Purple Line extension project to run from the intersection of Wilshire Boulevard/Western Avenue to Westwood (West LA). The County has proposed locating a station stop at the GLA Campus. Further discussions between VA and the County are anticipated to discuss a station stop contemplated to provide Veterans, their families, VA personnel, and visitors with convenient access to and from the campus, complimentary to VA's ongoing mission and operations. The Draft Master Plan contemplates, subject to further analyses and reviews with LA County, three passenger portals at the GLA campus station: one serving the hospital to the south, one supporting bus connections on Wilshire Boulevard, and one serving the Veteran employment opportunities and vocational enterprises north of Wilshire. Pertinent environmental and historic preservation due diligence would need to be factored in and conducted as appropriate, prior to and during this project on the campus.

Land Use Concepts

To establish a true community for resident and non-resident Veterans alike requires that the GLA Campus embody the elements of a healthy community as understood through today's best practices in community design. Consideration of community urban design elements applies equally well to communities such as the GLA Campus or, for example, college campuses, although the college population is transitory by definition. In each case, interaction among residents and access to common services and resources is critical to the health and well-being of the campus. A well-planned and vibrant community setting is all the more important for both Veterans in transition from military to civilian life and students in transition from youth to adulthood, as both populations become oriented to the patterns of everyday life in contemporary society.

All healthy communities embody these common principles of community development and urban design:

- *Development.* To maintain a 24/7 vibrancy, good communities have a balance of housing, shops and services, employment opportunities and cultural amenity. Focused density assures convenience of access without automobile dependency.
- *Walkable districts.* Focused density and small block development shorten distances between uses and populate the streets with activity.
- *Pedestrian scale.* Streets and paths are defined by active uses that can be viewed by pedestrians and make their movement functional and interesting. Buildings are pedestrian-friendly in scale and non-institutional in character.
- *Street character.* Streets are multi-use in character, with enhanced sidewalks, bike facilities, parking, seating and other amenities, and pleasant landscape.
- *Vibrant public places.* Streets, plazas and parks form a network of public space connected to civic nodes, cultural centers and events.
- *Transit first districts.* Connectivity within the community and connections to other destinations are built on the public transit network and development is organized and designed to optimize transit's function.
- *Architectural excellence.* Buildings have high design interest, some as framing background buildings and others as landmarks.
- *Sustainable development.* Compact development and eco-friendly systems respect the environment.

Planning for the GLA Campus is based on these principles of community design, as a home for Veterans composed of diverse but well-defined mixed-use neighborhoods to form, in the broadest sense, a therapeutic community setting for Veterans to live and reintegrate into civilian society.

Zones of Development

The Draft Master Plan builds on existing natural features of the site and integrates new and re-purposed development with existing built resources. The plan uses natural features including the two arroyos and the sloped plateau they form running north to south along the center of the GLA Campus. The plan acknowledges and connects the major open space resources that frame the site, primarily north of Wilshire but extending as well into the Wadsworth Park area of the site. With these elements as guidance, the campus plan can be considered to include five distinct areas, or “zones.”

View of the GLA Campus looking north in 1928 shows the natural landforms of the site



The descriptions of the zones below are conceptual, and the boundaries of each zone are not absolute. In many cases certain characteristics of one zone apply to multiple zones.

Zone 1: Health Care

This zone includes the main hospital buildings, acute care, ambulatory outpatient care and clinics, research facilities, hospitality for visitors and patients, housing for aging Veterans or Veterans with specialized needs, and other uses that support or are compatible with the health care programs as a newly organized health care neighborhood. Zone 1 would include a 450,000 gross sq. ft. New Bed Care Tower (Replacement Hospital) tentatively scheduled for completion in 2020, with 200 inpatient beds, diagnostic and treatment facilities, clinical support and services in a modern state-of-the-art healing environment. Additional building improvements to Zone 1 should focus on providing a collaborative integration of healthcare, food service, comprehensive translational research in support of Veterans, and meeting VA and California seismic mandates for medical center operations.

Zone 2: Care Coordination

This zone should contain an array of services and facilities that streamline access to benefits and services. This zone should contain a welcome and orientation hub for the campus to help direct Veterans to appropriate resources on site as well as in the community at large. It should include needs assessment services and facilities for placement in temporary housing. It should also house a central facility for the Veterans Benefits Administration, as well as offices for overall campus administration. Other resources should include specialized services for homeless and disadvantaged Veterans that focus on trauma, mental health, traumatic brain injury, and the full array of addiction services. As one example, a Veteran Family Wellbeing Center in this zone should act as a center where Veterans, especially female Veterans and families, can access preventative care alternative healthcare services, case management, care coordination and peer services as well as assistance with legal matters, employment, educational needs, and family resilience programs that provide family, child, and caregiver support.

Zone 3: Veteran Housing

This zone includes primarily permanent supportive housing consistent with VA's Housing First strategy. Such housing conceptually can consist of studios, one, and two bedroom apartments for Veterans, some tailored for families with children. The housing should be organized into smaller neighborhoods, each with its own points of access that provide various levels of seclusion or privacy. Such levels should range from an exclusive neighborhood of housing and services for the more vulnerable Veteran groups on the "high ground" of the site, to others that provide more open and independent living conditions. All should be supported by basic and specialized services for their respective resident base.

Zone 4: Town Center

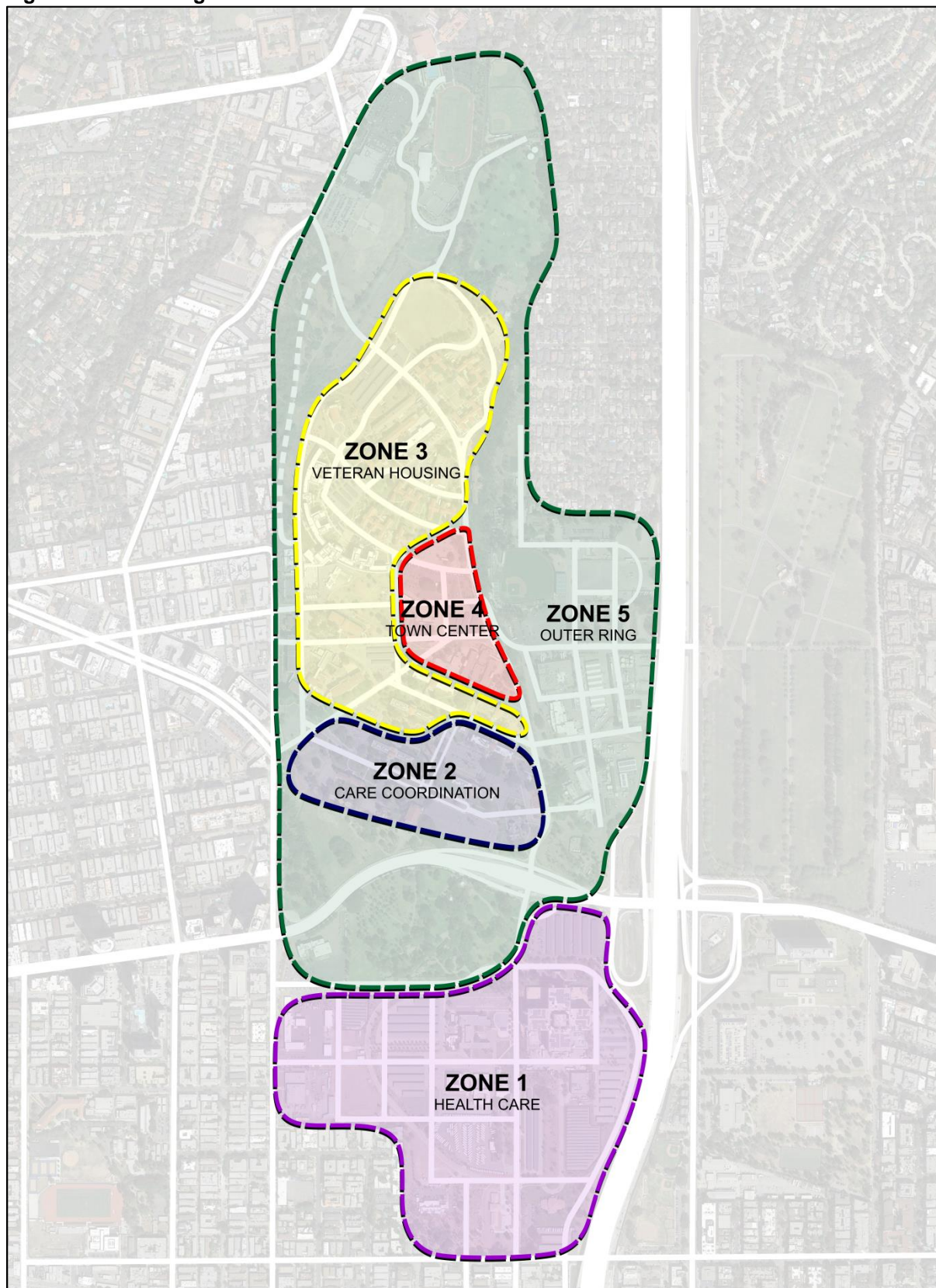
This zone, at the center of the north campus, is an area of focus for resident and non-resident Veterans from across the campus and the region. It connects with each of the principal neighborhoods and functions as a "downtown" for the site, where, for example, Veterans can socialize at a fitness center or café, participate in events in a public square, attend outdoor concerts, coordinate a volunteer effort, develop employment opportunities, visit a library, grab a bike to ride around the property or make plans for going to a movie at one of the campus theaters.

Zone 5: Outer Ring

Surrounding most of the site, this zone is the most permeable area of the campus, where Veterans have direct access to the surrounding community, and where re-integration becomes manifest in Veteran employment opportunities. A Veterans Vocational Enterprise and Cultural

Center occupies the lower-lying land at the southeast corner of the north campus, accessed from Sepulveda Boulevard. Zone 5 also encompasses the major open spaces of the campus, including the Grand Lawn, Wadsworth Park, all three arroyos, and open recreation fields to the north. The outer ring connects the chapel to other peaceful spaces and outdoor environments for reflection, relaxation, and appropriate Veteran focused events.

Figure V-3: Planning Zones



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Plan Concept

The framework for development of the GLA Campus envisions a long-term build-out that focuses use of the site on housing and services for Veterans, restores and enhances the site's historic legacy, conserves and repairs its natural setting and facilitates, and encourages and promotes reintegration of Veterans into civilian life. The plan in Figure V-5 illustrates this long term build-out vision. Key features of the plan, further detailed in Figure V-4, include the following:

Veteran Housing

Housing neighborhoods are distributed throughout the site, each with its own character and typology to establish it as a livable place. Central to the campus is the most secure and protected neighborhood of permanent supportive housing on the "high ground" of the developed area of the campus, with its own neighborhood services. This area is defined by roads that surround it, thereby limiting vehicular access to local traffic only and providing a nurturing network of paths, gardens, outdoor recreation, and amenities. Permanent supportive housing in this area could consist of new construction in a non-institutional configuration of townhouses and stacked-unit apartments.

South of the "high ground" neighborhood are the more open and permeable residential groupings combined with general supportive services as well as social Veteran activities. The housing mix in this area could cover a range of types, from temporary housing in bridge facilities, to residential treatment programs, to permanent supportive housing.

Other residential neighborhoods with different character are located throughout the GLA Campus. The residential neighborhoods do not exist in isolation, but are linked through their proximity to common services and facilities throughout the site. These areas and their features are described below.

Town Center

Veterans have been vocal in their desire for the GLA Campus to have a central place where resident and non-resident Veterans can meet and interact in a lively public forum. The Draft Master Plan locates the Town Center roughly in the geographic center of the campus north of Wilshire, touching on each of the primary Veteran residential neighborhoods as a place of common contact. At its heart, the Town Center has an open Town Square and green space, around which are located an array of services, opportunities, and amenities for Veterans, including their social facilities such as an amphitheater. The Draft Master Plan recommends relocating the historic Hoover Barracks into the Square to be used as a Veteran owned and operated coffee house and an activity or resource center. Surrounding the Square would be a Town Hall for Veteran organizations to use as meeting facilities for reviewing campus activities, events, and decisions. Other surrounding uses include a fitness center, a library/media center, a command and control headquarters that hosts the campus police, and a variety of Veterans services facilities. The historic Trolley Depot could be restored as a bus/shuttle shelter, it and may include displays of historic photographs chronicling the site's history.

Neighborhood Centers

There are five planned "neighborhood centers" located throughout the Draft Master Plan, including the Town Center that serves the entire site. The most secluded of these is the center serving the "high ground," providing focused supportive services and amenities that are limited to use of the residents of that neighborhood. The Town Center itself is common ground for all Veterans on the site, both resident and non-resident. A third neighborhood center is located in

the Medical District south of Wilshire, serving both resident Veterans and visitors to the medical facilities with small eating facilities and services. A fourth is located in the Reintegration Zone (see below), and has a more public outlook. Here Veterans can use the property to engage in various activities together and with the public in Veteran owned and operated convenience shops, entertainment venues, art galleries, restaurants, and cinemas. The fifth neighborhood center, the most public, is located at the far north end of the campus on Barrington Place adjacent to the current surface parking lot. This center would replace the existing surface parking with a parking structure, the ground floor of which could provide Veteran employment opportunities and vocational enterprises, while retaining public access to parking.

Reintegration Zone

This neighborhood is located on low-lying land between Sepulveda Boulevard and the bluff that defines the easterly edge of the main developed area of the site north of Wilshire, in the current “industrial district” of the GLA Campus. It is a neighborhood focused on Veteran reintegration, with ready public access from Sepulveda, and it provides adequate separation from the more private parts of the campus to the west and north. Veterans have also been vocal in their interest for the campus to offer opportunities for education and employment training, workshop and gallery space for the arts, and incubator space for nurturing Veteran-initiated start-ups. This area can serve as a Veteran Vocational Enterprise and Cultural Center.

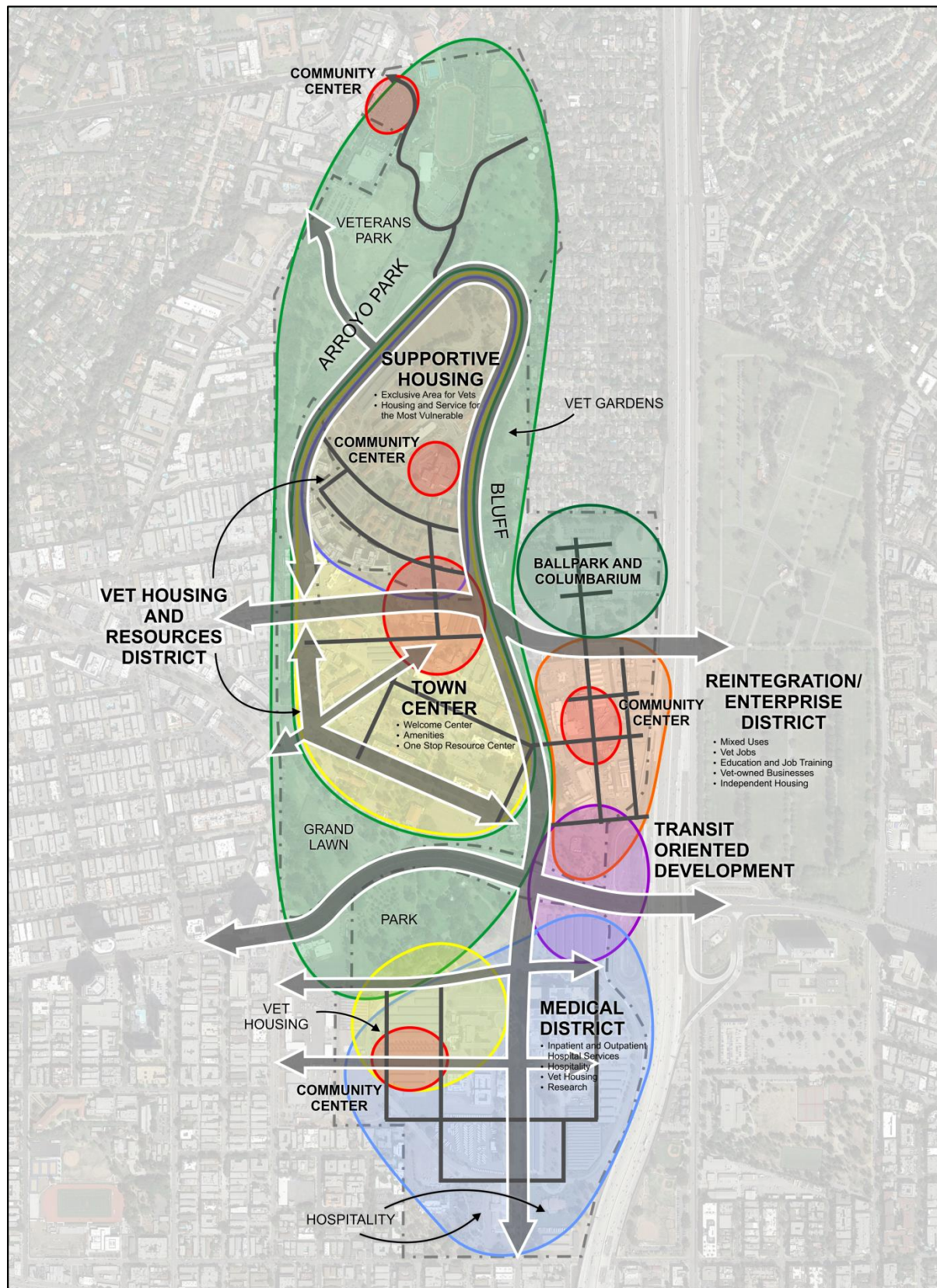
Medical District

South of Wilshire, the re-purposed existing hospital and the new Bed Tower anchor the Medical District, with an array of in-patient and out-patient care facilities. A variety of hospitality facilities, currently onsite, can remain to serve hospital visitors and their families. This area also offers additional supportive housing options.

Accessible and Programmed Open Space

Throughout the campus, open space is actively programmed to provide recreation and contemplation space for resident Veterans. It also helps to connect the campus to its surrounding neighborhoods. The Grand Lawn remains a landscape centerpiece of the site, with restoration of its historic landscape fabric as an outdoor space that would be the site for a Veteran memorial commemorating the varied branches of military service and service eras. Wadsworth Park could include children’s play areas, and the historic Governor’s Mansion could serve as a destination restaurant for Veterans or as a Veteran event facility. A parcourse/jogging trail rings the developed area of the campus north of Wilshire. The historic Superintendent’s House (Building 33) could be converted into a Veteran-focused information center. The residential area can be laced with a network of paths and small-scale activity areas with activities like chess, bocce ball, basketball courts, and Frisbee. Along the easterly edge of the campus, below the bluff, gardens and community farming can be operated by Veterans and accessible to the public for commercial sales. On the westerly edge of the campus, along Barrington Avenue, the current neighborhood park can be re-branded as Veterans Park, operated for the direct benefit of Veterans.

Figure V-4: Vision Plan



Land Use Plan

Generalized Land Use Plan

The proposed land use plan for the campus conforms to the use characterizations for each of the five planning zones on the site. Figure V-3 illustrates the distribution of generalized uses across the GLA Campus, which contain the specific features described above.

Figure V-5: Illustrated Vision, Aerial View



Development Parcels

The proposed road network, combined with the existing built fabric of the site, defines development parcels that each have their own current, preferred, and alternate uses, and that facilitate the definition of development projects that can be implemented incrementally over time.

Land Uses

Figure V-7 indicates the current land use, the preferred land use, and, where applicable, alternate land uses for each parcel. The preferred land use in each case represents the primary recommendation of the Draft Master Plan, subject to adjustment if a broader Veteran focused alternative can be achieved. Figure V-6 is provided for reference to allow for easier understanding of Figure V-7.

Use Definitions

- *Arts and Culture.* Theaters, arts and technology studios, galleries, spiritual centers, performance space.
- *Columbarium / cemetery expansion.* Columbarium vaults and/or burial grounds for expansion of National Cemetery.
- *Education and Training.* Classrooms, workshops, training facilities, industrial job training centers, meeting facilities.
- *Green Space / Recreation.* Environmental conservation areas, active and passive recreation, parks, recreation facilities.
- *Health Care.* In-patient acute care and treatment. Outpatient and ambulatory care facilities.
- *Hospitality.* Veteran and family short-term lodging. Guest house for visiting Veterans.
- *Parking.* Surface or structured parking.
- *Research.* Biomedical research facilities for developing Veteran-related therapies and treatments.
- *Supportive Housing.* Permanent supportive housing, short-term or limited-stay housing (transitional and bridge), community living centers, women and family housing, progressive care residential facilities, and other housing for Veterans.
- *Supportive Services – General.* Facilities serving the entire campus community, both resident and non-resident. Welcome centers, transition centers, information centers, peer-support centers and legal clinics. Administrative offices and service facilities for Veterans Benefits and Human Resources.
- *Town Center.* Central services and amenities for all (resident and non-resident) Veterans. Café, shops with Veteran employment opportunities, a “multipurpose union (library/media center, fitness center, "Town Hall" for Veteran organization meeting space.), museum, legal services, job counseling.
- *Veteran Employment Opportunities / Vocational Enterprises.* Employment and training opportunities for Veterans.

Figure V-6: Parcel Plan



Figure V-7: Land Use Table by Parcel

PERMITTED LAND USES			
<i>Parcel No.</i>	<i>Current Use</i>	<i>Preferred Use</i>	<i>Alternate Use(s)</i>
1	Barrington Village Parking Lot	Veterans' Employment Opportunities / Parking	
2¹	U.S. Postal Service	U.S. Postal Service	
3	Green Space / Recreation (Barrington Park)	Green Space / Recreation ("Veterans Park")	
4²	Green Space / Recreation (Brentwood School Athletic Facilities)	Green Space / Recreation / Athletic Complex on GLA campus	Housing or Remains VA Athletic Complex on GLA campus if determined to be Veteran focused.
5²	Brentwood School Athletic Facilities	Green Space / Recreation / Athletic Facilities	Supportive Housing / Columbarium / cemetery expansion
6	Green Space / Recreation (Golf Course)	Green Space / Recreation (Golf Course)	Supportive Housing / Columbarium / cemetery expansion
7	Green Space / Recreation (Arroyo)	Green Space / Recreation (Arroyo)	
8	Green Space / Recreation (Arroyo)	Green Space / Recreation (Arroyo)	
9	Green Space / Recreation (Arroyo)	Green Space / Recreation (Arroyo)	
10	Green Space / Recreation (MacArthur Field)	Supportive Housing	
11	Green Space / Recreation (Bluff)	Green Space / Recreation (Bluff)	
12	Transitional Housing / Vacant	Supportive Housing	
13	Administration	Supportive Housing / Neighborhood Center / Administration	
14	Parking	Parking	Supportive Housing
15	Parking	Parking	
16	Arts and Culture (Brentwood Theater)	Arts and Culture (Brentwood Theater)	
17	Mental Health Services	Supportive Housing	Welcome Center / Mental Health Services / Parking

¹ Parcel 2 was transferred to the U.S. Postal Service and is included here for purposes of context.

² Properties may continue to operate with their existing uses providing that determination is made that those uses are Veteran-serving and Veteran-focused.

PERMITTED LAND USES			
<i>Parcel No.</i>	<i>Current Use</i>	<i>Preferred Use</i>	<i>Alternate Use(s)</i>
18	Transitional Housing (Salvation Army)	Supportive Housing	Mental Health Services / Transitional Housing
19	Research	Supportive Housing	Supportive Housing
20	Parking	Town Center (Homeless Welcome / Counseling Center)	
21³	Parking (Veterans Home of California)	Town Center (Legal services)	
22³	Parking (Veterans Home of California)	Town Center	
23	Parking	Police Station	Parking
24³	State Veterans Home of California)	VA Nursing Home	State Veterans Home of California)
25	Vacant	Green Space / Recreation	Supportive Services
26	Transitional / Bridge Housing (New Directions)	Transitional / Bridge Housing (New Directions)	Supportive Housing
27	Parking / Hoover Barracks (vacant)	Town Center (Town Hall / Amenities)	
28⁴	Parking	Town Center (Square / Café / Amphitheater)	
29	Trolley Depot / Parking	Town Center (Trolley Depot / Museum)	
30	Research	Research	Supportive Housing
31	Parking	Supportive Services – General (Information Gate)	
32	Research	Research	Green Space / Recreation
33	Cafeteria / Vacant	Town Center (Veteran Multipurpose Union)	Cafeteria
34	Transitional / Bridge Housing (Salvation Army)	Transitional / Bridge Housing	Supportive Housing
35	Green Space / Recreation	Green Space / Recreation	
36⁵	Community Living Center	Community Living Center	Supportive Housing

³ Portions of these parcels (21, 22 and 24) were sold to the State of California for use as a Veterans Home and are currently used for parking for that facility. The Plan recommends negotiating use of these areas by VA in exchange for the State facility using an equivalent land area in Parcel 23 to replace that parking.

⁴ Relocated and re-purposed Hoover Barracks.

⁵ The realization of the alternate uses for these parcels is dependent on the Veterans Home of California absorbing the Community Living Center beds currently housed on these parcels

PERMITTED LAND USES			
<i>Parcel No.</i>	<i>Current Use</i>	<i>Preferred Use</i>	<i>Alternate Use(s)</i>
37	Parking	Green Space / Recreation	Supportive Housing
38⁵	Community Living Center	Community Living Center	Supportive Housing
39	Parking	Supportive Housing	Parking
40	Green Space	Supportive Housing	
41	Domiciliary	Domiciliary	
42	Parking	Supportive Housing	Parking
43	Parking	Parking	
44	Domiciliary	Domiciliary	
45	Green Space	Supportive Housing	
46	Green Space	Supportive Housing	
47	Administration	Administration	
48	Parking / Office (AFGE Union)	Parking / Office (AFGE Union)	
49	Green Space (Grand Lawn)	Green Space / Memorial Space / Parking (Grand Lawn)	
50	Administration / Arts & Culture (Rose Garden, Wadsworth Theater)	Family Wellbeing Center / Administration / Arts & Culture (Rose Garden, Wadsworth Theater)	Major Welcome Center
51	(Wadsworth Chapel)	(Wadsworth Chapel)	
52	Green Space / Recreation	Green Space / Recreation	
53	Green Space / Recreation	Metro Transit / Transit-oriented Development	
54	Green Space / Vacant (Superintendent's House B33)	Supportive Services - General (Visitor Information Center)	
55	Site Services & Utilities / Parking	Veteran Employment Opportunities / Vocational Enterprises	Parking / Site Services & Utilities
56A⁶	Green Space / Recreation	Utility	
56B	Site Services & Utilities / Parking	Veteran Employment Opportunities / Vocational Enterprises	Site Services & Utilities

⁶ Parcel 53A has been leased by the Department of the Interior for mineral extraction as an oil drill site for Breitburn Energy.

PERMITTED LAND USES			
<i>Parcel No.</i>	<i>Current Use</i>	<i>Preferred Use</i>	<i>Alternate Use(s)</i>
57	Parking / Utility (Oil Drill Site)	Parking / Utility (Oil Drill Site)	
58	Site Services & Utilities / Parking	Veteran Employment Opportunities / Vocational Enterprises	Site Services & Utilities
59	Site Services & Utilities / Parking	Veteran Employment Opportunities / Vocational Enterprises	Site Services & Utilities
60	Green Space / Recreation	Green Space / Recreation	
61	Site Services & Utilities / Parking (Laundry)	Veteran Employment Opportunities / Vocational Enterprises	Site Services & Utilities
62	Site Services & Utilities / Parking	Neighborhood Center (Welcome Center / Education & Training)	Site Services & Utilities
63⁷	Parking	Columbarium / cemetery expansion	Veteran Employment Opportunities / Vocational Enterprises
64⁷	Parking	Columbarium / cemetery expansion	Veteran Employment Opportunities / Vocational Enterprises
65⁸	Green Space/ Recreation (Jackie Robinson Stadium)	Green Space / Recreation / Parking (Jackie Robinson Baseball Stadium)	Supportive Housing / Education and Training
66⁸	Green Space / Recreation (Jackie Robinson Stadium)	Green Space / Recreation (Jackie Robinson Baseball Stadium)	Supportive Housing / Education and Training
67⁸	Green Space / Recreation (Jackie Robinson Stadium)	Green Space / Recreation (Jackie Robinson Stadium)	Supportive Housing / Education and Training
68⁹	Parking	Columbarium / cemetery expansion	Veteran Employment Opportunities / Vocational Enterprises
69⁹	Parking	Columbarium / cemetery expansion	Veteran Employment Opportunities / Vocational Enterprises
70⁹	Parking	Columbarium / cemetery expansion	Veteran Employment Opportunities / Vocational Enterprises
71	Parking	Columbarium / cemetery expansion / Supportive Housing	Parking

⁷ Parcels 63, 64, 68, 69 and 70 have been transferred to the National Cemetery Administration for development of a columbarium as an expansion of the National Cemetery.

⁸ Properties may continue to operate with their existing uses providing that determination is made that those uses are Veteran-serving and Veteran-focused.

⁹ Parcels 63, 64, 68, 69 and 70 have been transferred to the National Cemetery Administration for development of a columbarium as an expansion of the National Cemetery.

PERMITTED LAND USES			
<i>Parcel No.</i>	<i>Current Use</i>	<i>Preferred Use</i>	<i>Alternate Use(s)</i>
72	Green Space / Recreation (Veteran gardens; bird sanctuary)	Green Space / Recreation (Veterans' Gardens)	Supportive Housing
73	Parking	Parking	Metro Transit
74	Parking	Parking	
75	Green Space	Green Space	Metro Transit / Green Space
76A	Wadsworth Park / Staff Housing	Green Space / Recreation (Wadsworth Park)	Green Space / Recreation
76B	Wadsworth Park / Staff Housing	Green Space / Recreation (Wadsworth Park / Child Care)	Supportive Housing / Green Space / Recreation
77¹⁰	U.S. Army Reserve Center	Supportive Services – General (Transition Center)	
78¹⁰	U.S. Army Reserve Center	Outparcel	Supportive Housing
79	Solar Field	Supportive Housing	
80	Parking / Circulation	Supportive Housing / Neighborhood Center	
81	Medical Clinics	Supportive Housing / Health Care (Medical Clinics)	Health Care (Medical Clinics)
82	Hospital	Health Care / Clinics / Research	
83	Parking	Parking	
84	Parking / Solar Field	Health Care (New Hospital Bed Tower)	
85	Health Care (Medical Clinics)	Health Care (Medical Clinics)	
86	Parking / Circulation	Research	Parking
87	Green Space / Circulation	Research	Parking

¹⁰ Parcels 77, 78 and 88 were transferred to the Department of Defense. In the case of Parcel 77, the Plan recommends coordinating with DOD to add a Transition Center to the property to aid Veterans in their transition from military service to civilian status, and that the fence between the properties be removed and the area landscaped to present an image of continuity along Wilshire Boulevard. Uses for Parcels 78 and 88 are recommended as preferred uses should these properties be vacated by DOD in the future and returned to VA ownership.

PERMITTED LAND USES			
<i>Parcel No.</i>	<i>Current Use</i>	<i>Preferred Use</i>	<i>Alternate Use(s)</i>
88¹¹	Army National Guard Recruiter	Outparcel	Housing
89	Green Space / Circulation	Supportive Housing	Green Space / Recreation
90	Green Space / Circulation / Parking	Parking / Supportive Housing	
91	American Red Cross	Transition Center / American Red Cross	
92	Utility (Electric Power Sub-station)	Utility (Electric Power Sub-station)	
93	Patriot House	Patriot House	
94	Fisher House	Fisher House	
95	Green Space	Green Space / Recreation	

¹¹ Parcels 77, 78 and 88 were transferred to the Department of Defense. In the case of Parcel 77, the Plan recommends coordinating with DOD to add a Transition Center to the property to aid Veterans in their transition from military service to civilian status, and that the fence between the properties be removed and the area landscaped to present an image of continuity along Wilshire Boulevard. Uses for Parcels 78 and 88 are recommended as preferred uses should these properties be vacated by DOD in the future and returned to VA ownership.

Supportive Housing on the Campus

The Draft Master Plan provides for significant supportive housing on the campus. This includes not only new permanent supportive housing, but also the existing short –term or limited stay housing that includes Bridge Housing, Community Living Care, Domiciliary, and Transitional Housing. The Draft Master Plan for the campus accommodates 739 beds for short-term or limited stay housing as well as the 1,200 units of permanent supportive housing based on the need identified in Section II. Moreover, the plan can accommodate an additional 900 supportive housing units should the need be identified. Finally, the Draft Master Plan provides optional alternative supportive housing uses for multiple parcels, which would provide a total of more than 3,500 supportive housing units.

The table below summarizes the housing on the site, and Figure V-8 beginning on the following page shows the proposed housing on a parcel-by-parcel basis. Additional details about the phasing can be found in Section VI.

Short-Term or Limited Stay Housing	739 Beds
Permanent Supportive Housing (Initial-Phase Development)	490 Units
Permanent Supportive Housing (Mid-Term Development)	280 Units
Permanent Supportive Housing (Future Development)	430 Units
Permanent Supportive Housing (Additional Capacity)*	903 Units
Permanent Supportive Housing (Optional Alternative Uses)	1,437 Units

* Note that parcels with an approximate total of 600 units have been identified in order to maintain flexibility in the type and location of units based on need and demand.

Figure V-8: GLA Campus Housing

<i>Parcel No.</i>	<i>Existing Beds*</i>	<i>Initial Phase Development</i>	<i>Mid-Term Development</i>	<i>Future Development</i>	<i>Additional Capacity</i>	<i>Optional Alternative Uses</i>
4						259
5				90		
6						290
10		150				
12		180				
13		160				
14						20
17			120			
18			120			
19			40			0
26	102			60		60
30				90		189
34	175					84
36	52			84		
37						40
38	114			70		
39				19		
40				19		
41	144					
42				27		
44	152					
45				16		
46				16		
53					127	
66					40	
67					70	
71					25	
72						65
76B						150
78						151
79				106		
80					109	
81					227	
88						129
89					38	
90					100	
Total	739	490	280	597	736	1,437
*Includes short-term or limited stay housing such as Bridge, Community Living Center (CLC), Domiciliary, and Transitional Housing currently on GLA campus **Permanent Supportive Housing (PSH) is long-term, community-based housing with supportive services for people experiencing or at risk of homelessness, including those with disabilities						

Campus Mobility Plan

Interface with Transit

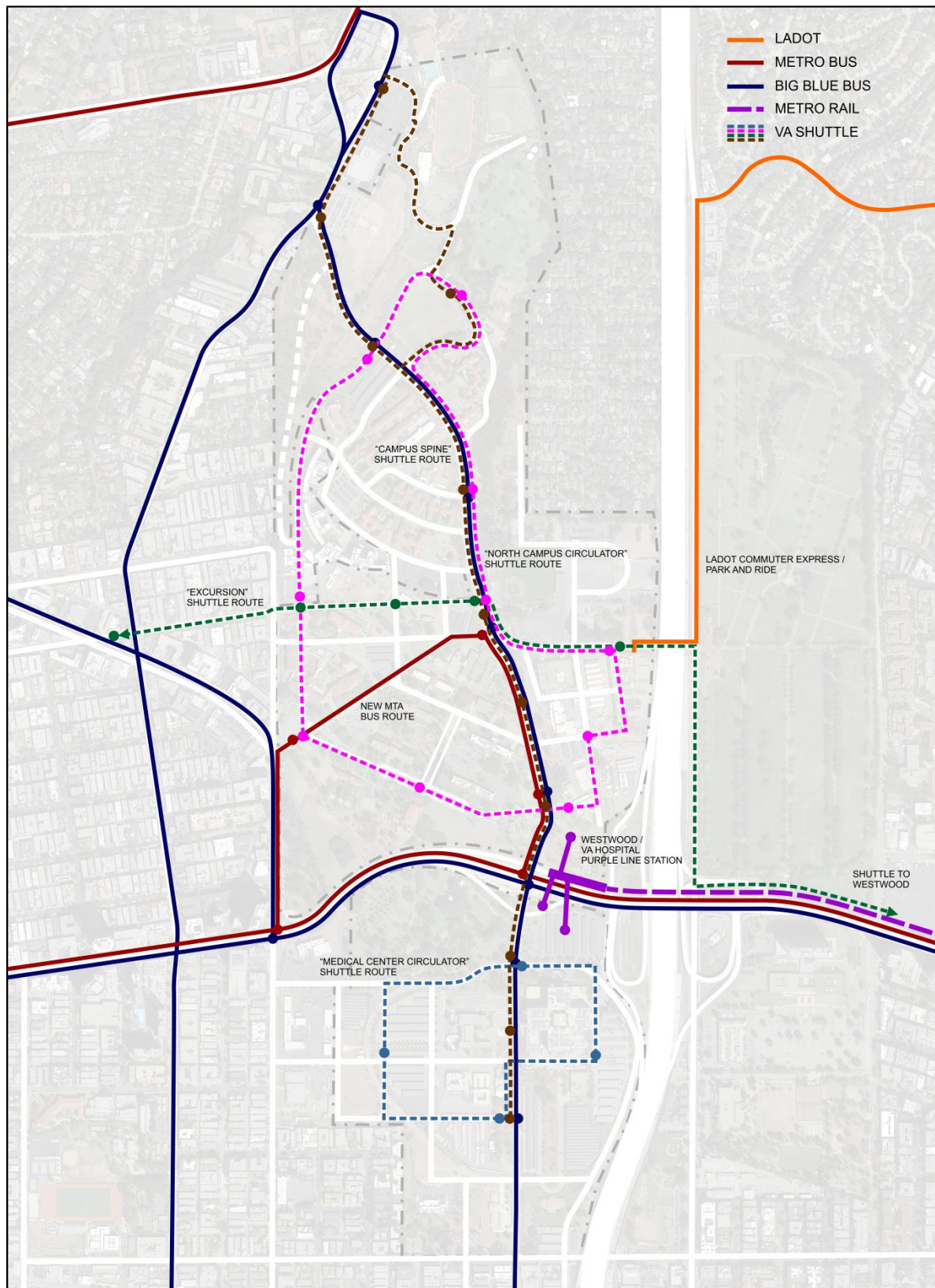
The Draft Master Plan proposes the integration of public transportation routes onto the campus. The Draft Master Plan aims to work with public transit, including Metro Bus, Big Blue Bus, Metro Rail and LADOT, to create accessible and efficient public transportation. Success in this area serves to better connect Veterans and VA personnel to the greater Southern California community. The plan encourages these transit services to utilize the primary routes on campus to serve key areas such as the community and town centers. These locations can also have stops for an internal shuttle to ensure there is a convenient method of transportation throughout the entire campus. Doing so would provide convenient ways to circulate the campus and reach the local community, for Veterans needing options besides personal vehicles.

Internal Shuttle

The internal shuttle would be an extremely important part of the campus circulation system. The shuttle alignments are located to reduce vehicle traffic inside the campus, bring Veterans into the campus and provide a convenient, efficient and safe way for Veterans to move throughout the campus to reach the entirety of services available to them. There are four shuttle lines planned for the campus; three of these can run through the Town Center.

- *“Campus Spine” Shuttle Route.* This shuttle runs in the north/south direction of the campus. There are ten stops along this route extending from a loop within the northern recreation and open space area that includes stops at the Golf Course, the intersection of Bonsall and Barrington Avenues and the proposed mixed use and Veteran-owned business area. The line connects this area to the rest of the campus, allowing for stops at the Town Center, the Chapel and extending onto the South Campus.
- *“Excursion” Shuttle Route.* The Excursion Route is meant to act as a connector to surrounding areas and resources as well as provide an east/west artery for the campus. This shuttle connects the campus to the Brentwood and Westgate areas to the west and Westwood to the east. Inside the campus, the shuttle makes three stops: one at the western entrance to the campus, one at the Town Center and one within the Veteran Vocational Enterprise & Cultural Center.
- *“North Campus Circulator” Shuttle Route.* With nine stops, this route completes a circle through the North campus’s key areas including residential neighborhoods, administrative and resources sites, and the Veteran Vocational Enterprise & Cultural Center.
- *“Medical Center Circulator” Shuttle Route.* This shuttle completes a circle around the south campus.

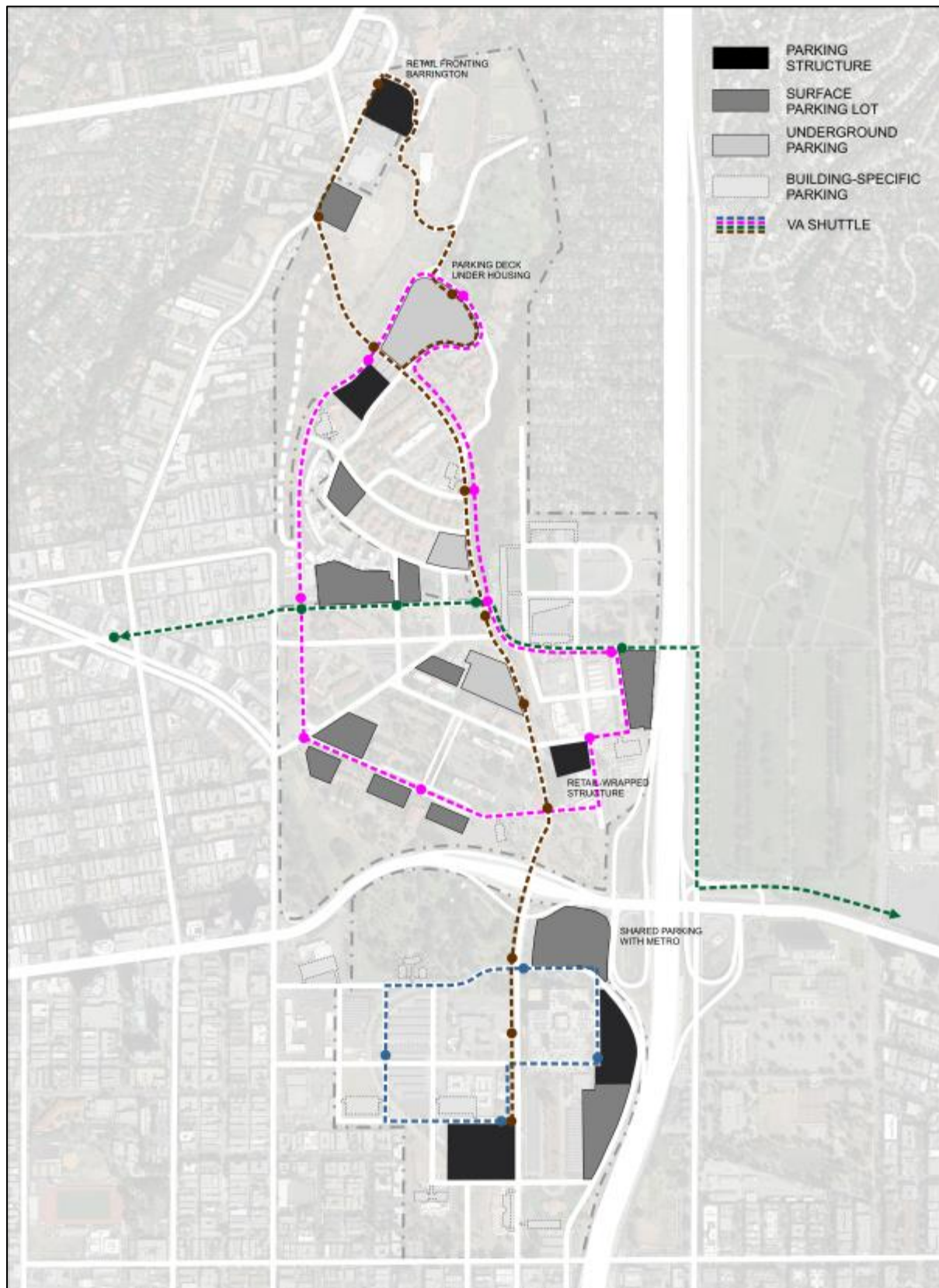
Figure V-9: Transit



Perimeter Parking

The Draft Master Plan is accommodating to and encourages the use of public transportation and the campus shuttle service but is mindful of the demand for parking in Los Angeles. The plan carefully designated various types of parking to strategically meet demand and manage cost and function, dispersed throughout the campus.

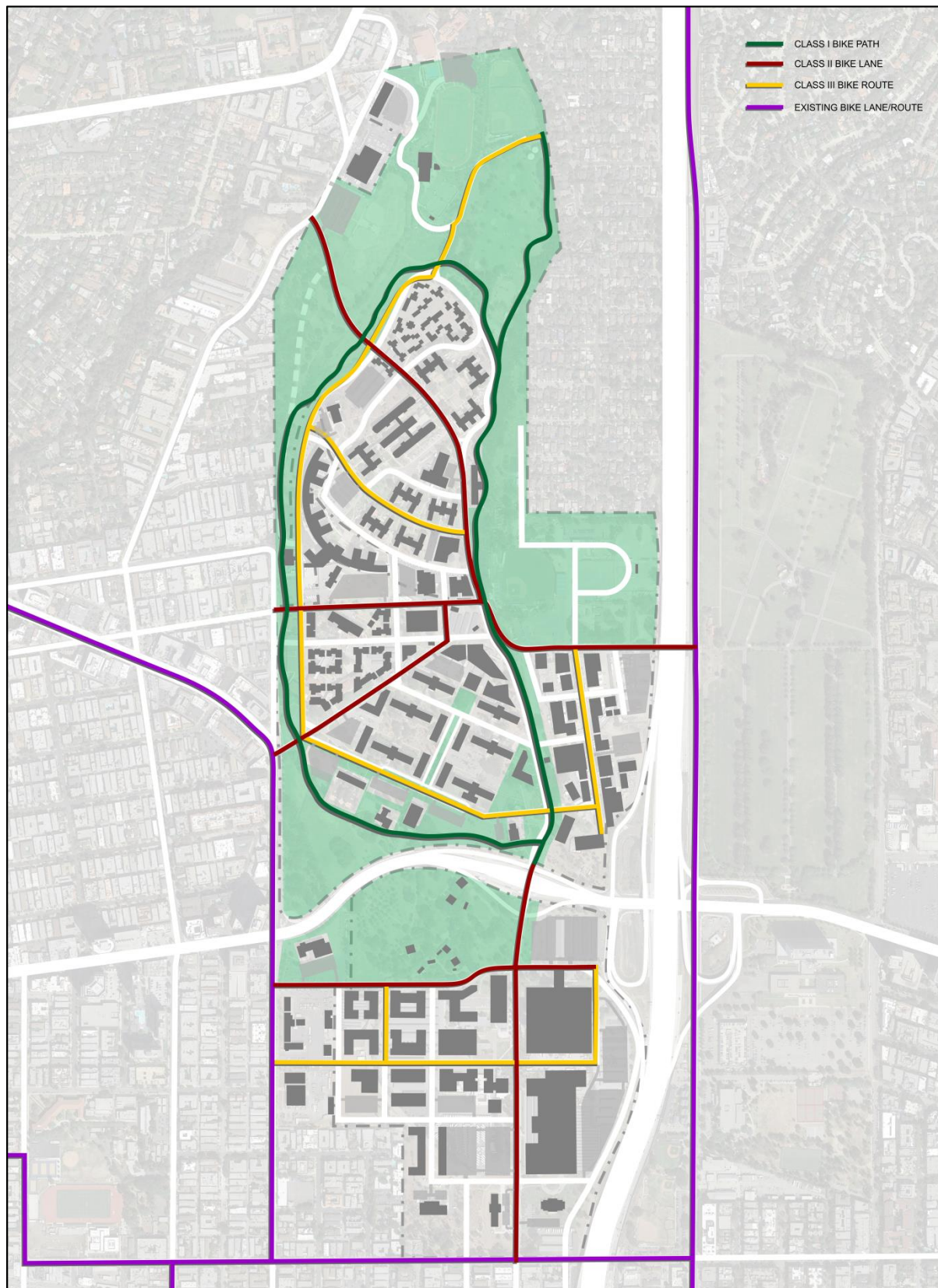
- *“Park Once.”* The plan proposes a series of relatively high-volume parking facilities around the perimeter of the campus. Closely aligned with stops on the shuttle system, these would allow visitors to the campus to park once upon entry to the site and then have alternate modes available to circulate through the site to all destinations.
- *Mix of parking methods.* The plan can utilize surface parking, parking structures, underground parking in a few instances, and street parking designed into the newly connected road system. This mix of various parking types should help to relieve the construction costs, particularly the high cost of underground parking, of campus parking.
- *Dispersed Parking.* The parking plan accounts for a number of parking available throughout the campus. Some parking would be particularly designated for different services, functions and building structures. The South campus is served by three large parcels designated for parking. Zone 2 can have five areas for parking. The Industrial District can have two options for parking. Two new parking structures and surface parking are included on the North side of campus to service the new residential neighborhoods as well as existing and future Veteran businesses in Barrington Village.

Figure V-10: Parking

Bicycle Circulation

The Draft Master Plan also prioritizes bicycle transportation throughout the GLA Campus. In total the plan proposes 7.5 miles of bike routes throughout the site. Approximately 2.5 miles of this can be Class 1 Bike Paths (routes that accommodate bicycle or pedestrian circulation exclusively). The majority of this Class 1 Bike Path would be located within the Outer Ring of the north campus. This bike path can be a route for transportation throughout the north campus and also act as a route for recreation or leisurely bike riding.

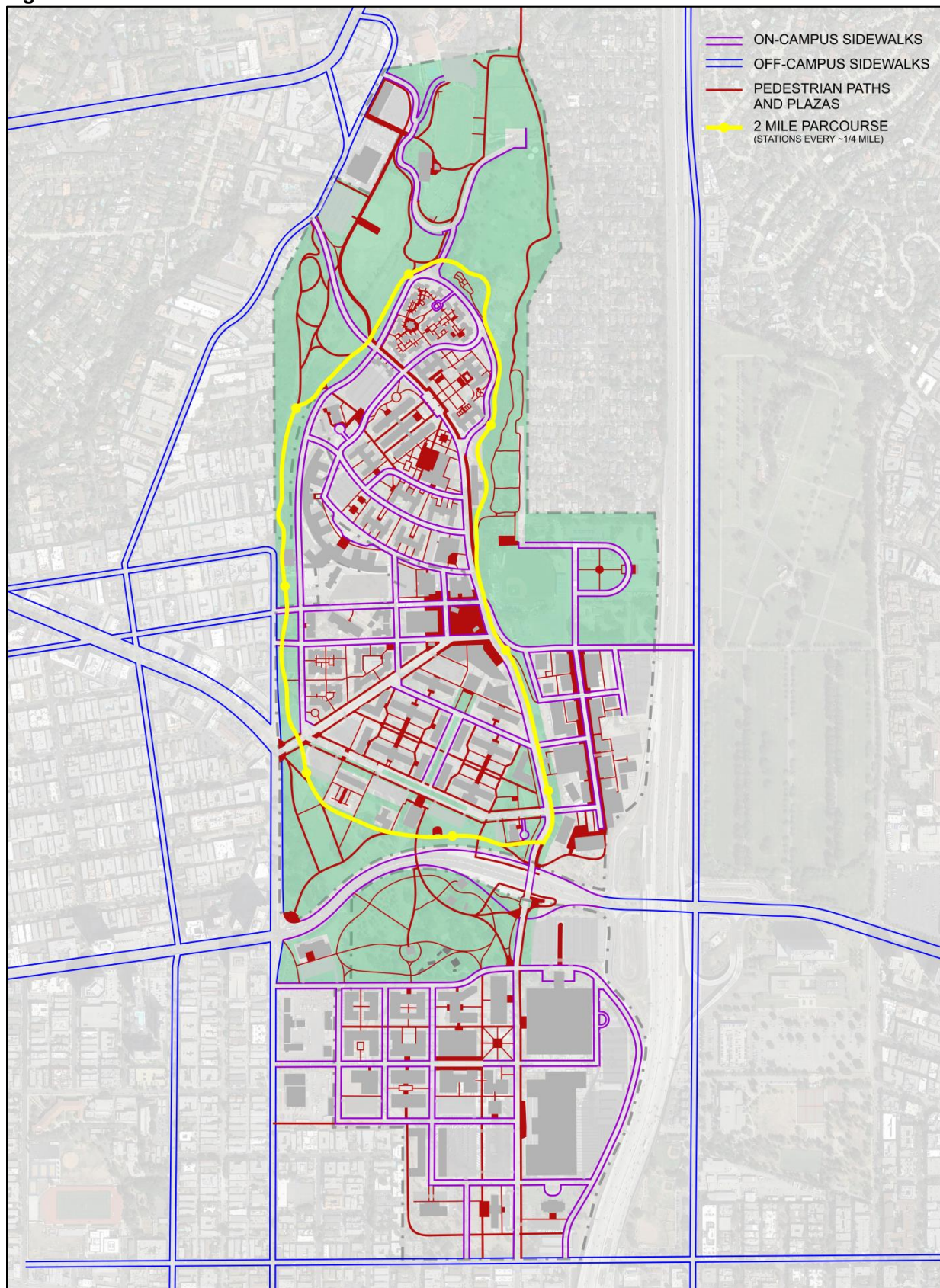
The proposed bike routes would also connect to existing routes in the surrounding areas. A Class 2 Bike Lane (routes that integrate bike traffic with vehicular traffic) can connect from the Town Center, through the western side of the North campus and on to the existing bike route along San Vicente Boulevard and Federal Avenue. In the eastern direction, this bike lane also connects through Constitution Avenue to a bike route along Sepulveda Boulevard. From the south campus, there are two routes that connect to neighboring bike routes, including a route from the Medical District west to Federal Avenue as well as a north/south route that connects Wilshire Boulevard through the south campus to a bike lane on Ohio Avenue.

Figure V-11: Bicycle Plan

Pedestrian Circulation

Pedestrian circulation is a priority in the Draft Master Plan's recommendations, with a system that includes a variety of pedestrian routes that are handicap accessible. Pedestrian routes need to offer a convenient and functional option for Veterans to access the various areas of the site, connecting key points of interest and focusing clearly on meaningful destinations. They also need to be pleasant and comfortable, passing through activity areas of interest and bounded by beautiful landscape.

- *Hierarchy of pedestrian pathways.* The pathways throughout the campus create a transportation system. This system should serve Veterans and visitors to the campus in an efficient and accommodating manner.
- *Direct and accessible paths.* It is important to make primary thoroughfares that allow for direct Veteran foot traffic throughout the campus. The pedestrian "Spine" of the campus located along Bonsall Avenue is an important part of the plan that would allow for pedestrians to circulate efficiently in the north/south direction on campus. Many of the campus resources are located along this thoroughfare, including residential areas, the Town Center, the Chapel and the medical facilities, and can be a convenient route for residents and visiting Veterans alike.
- *Pathways for exercise, circulation and promenade.* The plan has considered the various needs that walking paths can meet on the GLA Campus. The two mile parcourse is a way to incorporate recreational resources into the site and provide more private, activity-oriented, and contemplative spaces for Veteran.

Figure V-12: Pedestrian Circulation

Landscape Improvement Concepts

Landscape Strategy

The importance of landscape in the Draft Master Plan is to breathe life back into the campus with a landscape strategy to override the current institutional feel of the campus and contribute to developing sense of home. High quality, well-maintained landscape can help create a therapeutic, supportive environment. Reworking the land and maintaining it in pristine condition would offer numerous training opportunities for Veterans.

- *Structurally diverse landscaping.* The general vision is to relieve the campus of its institutional image. A blend of restored and enhanced natural space with some more structured areas of landscape improvements would soften the campus image and provide opportunities for outdoor activities throughout.
- *Diverse landscape features.* Landscape improvements on campus would need to accommodate the very different uses for the space. For example, the campus would need to provide areas for people to be alone as well as spaces that encourage and facilitate interaction or group meetings. This can be achieved through different types of seating and tables, shaded and non-shaded areas, small protected and sheltered spaces and large expansive outdoor spaces.
- *Preserve healthy landscape.* The site has a substantial number of existing mature trees and landscape features, many of which are part of the site's historic legacy. After a thorough analysis of the existing natural areas of the site, the plan recommends a detailed assessment and inventory of existing trees and incorporation of those existing trees and landscape features in the more detailed design. The Draft Master Plan includes this approach at a high concept level.
- *Ring of open space.* The Draft Master Plan proposes that wide buffer of green space encircle the north campus as well as the west and south edges of the South campus. This open space buffer would distinguish the campus from the surrounding urban context, acting as an informal barrier and setting the tone for the distinct and tranquil environment within it. The green space also gives the campus the opportunity to have a two mile long walking and biking course that runs around the Veteran services on the north campus.
- *Sustainable design.* It is important that the campus is a sustainable model both environmentally and financially. The maintenance needs and cost of all campus installments would be considered in the design of the campus landscape. Drought tolerant and climate appropriate plants would also be utilized throughout the campus.

Orientation and Wayfinding

A key component of the landscape plan is to create a sense of place through specialized landscaping and notable landscape landmarks in combination with a peer-concierge service as needed. Signs and maps are important for wayfinding but an important goal of the landscape is that it can allow for the campus and its circulation to become clearer, over and above improved signage. To accomplish this, the landscape plan includes methods to make landmarks and to sprinkle the campus with distinctive open spaces. These areas can be focused around key points of circulation including the primary campus entrances, Visitor's Center, residential courtyards, the Chapel and the five proposed community and town centers throughout the campus. The landscape can include outdoor features, and planting clusters organized seasonally, by height, by pattern or canopy, by regional origin and by color. These changes in plant life and landscape structure would create subtle but emotionally distinctive spaces throughout the campus to assist in pedestrian wayfinding.

Green Sustainability

VA has a mature, integrated, agency-wide sustainability program in place. This includes energy and water conservation, recycling, vehicle fleet optimization, greenhouse gas reduction, and other related programs. The sustainability program does, and will continue to work towards achieving all legal and executive order mandates and requirements. For example, for over a decade VA has been prioritizing opportunities to install solar photo-voltaic panels and other renewably fueled projects where cost effective. Greenhouse gas emissions have been reduced, recycling programs are widespread, and our vehicle fleet consists of numerous electric, hybrid, and alternatively fueled vehicles. VA also seeks cost effective opportunities that contribute to improving sustainability, reducing the VA environmental footprint, and most importantly, serving the mission of caring for our Nation's Veterans and their families.

VA is very cognizant of the water challenges in southern California and elsewhere in the desert Southwest. Since 2007, VA has achieved a 28 percent reduction in potable water use per square foot, and removed 27 acres of turf in collaboration with the LA Department of Water and Power (LADWP). The turf was replaced with drought-tolerant vegetation.

The GLA Campus does have a waste minimization and recycling program in place. When possible, VA makes excess food available to appropriate non-governmental organizations. And food waste is often composted where possible, but this must be done recognizing the challenges of operating in a healthcare environment, where disease and infection control are key considerations.

VA has also established a goal of reducing greenhouse gas emissions 24 percent by 2025 compared to the 2008. This is particularly challenging for VA as by some measure the mission has grown more than 50 percent since then. Additionally, VA is in the initial phases of exploring the potential of micro-grid technology, and how it may fit into our primary mission of serving Veterans and their families.

VA has a very robust program to reduce greenhouse gas emissions from vehicles. Since 2005, VA has kept petroleum use from vehicles to 9%. This is in spite of major mission growth and the taking health care to Veterans homes in appropriate circumstances. VA also has an aggressive program to have as many vehicles as practical that are all-electric, electric hybrid, or alternatively fueled. VA has over 40 electric vehicles on the GLA Campus.

Going forward VA will continue to be a leader in sustainability and green management efforts. VA will be constantly measuring and be a leader integrating GBCI LEED Energy and Environmental Building Sustainability Design Standards in all Building Design and Construction, Interior Design and Tenant Improvement Construction, Building Operations and Maintenance; meet EPA Energy star standard for VA Residential programs; and integrate smart growth, urbanism and green building sustainability standards into the new masterplan neighborhood design (including but not limited to site utility configuration, usage and operation conservation, construction methods and building materials) for all future renovation and new construction projects at the VA.

Solar Panels

VA has implemented three of the aforementioned prioritized solar PV projects at the GLA Campus since 2009. The first two projects were completed for a total combined cost of \$29 million, installing solar PV panels on the roof of the GLA VAMC hospital building, Building 500, and on the top of each sheltered parking structure surrounding Building 500 on the south

campus. The third project placed solar PV panels throughout the north campus on the top of its sheltered parking structures and on the roofs of Buildings 213 and 218.

The solar PV panels installed during these projects are monitored via a web-based system that allows for performance tracking. In the 2015, the tracking system showed that the solar PV panels on the GLA Campus produced a total of 6,280 million kWh, about 13% of the facility's total electricity usage. As some of the paneling did not come on-line until late 2015, total annual energy production is expected to increase to over 20% of the GLA Campus annual usage in 2016.

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